

2025 Health for Humanity Report

Advancing healthcare
& innovation



Environmental
stewardship



Our
employees



Accountability
& governance



Johnson & Johnson



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The 2025 Health for Humanity Report consolidates the four topical reports: Advancing healthcare & innovation, Our employees, Environmental stewardship and Accountability & governance, and other reporting assets: Our approach and Health for Humanity performance data.

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Message from our CEO

To our global community,

Progress in healthcare doesn't happen by chance. It takes innovation, bold ambition and relentless execution.

Our annual Health for Humanity Report highlights the work Johnson & Johnson is doing to tackle the world's toughest health challenges.

The year 2025 propelled Johnson & Johnson into a new era of accelerated impact and growth. We continued to sharpen our focus in six areas of high-growth and high-unmet medical need: Oncology, Immunology, Neuroscience, Cardiovascular, Surgery and Vision. As part of this strategic focus, we announced the planned separation of our Orthopaedics business. Our unique business model spans both Innovative Medicine and MedTech, giving us the depth and scale to shape the future of healthcare in ways no other company can. With \$32 billion invested in R&D and strategic acquisitions, we have the strongest portfolio and pipeline in our 140-year history.

The energy, determination and skill of our global teams, grounded in a shared commitment to Our Credo values, powered our progress and delivered meaningful change for patients around the world.

The Company advanced health outcomes in lasting ways by reaching 1.7 million healthcare workers with tools, training and support to improve quality care. We also remain focused on caring for our people, environmental stewardship and strong accountability and governance.

Our employees are deeply committed to making a difference: 94% say they are willing to go the extra mile to help Johnson & Johnson succeed. In turn, we care for them by investing in their continued growth and well-being. More than 420,000 hours of learning were logged during our Global Learning Day, and more than 30,000 colleagues took part in our Global Activity Challenge.

To build a healthier, more resilient world, our ongoing environmental stewardship resulted in the sourcing of 100% renewable electricity to meet our operational electricity needs worldwide and a 38% reduction in greenhouse gas emissions since 2021.¹

In parallel, our accountability and governance safeguards protected patients and continued to guide how we operate. We trained 3,900 law enforcement and government officials to protect patients from counterfeit products and we directed more than \$2.3 billion to small businesses in the U.S. to broaden economic opportunity.

These accomplishments reflect our resolve to put patients at the center of everything we do as we continue to deliver meaningful, lasting impact for the people who depend on us.

I invite you to explore the full report for more information on how our teams are translating Our Credo into action around the world.



Joaquin Duato, Chairman of the Board and Chief Executive Officer

Joaquin Duato
Chairman of the Board and Chief Executive Officer

\$32 billion

invested in R&D and strategic acquisitions, we have the strongest portfolio and pipeline in our 140-year history

1.7 million

healthcare workers were equipped with tools, training and support to improve quality care in lasting ways

>420,000

hours of learning were logged during Global Learning Day, with >30,000 colleagues participating in the Global Activity Challenge

100%

renewable electricity supplies operations globally, helping achieve a 38% reduction in greenhouse gas emissions since 2021¹

94%

of employees say they are willing to go the extra mile to help Johnson & Johnson succeed and in turn, we care for them by investing in their continued growth and well-being

3,900

law enforcement and government officials were trained to protect patients from counterfeit products, alongside more than \$2.3 billion directed to U.S. small businesses to broaden economic opportunity

¹ Scope 1 & 2 greenhouse gas emissions, meaning emissions from J&J's operations and those linked to the energy it purchases, such as electricity.

About Johnson & Johnson

At Johnson & Johnson, we believe health is everything. Our strength in healthcare innovation empowers us to build a world where complex diseases are prevented and cured, treatments are smarter and less invasive and solutions are personal.

Johnson & Johnson is organized into two business segments: Innovative Medicine and MedTech. Over the last 12 months, we increased our focus on areas of high-growth and high-unmet need, expanding leadership positions across six key areas: Oncology, Immunology, Neuroscience, Cardiovascular, Surgery and Vision. In 2025, we announced the planned separation of our Orthopaedics business, a move that will further prioritize high-growth areas and enable both organizations to pursue leadership positions in their respective markets. Additional information on J&J's reportable businesses can be found in Item 1 of the Company's [Annual Report](#).

We are driven by Our Credo, a set of values that, since 1943, has challenged and inspired us to put the needs and well-being of the people we serve first. Through our expertise in medicines and medical technologies, we are uniquely positioned to innovate across the full spectrum of healthcare solutions today to deliver the breakthroughs of tomorrow and profoundly impact health for humanity.

Headquartered in New Jersey, U.S., our operating companies employ approximately 140,000 employees around the world. Our employees engage in the research and development, manufacture and sale of a broad range of healthcare products that save and help change lives for the better every day. We work with more than 39,000 suppliers and hundreds of external manufacturers to support the development and manufacturing of our products worldwide.

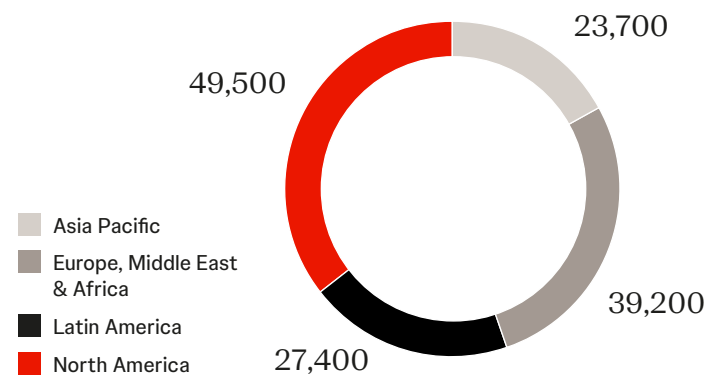
\$26,804

Net earnings (millions)

64

Number of consecutive years of dividend increases²

Employees by region



Health for Humanity strategy

J&J integrates sustainability matters into our business strategies, starting at the highest levels of leadership, where the Board of Directors has overall accountability for impact and risk management oversight. Our Health for Humanity strategy informs our approach to delivering positive impact for our stakeholders while managing related risks and opportunities. It is grounded in Our Credo values, informed by both our Company's purpose to profoundly impact health for humanity and the views of our stakeholders.

The Health for Humanity strategy focuses our efforts on the areas where we are well positioned to achieve the greatest impact: advancing healthcare and innovation, empowering our employees and environmental stewardship. Leading with accountability is foundational to these efforts. Our approach is designed to effectively govern and manage risks while enabling us to identify opportunities that advance our business strategy.

Our Health for Humanity priorities are reviewed regularly, giving consideration to our impacts on people, society and the environment, and the implications for our business arising from these matters. The most recent review was completed in 2025 to reflect changes to J&J's business, stakeholder focus and the external environment. Our refreshed set of priorities comprises topics that reflect our strategic approach. For details, see our [HFH Performance Data and Indices](#).

The Enterprise Compliance & Risk Committee, chaired by our Chief Technical Operations & Risk Officer, with representatives from our business and enterprise risk functions, provides governance and oversight for the management of current and emerging risks and facilitation of action planning across the Company, including environmental, social and governance (ESG)-related matters (see section: [Corporate governance](#)).

[Position on ESG Governance](#)



² 2025 includes dividend declared in April 2026.

About this report

An updated format: This year, in response to stakeholder feedback expressing a desire for easier accessibility of key information in our annual Health for Humanity reporting, we have delivered our disclosures in a significantly refreshed, digital-first format. Our [2025 Health for Humanity Report \(“Report”\) webpage](#) highlights key information and content areas at a glance, and individual topical reports can be downloaded directly from that page. Our Report content is supplemented by our [HFH Performance Data and Indices](#) downloadable file, which includes our key Health for Humanity data and alignment with voluntary reporting standards. Additionally, a consolidated set of all Health for Humanity information can be downloaded from our [Report webpage](#). Collectively, this information and disclosures constitute our 2025 Health for Humanity Report.

Scope of the 2025 Health for Humanity Report: Data in this annual Report, published in June 2026, cover the period between January 1, 2025, and December 31, 2025, unless otherwise indicated. Disclosures in this Report should be reviewed in conjunction with our [Policies & Positions](#). Reporting on other matters specific to the financial performance of the Company and its subsidiaries can be found in our [2025 Annual Report](#).

This Report covers Johnson & Johnson’s worldwide operations. Contract manufacturers are not in scope for this Report, unless otherwise noted. References in this Report to “Johnson & Johnson,” “J&J,” “the Company,” “we,” “us,” and “our” all refer to Johnson & Johnson and its consolidated subsidiaries, unless otherwise stated or indicated by context. All monetary references to dollars (\$) refer to U.S. Dollars (USD). The totals in this Report may not equal 100% due to rounding.

This Report also covers some activities of the Johnson & Johnson Foundation, a registered charity and a company limited by guarantee. The Foundation is a separate legal entity from J&J and is funded solely by J&J. The Foundation operates worldwide as Johnson & Johnson Foundation United States (founded 1953) and Johnson & Johnson Foundation Scotland (founded 2007). More details on Foundation activities can be found on the [Johnson & Johnson Foundation](#) website.

This Report has been prepared to align with widely used standards and frameworks: Global Reporting Initiative (GRI) Standards (with reference), and Sustainability Accounting Standards Board (SASB) Standards: HC-BP, HC-MS. See our [HFH Performance Data and Indices](#) for disclosures against these standards and frameworks.

Materiality approach³: The content in this Report is aligned with our Priority Topics Assessment, which helps us identify and prioritize the ESG topics that are most relevant to our business (see section: [Health for Humanity strategy](#)).

Independent review & assurance: Select Health for Humanity Performance Data undergo external audit and receive limited assurance from a third-party provider, ERM Certification and Verification Services (ERM CVS: see ERM’s [Health for Humanity Data Assurance Report](#) & [Health for Humanity Environmental Data Assurance Report](#)). Our J&J internal Global Audit & Assurance also reviews select data for accuracy, completeness and validity. Select financial data and general information about our business in this Report were previously audited for disclosure in our [2025 Annual Report](#).

Acquisitions: The dates and details of recent acquisitions can be found in Note 18 (Acquisitions and Divestitures) in our [2025 Annual Report](#). ESG data of acquired companies are integrated into reporting as available. Environmental data and safety data of recently acquired companies are included in the Report two years after acquisition, unless otherwise noted. International Organization for Standardization (ISO) certification data are integrated three years after acquisition. This approach allows the new acquisitions to align their Environmental Health and Safety (EH&S) management and reporting systems to J&J standards. Intra-Cellular and Halda Therapeutics are reflected only in the financial data in the 2025 Health for Humanity Report and are not included in other data disclosures.

Divestitures: Except for injury statistics and violations or fines, data of divested companies are excluded in the reporting year in which they have separated.

Restatements: Unless otherwise noted, a 5% change threshold is applied to evaluate the significance of changes in data and determine when data is restated. Reasons that may lead to a restatement of prior period data may include a significant change in newly published measures, new acquisitions or divestitures, data errors or improvements in data collection methodology over time. Data that were not disclosed in prior years are noted as “not reported” in relevant tables throughout the Report.

Cautionary note regarding forward-looking statements: This Report contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 related to, among other things: future operating and

financial performance, product development, market position and business strategy. The reader is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Johnson & Johnson. A further list and descriptions of these risks, uncertainties and other factors can be found in Johnson & Johnson’s most recent Annual Report on Form 10-K, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” and in Johnson & Johnson’s subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission. Copies of these filings are available online at [www.sec.gov](#), [www.jnj.com](#), [www.investor.jnj.com](#) or on request from Johnson & Johnson. Any forward-looking statement made in this Report speaks only as of the date of this Report. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments. Third-party trademarks used herein are trademarks of their respective owners.

Contact us: We welcome your queries and feedback on this Report. Please contact the Johnson & Johnson Office of the Corporate Secretary at: WW-Corporate-Governance@its.jnj.com.

³ Materiality as used in this Report and our Priority Topics Assessment process are different than the definitions used in the context of filings with the U.S. Securities and Exchange Commission and other global reporting frameworks.

Advancing healthcare & innovation

Advancing health for all →

Innovating in medicine →

Innovating in medical technology →

With Our Credo as the compass, we are tackling the world's toughest health challenges to deliver transformational healthcare innovation, patient experience and access, to fulfill our mission of profoundly improving health for humanity.

1.7M healthcare workers

equipped with essential skills to enable them to create meaningful impact for patients

>2.8B doses donated

of VERMOX Chewable (mebendazole) since 2006 (>200 million doses in 2025)

\$14.7B invested in R&D

to create life-enhancing innovations across innovative medicine and medical technologies



Advancing health for all

Despite medical progress, over half the world’s population—an estimated 4.6 billion people—lack access to essential health services, with health inequities continuing to deepen due to a gap in access to quality care globally.⁴ Guided by Our Credo, J&J is deeply committed to closing gaps in healthcare by enabling access to our medicines and medical technologies, prioritizing the needs of patients and empowering the health workers at the heart of care.

Through our global social impact platform, [J&J CareCommunity](#), we unify the efforts of J&J and the J&J Foundation to advance health for all by connecting communities with the support they need and enabling health workers to thrive—because when they do, everyone benefits.

Expanding access to medicines and technologies

At the core of our mission is the development of lifesaving treatments and preventive therapeutics, aiming to improve health outcomes for all. We recognize that true impact is only realized when these advancements reach the people who need them most. To help achieve this, we systematically plan for access from the earliest stages of development and apply our [Innovative Medicine Access and Pricing Principles](#). This means collaborating with payers to set prices based on local value and health outcomes, facilitating accessibility and affordability of our medicines for patients and health systems by engaging early with stakeholders, and sustaining innovation through fair pricing that supports ongoing discovery and development of therapies.

J&J believes that affordability challenges should not stand in the way of access to medicines. In 2025, J&J provided more than \$5.4 billion in products through different mechanisms; this sum includes the value of free products provided directly to patients through the J&J Patient Assistance Program and financial donations to independent charities for under-insured patients. In Latin America, for example, these programs assist patients with chronic illness and their caregivers with treatment adherence and home administration. In low- and middle-income countries where coverage may be limited, tiered approaches reduce costs for those in need and are supplemented by patient and caregiver education and additional resources.



Expanding access to vision and surgical care

We are equipping partners and health workers with the tools, training and support they need to expand access to specialized vision and surgical care to help more people live, see and smile. Sight For Kids (SFK), co-founded with Lions Clubs International Foundation and supported by the J&J Foundation, has cumulatively reached more than 50 million students globally since its inception. In 2025, new program sites in Brazil and

India extended school-based vision screenings and glasses delivery with SFK training 18,000 community health workers to support screenings and follow-up, reaching 2.5 million children and providing 40,000 additional pairs of glasses. Through SEE International and Cure Blindness Project, we also supported surgical trips for volunteer ophthalmology professionals to restore sight for more than 55,000 patients, enabled an additional 295,000 surgeries and trained 260 professionals in advanced cataract treatment techniques. We continued our 35+ year partnership with [Operation Smile](#) as its official suture provider, expanding access to safe surgery for children born with cleft palates—a condition that can affect their ability to breathe, eat, speak and fully experience life—cumulatively supporting cleft surgeries for more than 500,000 children and young adults. [Learn more](#) →

Enhancing oncology care in middle-income countries

Along with applying our access principles to the access and affordability of our medicines, J&J is dedicated to enhancing oncology care in middle-income countries by implementing education and awareness programs for patients and healthcare professionals. Through initiatives such as patient navigation programs for prostate cancer, we empower patients and caregivers to better understand disease management, treatment side effects and adherence, while facilitating access to multidisciplinary specialists and home-based support. Additionally, J&J prioritizes healthcare provider education and capability building in rural clinics, exemplified by our efforts in Egypt, where targeted medical education activities for pharmacists and clinicians foster early diagnosis and improved treatment knowledge, advancing the quality of oncology care in these regions.

Eliminating worms in children

Soil-transmitted helminth infections are a major neglected tropical disease, affecting 1.5 billion people globally and putting 900 million children at risk.⁵ In 2025, we donated 200 million doses of VERMOX Chewable (mebendazole), reaching up to 100 million children and women of reproductive age. Since 2006, J&J has provided 2.8 billion doses in more than 70 countries, helping hundreds of millions of children learn, grow and thrive.



10 years of compassionate use

The year 2025 marked the tenth anniversary of J&J’s comprehensive approach to equitable and evidence-based pre-approval access (PAA) to investigational medicines for patients around the world. Complementing our internal PAA policy, J&J collaborates with external bioethicists, physicians and patient representatives to support our PAA decision-making. Programs like the Compassionate Use Advisory Committee (CompAC), our collaboration with New York University Langone Health Division of Medical Ethics, have become a replicable model for others in our industry to support ethics-based decision-making. Since 2015, we have provided investigational medicines to more than 10,000 patients in 93 countries, including almost 300 patients in 2025. [Learn more](#) →

4 WHO. “Most countries make progress towards universal health coverage, but major challenges remain, WHO–World Bank report finds.” <https://www.who.int/news/item/06-12-2025-most-countries-make-progress-towards-universal-health-coverage-but-major-challenges-remain-who-world-bank-report-finds>. Accessed April 2026.

5 WHO. “Soil-transmitted helminth infections.” <https://www.who.int/news-room/fact-sheets/detail/soil-transmitted-helminth-infections>. Accessed April 2026.

Addressing gaps in access to mental healthcare

More than one billion people worldwide live with a mental health condition, yet in low- and middle- income countries like Kenya, most patients lack access to care.⁶ Together with the Kenyan Ministry of Health and its partners, J&J and the J&J Foundation are helping expand access and strengthen service delivery in Kenya that may prove to be a blueprint for other countries. Commencing in 2025, we began supporting the training of nearly 5,000 community health assistants and more than 100,000 community health promoters to enable early detection. We also supported training hundreds of mental health nurses; we expect to facilitate the graduation of 43 psychiatric nurses by the end of 2026 to increase quality of care delivery. The J&J Foundation has also supported the development of national clinical mental health guidelines and the integration of mental healthcare delivery into national information systems. In parallel, J&J is working to enhance access to affordable treatment options for those with serious mental illness.

Our J&J CareCommunity

For more than 125 years, J&J has championed nurses and community health workers (CHWs) and their essential role in delivering quality care, driving impact through global partnerships and local efforts. Through J&J CareCommunity, our global social impact platform, we are advancing programs that equip healthcare workers (HCWs) with the skills and resources needed to enhance access to quality care for communities around the world, strengthen health systems and improve patient outcomes. [Learn more](#) →

In 2025, we equipped more than 1.7 million HCWs, including nurses, midwives, CHWs and other health care providers (HCPs).⁷ Since 2021, we have reached 5 million HCWs through our health equity initiatives, and J&J Impact Ventures portfolio companies and funds have supported 1.9 million HCWs to date.

Championing nurses

For 125 years, J&J has advocated for, elevated and empowered the nursing profession, because nurses are the backbone of healthcare. In collaboration with leading academic institutions, health organizations and local authorities, [we expanded our efforts to champion nurses](#), including a range of initiatives to support them in transforming health systems and create environments where nurses and patients can thrive.

- Recognizing that nursing burnout, turnover and vacancy rates are significant issues, we launched the [J&J Nursing Workforce Solutions Program](#) powered by the American Association of Critical-Care Nurses. This 18-month program provided experiential learning workshops to 240 nurses to advance nurse satisfaction, retention and healthy work environments.
- The [J&J Nurse Innovation Fellowship](#), with the University of Pennsylvania School of Nursing and Wharton Executive Education, is enabling 46 nurse leaders from across 23 health systems to advance transformative change through a one-year fellowship focused on nurse-led innovation and leadership. The [J&J-supported Nurse Practitioner Entrepreneurship Program](#) powered by Duke Health recruited 20 nurse practitioners

to develop their essential business acumen, leadership and management skills to successfully establish and lead their own nurse-led healthcare enterprises.

- Extending our support around the world, our first [NurseHack4Health](#) outside the U.S. convened teams to innovate solutions for challenges in care delivery during the International Council of Nurses Congress in Finland. We launched the J&J CareCommunity Employee Family Nurse Scholarship, a new scholarship for J&J employee family members that builds on decades of scholarships that J&J has provided to students. In addition, we marked 25 years of impact through the J&J Foundation and the Aga Khan University School of Nursing & Midwifery East Africa, where we have helped train more than 3,500 nurses—significantly advancing healthcare across the region.

Enhancing community health worker skills

CHWs are uniquely positioned to deliver essential health services in their communities. Expanding their numbers and addressing the challenges they face in delivering quality care has the potential to save millions of lives and lay the groundwork for stronger, locally led health systems. In 2025, the J&J Foundation made a \$5 million investment in Africa Frontline First Catalytic Fund, bringing our total pledge to \$20 million for the training and deployment of 200,000 professional CHWs into national health systems across Africa. To address care gaps in Latin America, the J&J Foundation invested \$2.2 million to equip 70,000 HCWs with the training and resources to better serve their communities across nine programs in Brazil, Mexico, Argentina and Colombia.

Investing in global health innovation

J&J Impact Ventures is an investment fund within the J&J Foundation that supports early-stage companies in transforming access to quality and affordable healthcare for patients around the world. The fund's portfolio has grown to more than 80 companies through direct investments and support for other impact funds. During 2025, these portfolio companies supported more than 400,000 health workers and directly reached more than 36 million patients, with 95% of the investments helping to bridge gaps in access to care. The fund has also helped build an ecosystem where health impact innovation can thrive by supporting more than 280 entrepreneurs through accelerators, competitions, fellowships and other funding. From [Penda Health's](#) tech-enabled primary care clinics in Kenya, to the largest network of pharmacies in Southeast Asia with [SwipeRx](#), to [Hamilton Health Box's](#) micro-clinics reaching patients in the rural U.S., our investments are helping ensure more people get the care they need. [Learn more](#) →

Expanding volunteer contributions

We launched the J&J CareCommunity Giving Portal to expand volunteer opportunities for our employees to support the communities in which we live and work. Through the Giving Portal, we advance programs and initiatives that support community health and address social determinants of health, from education to environmental health and more. J&J employees and retirees also contributed financial resources to nonprofit organizations. In 2025, the J&J Foundation matched J&J employee and retiree commitments through the Matching Gifts Program, contributing more than \$33.5 million to more than 9,500 nonprofit organizations.

⁶ WHO. "Over a billion people living with mental health conditions—services require urgent scale-up." <https://www.who.int/news/item/02-09-2025-over-a-billion-people-living-with-mental-health-conditions-services-require-urgent-scale-up>. Accessed April 2026.

⁷ Healthcare workers reached includes both U.S.-based and global initiatives, beginning in 2025, J&J Impact Ventures is also included.

Alongside these efforts, our enterprise-wide volunteer programs enable the unique expertise of J&J employees to help solve social challenges. For example, as part of the J&J Global Secondment Program, J&J employees provided more than 13,000 hours of pro bono services and expertise through skills-based volunteering to help 22 J&J Impact Ventures portfolio companies achieve their impact objectives.

More than 19,000 employees participated in a Company-facilitated volunteer activity during the year.

Assisting with disaster relief

When disaster strikes, our objectives are to quickly reach and support the most vulnerable, help provide medicine and medical supplies and restore health services. We aim to be present before, during and after a disaster to provide support, including mental health training, to the HCWs who are responding to natural disasters and strengthening communities' ability to recover. To mark National Preparedness Month in September 2025, the J&J Foundation committed \$1 million to Americares to improve rapid response to disasters worldwide by providing support for frontline HCWs and local health systems. We also deepened our collaboration with American Red Cross by joining their Disaster Responder program and extended our support for the distribution of hygiene kits via Heart to Heart International. Our "always on" support was crucial for our partners to be able to immediately mobilize when disaster struck during the Texas floods, Hurricane Melissa and other crises that occurred in 2025.

[Learn more](#) →

Innovating in medicine

Patients are at the center of everything we do. We apply rigorous science to address the serious health challenges of today and develop the medicines of tomorrow. We work to develop treatments and aspire to find cures, championing patients every step of the way.

Oncology

According to WHO, about 1 in 5 people worldwide will develop cancer at some point during their lifetime.⁸ Leveraging decades of experience, we focus on supporting patients affected by a range of cancers, including multiple myeloma, lung, prostate and bladder cancers. In 2025, we made significant progress:

- **Multiple myeloma:** 40% of patients with multiple myeloma experience relapse.⁹ One key example of J&J's strategy to combine and sequence medicines—and use them as early as possible to achieve the best outcomes for patients—is the combination treatment of TECVAYLI (teclistamab) plus DARZALEX FASPRO for patients with relapsed/refractory multiple myeloma who have received at least one prior therapy. New data from our Phase 3 MajesTEC-3 study showed an 83.4% reduction in the risk of disease progression or death compared to standard regimens at nearly three years follow-up, with more than 90% of patients who were progression-free at six months remaining so at three years.
- **Bladder cancer:** Each year, approximately 600,000¹⁰ people worldwide are newly diagnosed with bladder cancer, and non-muscle invasive bladder cancer (NMIBC) accounts for 75%¹¹ of new cases. In 2025, INLEXZO (TAR-200) was approved by the U.S. Food and Drug Administration (FDA) for

patients with Bacillus Calmette-Guérin (BCG)-unresponsive NMIBC with carcinoma in situ (CIS), with or without papillary tumors. INLEXZO is the first and only intravesical drug-releasing system (iDRS) to extend local delivery of a cancer medication into the bladder, delivered within minutes as an office procedure without general anesthesia. In the SunRISe-1 clinical study, 82% of patients treated with INLEXZO achieved a complete response, meaning no signs of cancer were found after treatment, and 51% of these patients maintained a complete response for at least one year. There has been little innovation to the standard of care for certain patients with bladder cancer in over 40 years, making this approval a meaningful advancement for many patients and clinicians who previously had limited options.

- **Lung cancer:** Lung cancer is the leading cause of cancer deaths worldwide. Non-small cell lung cancer (NSCLC) makes up 80% - 85%¹² of all lung cancer cases. In 2025, the FDA approved J&J's RYBREVANT FASPRO (amivantamab + hyaluronidase-lpuj), the first and only subcutaneous therapy for patients with epidermal growth factor receptor (EGFR)-mutated NSCLC. RYBREVANT FASPRO offers greater patient convenience and lower burden on healthcare resources by reducing administration time from hours to minutes and reducing incidence of blood clots.
- **Prostate cancer:** Prostate cancer ranks among the top ten causes of cancer-related deaths worldwide.¹³ For nearly two decades, J&J has been at the forefront of advancing prostate cancer care across the disease continuum, reaching more than 800,000 patients globally and driving innovation in novel treatment approaches. AKEEGA (niraparib/abiraterone acetate) given with prednisone was approved by the FDA for the treatment of patients with BRCA-2 mutated metastatic castration-sensitive prostate cancer (mCSPC). The FDA's

approval is based on positive results from AMPLITUDE, our international Phase 3 clinical study that demonstrated the potential of this treatment to delay cancer progression and symptom worsening in patients with BRCA-2 mutated mCSPC, affording patients significant improvement in quality of life with a prostate cancer diagnosis.

Immunology

More than 15 million people were diagnosed with at least one autoimmune disease between 2011 and 2022 in the U.S. alone.¹⁴ At J&J, our goal is to deliver durable, symptom-free remission for all patients with immune-mediated diseases. To achieve this, we aim to drive insights across diseases, identify shared drivers of disease along proven treatment pathways, and help healthcare providers connect with the latest immunology research to optimize care for their patients with complex conditions. Notable advances in 2025 included:

- **Plaque Psoriasis (PsO):** We released 52-week data from the Phase 3 ICONIC-TOTAL study evaluating icotrokinra, a first-in-class investigational targeted oral peptide that precisely blocks the IL-23 receptor in adults and pediatric patients 12 years of age and older with PsO affecting high-impact sites. Results demonstrated that 72% of patients with scalp psoriasis and 85% with genital psoriasis treated with icotrokinra achieved clear or almost clear skin at week 52, and 67% of patients treated with icotrokinra achieved overall rates of clear or almost clear skin by week 24, which was maintained through week 52. This unique combination of exceptional skin clearance and favorable safety profile in a once daily pill became available to patients in the U.S. with the first launch of ICOTYDE in March 2026, beginning a new era for first-line systemic treatment of plaque psoriasis.

8 International Agency for Research on Cancer, Press Release, Feb 1, 2024, https://www.iarc.who.int/wp-content/uploads/2024/02/pr345_E.pdf.

9 Kumar, S. K., et al. (2021). Prognostic factors for early (<2 years) and late (>2 years) relapse after initial therapy in multiple myeloma. *Blood*, 138(Supplement 1), 3761. <https://doi.org/10.1182/blood-2021-151249>.

10 World Bladder Cancer Patient Coalition. "GLOBOCAN 2020: Bladder cancer 10th most commonly diagnosed worldwide." https://worldbladdercancer.org/news_events/globocan-2020-bladder-cancer-10th-most-commonly-diagnosed-worldwide/. Accessed April 2026.

11 Grabe-Heyne K, Henne C, Mariappan P, Geiges G, Pöhlmann J and Pollock RF (2023) Intermediate and high-risk non-muscle-invasive bladder cancer: an overview of epidemiology, burden, and unmet needs. *Front. Oncol.* 13:1170124. doi: 10.3389/fonc.2023.1170124.

12 American Cancer Society. "What is Lung Cancer?" [https://www.cancer.org/cancer/types/lung-cancer/about/what-is.html#:~:text=About%2080%25%20to%2085%25%20of,\(outlooks\)%20are%20often%20similar](https://www.cancer.org/cancer/types/lung-cancer/about/what-is.html#:~:text=About%2080%25%20to%2085%25%20of,(outlooks)%20are%20often%20similar). Accessed April 2026.

13 Bray F, Laversanne M, Sung H, et al. Global cancer statistics 2022: GLOBOCAN estimates of incidence and mortality worldwide for 36 cancers in 185 countries. *CA Cancer J Clin.* 2024;74(3):229-263. doi:10.3322/caac.21834.

14 Abend et al. Estimation of prevalence of autoimmune diseases in the United States using electronic health record data. *The Journal of Clinical Investigation.* DOI: <https://doi.org/10.1172/JCI178722>.

- **Inflammatory Bowel Disease:** Building on our 30-year legacy of immunology innovation, we continued to pursue improved outcomes for patients with TREMFYA (guselkumab) in ulcerative colitis (UC) and Crohn’s disease (CD). New long-term data from the QUASAR study showed sustained clinical outcomes in patients with moderately to severely active UC, with 80.8% being in clinical remission three years into the study. Additional findings showed that of those in clinical remission at week 44, 87.5% maintained clinical remission through three years¹⁵. These results strengthen confidence in the benefits of TREMFYA for long-term treatment of CD and UC to address these lifelong conditions that can significantly impact patients’ overall health.
- **Autoantibody diseases:** The FDA approval of IMAAVY (nipocalimab-aahu) in 2025 for the treatment of generalized myasthenia gravis (gMG) marked J&J’s official entry into treating autoantibody diseases. Despite treatment advances for gMG, 62% of patients reported that they continued to experience moderate-to-severe symptoms on their current therapies.¹⁶ IMAAVY, a treatment designed to block FcRn- and reduce the harmful autoantibodies that drive disease, provides sustained efficacy in the broadest population of people living with gMG, a chronic, incurable neuromuscular disease that causes debilitating symptoms such as muscle weakness and difficulty chewing, swallowing and speaking. Nipocalimab is being studied across eight diseases in three key segments within the autoantibody space, including rare autoantibody diseases, rheumatologic diseases and maternal fetal diseases.

Neuroscience

We are redefining what’s possible for more than one billion people worldwide living with neuropsychiatric, neurodegenerative, ophthalmic and neurological autoantibody disorders.¹⁷ We are addressing neuroscience’s toughest challenges with purpose and precision, so people can live a life filled with joy, independence and dignity.

In 2025, we made notable advances:

- **Major depressive disorder (MDD):** Two in three people living with MDD continue to experience residual symptoms despite treatment, which can significantly impact their overall quality of life.¹⁸ The FDA approval of CAPLYTA (lumateperone) as an adjunctive therapy for adults living with MDD—the first following J&J’s [acquisition of Intra-Cellular Therapies, Inc.](#)—provides patients with a safe and effective new treatment option that can enable a path to remission, the ultimate goal of treatment. This approval marks the fourth indication for CAPLYTA, the first and only FDA-approved treatment for bipolar I and II depression in adults, as an adjunctive and monotherapy, and for the treatment of schizophrenia in adults.
- **Treatment-resistant depression (TRD):** For patients who do not respond to oral antidepressants or cannot tolerate them, treating TRD can be complicated. With the FDA approval of SPRAVATO (esketamine) CIII nasal spray as the first and only standalone treatment for adults living with TRD, patients now have an additional treatment option that may help improve depression symptoms in as little as 24 hours, without the need for daily oral antidepressants. Backed by more than a decade of research and more than six years of real-world use, SPRAVATO has been administered to more than 235,000 patients worldwide and has proven to be a transformational treatment option for many people living with TRD.

- **Schizophrenia:** Schizophrenia is a complex, chronic and progressive condition affecting approximately 2.8 million adults in the U.S., yet it remains significantly undertreated, with roughly 40% of individuals not receiving adequate care.¹⁹ On average, adults living with schizophrenia experience nine relapse episodes within a six-year period, which is why reducing relapse risk is a critical goal in long-term management and can help preserve functioning, reduce caregiver and societal strain and break the cycle of repeated hospitalization.²⁰ Based on positive long-term data that showed CAPLYTA substantially lowers the chance of relapse compared to placebo, J&J submitted a supplemental New Drug Application (sNDA) to the FDA for the prevention of relapse in schizophrenia. With the addition of CAPLYTA to our portfolio of schizophrenia therapies, J&J now offers the broadest range of oral and long-acting injectable treatment options to support each patient’s individual treatment journey.



Cardiopulmonary

Across the globe today, cardiovascular diseases, including stroke, are the leading causes of death worldwide and a significant driver of healthcare costs. The incidence and prevalence of atrial fibrillation (AFib), a type of abnormal heart rhythm (arrhythmia), are increasing globally, with more than 55 million people affected.²¹ We are innovating at the intersection of biology and technology to develop advanced therapies and cutting-edge technologies to improve outcomes for people with cardiovascular disease.

Stroke prevention: Despite the high incidence of stroke, many patients at risk, including approximately 40% of eligible AFib patients, are untreated or undertreated due to concerns about bleeding with current therapies.²² Together with our partner Bristol Myers Squibb, we are advancing milvexian, an investigational oral, highly selective Factor XIa inhibitor focused on primary stroke prevention in patients with AFib and prevention of secondary stroke in a wide range of patients. Milvexian is part of a new class of anticoagulants in development aimed at preventing harmful clotting that restricts blood flow (thrombosis), with the goal of preserving the normal clotting process (hemostasis).

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 22 Ullal AJ, Holmes DN, Lytle BL, et al. Achievement and quality measure attainment in patients hospitalized with atrial fibrillation: results from the Get With The Guidelines - Atrial Fibrillation (GWTG-AFIB) registry. Am Heart J. 2022;245:90-99. doi: 10.1016/j.ahj.2021.12.002.

Innovating in medical technology

Fueled by innovation at the intersection of biology and technology, J&J is developing the next generation of smarter, less invasive, more personalized treatments across surgery, vision, cardiovascular and orthopaedics.

Cardiovascular

J&J advanced multiple fronts in cardiovascular care in 2025, combining innovation, clinical evidence and broader treatment pathways, helping physicians recover more hearts and save lives. Key areas of progress made in 2025 include:

- **Acute coronary syndrome:** Our IMPELLA CP percutaneous catheter-based technology platform reached its ninth generation, reflecting a decade of iterative design to enable the heart to rest and recover. Also in 2025, the American College of Cardiology and the American Heart Association updated their professional guidelines²³ that influence how physicians treat patients with acute coronary syndrome. With a Class 2a recommendation, the guidelines highlight that the use of IMPELLA may be reasonable for selected patients with a severe heart attack that is complicated by cardiogenic shock. Long-term data from the DanGer Shock randomized control trial showed an absolute mortality reduction of 16.3% and approximately 600 additional days alive for up to 10 years for patients treated with IMPELLA CP versus standard care.
- **Peripheral artery disease (PAD):** We further expanded treatment options for PAD with the launch of the Shockwave

Javelin Peripheral Intravascular Lithotripsy catheter in the U.S. and EU. The first-of-its-kind Forward IVL Platform is designed to modify calcium beyond the tip and enable further treatment for patients with PAD, keeping the interventional procedure moving forward.

- **Atrial fibrillation (AFib):** Advancing our efforts to make AFib treatment more accessible, efficient and reproducible, we broadened electrophysiology treatment options through our VARIPULSE Pulsed Field Ablation (PFA) platform by integrating mapping and ablation into a single workflow with the CARTO 3 System. This integration offers precise ablations with low to zero radiation exposure and same day discharge; it also has the potential to translate to lower complication risk and shorter procedures, compared to procedures that do not integrate these activities into a single workflow.
- **Chronic subdural hematoma:** TRUFILL n-BCA Liquid Embolic system gained FDA approval for the treatment of chronic subdural hematoma as an adjunct to surgery, when traditional surgical interventions may not always be suitable or effective for long-term control.

Surgery

J&J's surgical and vision programs in 2025 combined product launches, artificial intelligence (AI)-backed innovation and efforts to standardize outcomes and improve patient experience.

- Through our POLYPHONIC digital ecosystem and partnerships, we continued advancing an open innovation path for AI in operating rooms (ORs), emphasizing perioperative decision-making, OR efficiency, data interoperability and regulatory readiness. We further invested in accelerating

surgical AI solutions through our Polyphonic AI Fund for Surgery, awarding grants and technology resources to innovative solutions that could positively impact surgery.

- To more effectively address wound complications, we convened global experts to develop a common classification and reporting framework that includes a wide range of wound complications and has the potential to enable earlier interventions and support prevention strategies that enhance outcomes for patients.
- We introduced MENTOR MEMORYGEL Enhance Breast Implants in the U.S., the first implant line designed specifically to meet reconstruction needs for larger-breasted breast cancer patients following mastectomy. These implants expand size ranges to better support proportionate reconstruction and reduce the need for revision surgeries.

Vision

Astigmatism affects about 40% of the population²⁴, making it one of the most common vision conditions. Traditionally, there has been a gap for people with astigmatism when they begin to experience presbyopia. They have had to make compromises by either switching from daily contact lenses to reusables or layering reading glasses over their contact lenses.

In 2025, J&J launched ACUVUE OASYS MAX 1-Day MULTIFOCAL for ASTIGMATISM, the first and only daily disposable multifocal toric contact, bringing pioneering innovation for astigmatic patients with presbyopia. This contact lens provides patients with clear, stable vision at all distances and in all lighting conditions, along with comfort that lasts all day. It is built with the combination of four proprietary technologies²⁵ which enable its comfort and visual results.



23 2025 ACC/AHA/ACEP/NAEMSP/SCAI Guideline for the Management of Patients With Acute Coronary Syndromes: A Report of the American College of Cardiology/ American Heart Association Joint Committee on Clinical Practice Guidelines | JACC. <https://www.jacc.org/doi/10.1016/j.jacc.2024.11.009>, accessed February, 2026.

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Enterprise technology and manufacturing

We are consistently seeking innovative ways to support our extended supply chain and quality processes through digitization and advanced practices. Progress in 2025 includes:

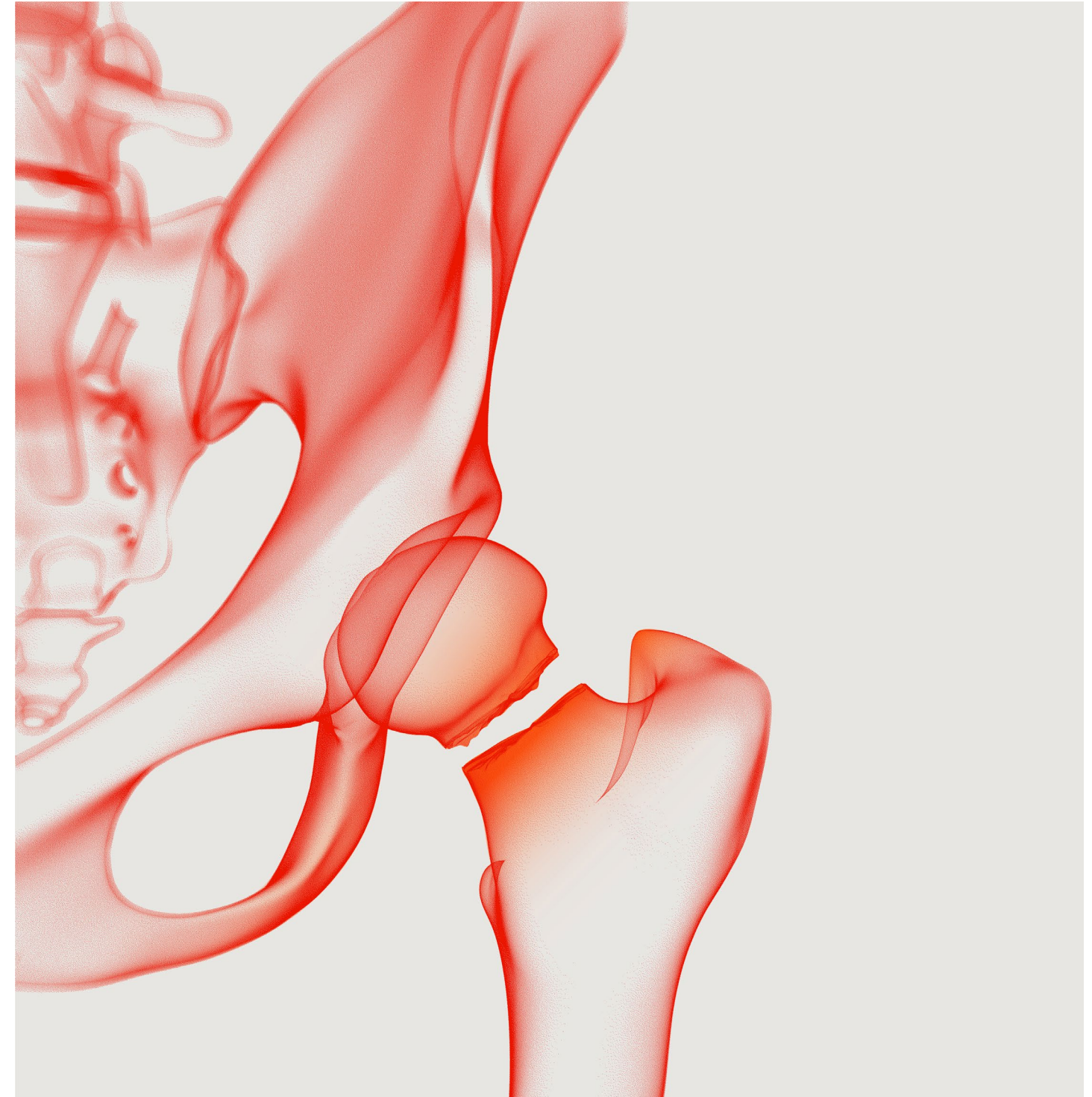
Digital programs delivered measurable manufacturing and quality gains for our medical devices. Our Quality Digital Transformation Excellence program automated batch release processes by 65% and halved release cycle time, giving real-time visibility into release status and bottlenecks. Our AI-enabled Quality Management System digitized quality workflows and introduced a global product complaint intake portal to accelerate investigations, reduce errors and standardize corrective actions. The digitization of our Product Lifecycle Management systems connects processes, allowing teams to accelerate innovation, reduce time-to-market and deliver high-quality, digitally connected products that improve patient outcomes worldwide.

We also piloted AI Advisor, a chatbot for commercial and sales teams, piloted with more than 1,000 users; AI Advisor is expected to save significant manual hours by delivering compliant, timely answers to customer questions.

Orthopaedics

In October 2025, J&J announced its intention to separate its orthopaedics business, with a targeted completion within 18 to 24 months after the initial announcement. J&J continued to advance orthopaedic care with surgical tools, implants and digital systems that target both clinical outcomes and surgeon well-being. In 2025, we made significant progress:

- In the U.S., we launched the KINCISE 2 Surgical Automated System as a next-generation power tool, adding new capabilities and improving compatibility with complex hip revision techniques. By automating controlled impaction and improving ergonomics, KINCISE 2 aims to cut fatigue, improve efficiency and reduce operating room time and costs.
- With the launch of the VOLT Distal Radius and VOLT Proximal Humerus 3.5 Plating Systems, we extended our precision technology to address high-volume fragility fractures such as wrist and proximal humerus fractures, delivering improved stability, broader surgical options and greater efficiency. Since its launch, VOLT has been successfully used in surgeries in the U.S., Canada and Europe.
- The launch of our VIRTUGUIDE AI-Powered Patient-Matched Lapidus System in the U.S. supports Lapidus procedures, a type of bunion surgery. VIRTUGUIDE enables a reduction of pre-operative planning to minutes and intraoperative time by at least 30 minutes and enhances surgical accuracy.



Our employees

Our purpose-driven culture →

Caring →

Learning →

Inclusion →

Our employees are critical to our continued success and are an essential element of our long-term strategy. Through attracting, developing, empowering and inspiring employees, we foster a culture that drives engagement and retention of our global talent.

95% employee response rate

to J&J's Our Credo Survey, with 92% agreeing that J&J ensures our first responsibility is to the patients, doctors and nurses, mothers and fathers, and all others who use our products and services

420,000 hours of learning

completed during J&J's third Global Learning Day to enhance employee knowledge and skills

>30,000 employees building fitness

by taking part in our tenth Global Activity Challenge, walking a combined 6.4 billion steps in 71 countries



Our purpose-driven culture

We assess the health of our purpose-driven culture each year through the Our Credo Survey, a comprehensive assessment both of our employees' views and also alignment of our actions with Our Credo values.

In 2025, the Our Credo Survey was again conducted in 73 countries and made available in 36 languages. We provided detailed results and action planning resources to people leaders across the organization to help them address areas of opportunity. Additionally, we continued to offer employees in most countries the chance to receive a confidential, personalized fulfillment report designed to enhance self-awareness regarding satisfaction at work with development suggestions linked to our learning platform, J&J Learn.

The three core principles that underpin our purpose-driven culture are: **Caring, Learning and Inclusion.**

Caring

Guided by Our Credo, we care for our employees' physical, mental, emotional and financial health. We demonstrate our care for employees in our attraction and recruitment processes and through well-being, health and safety, compensation, benefits and recognition programs.

Employee attraction and recruitment

Our recruitment efforts include outreach through a wide range of channels and partners to encourage a broad representation of top qualified candidates. Employee referrals again generated a significant proportion of recruitment in 2025, demonstrating employee confidence in J&J as an attractive workplace.

Employee well-being

We encourage and enable employees to care for their own well-being and provide a range of ways to help them do so. For example, in 2025:

- More than 40,000 employees participated in well-being courses, with more than 45,000 learning hours in total.
- More than 30,000 employees in 71 countries took part in our tenth annual Global Activity Challenge, walking a combined 6.4 billion steps, reflecting a 55% increase in movement.
- We reviewed and updated our global health and well-being policies, including *Healthy Mind, Healthy Work* and *Physical Well-Being*, to advance their strategic impact and ensure they remain relevant, evidence-based and supportive of our workforce.
- Our Global Well-Being Reimbursement offers full- and part-time employees up to \$500 per year to take care of their total health. In 2025, this was expanded to include support relating to financial well-being, in addition to the offerings relating to healthy movement, healthy eating, healthy mind and recharge & recovery. More than 110,000 employees claimed this reimbursement in 2025, demonstrating a strong awareness and appreciation of our well-being offerings.

Our *Healthy Mind* Policy continues J&J's history of progress by protecting, promoting and providing the means to enable employee mental health and well-being. Our Mental Well-Being strategic and operational team oversees the global Employee Assistance Program (EAP) & CARE Services, psychosocial risk assessments and mental well-being education for employees and people leaders. The team collaborates across the enterprise to reduce stigma and normalize help-seeking.

Our *Mental Well-Being Fundamentals* e-learning course is recommended for all J&J employees to understand the mental health and well-being continuum. As of 2025, approximately 25% of people leaders worldwide have completed J&J's *Leader's Guide to Mental Health & Well-Being in the Workplace* live course.

Compensation and benefits

We are committed to compensating our employees fairly and to offering benefits that meet the needs of today's employees and their families. In 2025, we continued to implement an annual living wage assessment in collaboration with Business for Social Responsibility (BSR) to provide employees with pay that is both market competitive and sufficient to attain a sustainable standard of living. Our benefits packages also aim to improve the quality of life for employees by providing practical support for family, health, education and long-term financial management needs.

Employee recognition

We believe that recognition is a key driver of employee engagement and retention. In addition to regional and functional awards programs, 2025 was the sixth year of Inspire, our global colleague recognition program. In addition to the existing Inspire recognitions, we introduced new ways to welcome and celebrate our employees through Inspire, adding Life Events (such as birthdays and marriage) and Community Celebrations, recognizing colleagues for social responsibility.

In 2025, our global workforce generated more than 590,000 recognition moments through Inspire.

For additional information please visit [Careers at J&J](#).

[Position on Employee Development and Total Health and Well-Being](#)

J&J's Our Credo Survey by the numbers



Employee health & safety

We aim to support a workplace where everyone can thrive and return home safely at the end of the working day. We apply our global Environmental Health & Safety (EH&S) management system and standards to ensure the safety of employees at our workplaces around the world. In 2025 we:

- Achieved our lowest crashes per million miles and injuries per million miles rates since we began measuring these metrics and marked 31 years of our SAFE FLEET program, which provides training and resources to our more than 30,000 vehicle drivers globally.²⁶
- Accelerated the rollout of our Human and Organizational Performance (HOP) program at our sites. HOP is a methodology that enhances our understanding of how individuals interact with their work environment—including processes and procedures—to identify and address potential areas where human error could lead to safety risks. In 2025, 13 sites underwent HOP assessments, bringing the total number of sites engaged in this process to 41.
- Developed *Insights Navigator*, a digital portal that provides EH&S and sustainability teams with access to comprehensive occupational health & safety and environmental stewardship information, reducing the time required to find, compile and interpret data.

Learning

We are a learning culture—curious, future focused and committed to continuous improvement. By raising the bar every day, our employees spark innovation, build meaningful careers and make a real impact on patients, communities and the future of health.

Global Learning Day 2025

In September 2025, we celebrated our third Global Learning Day, an annual, full day dedicated to the growth and development of our employees. This year’s theme, *Direct Conversations: Dialing Up Care While Being J&J Direct*, reinforces a shared way of working—showing up for each other with courage, clarity and care. It encourages us to speak openly, give and receive feedback and demonstrate care for our people, our business and the patients we serve. The centerpiece masterclass drew more than 28,000 live participants with additional engagement from global sites hosting group viewings.

Global Learning Day also offered participants the ability to curate their own learning journey through access to our learning ecosystem, which includes a library of more than 125,000 on-demand courses.

Nearly 44,000 people completed more than 420,000 hours of learning, representing a 21% increase year over year.

These results highlight growing appetite for development opportunities and reinforce J&J’s culture of continuous learning.

In 2025, we saw significant momentum and a strong interest in priority skills, including AI. There were nearly 120,000 learning completions for AI-related learning content, reflecting nearly 80,000 hours of learning. Building on this momentum, J&J continues to prioritize AI upskilling globally by equipping all employees with a shared foundation of AI literacy and

progressively enabling role-relevant application and fluency. Through a coordinated enterprise approach, AI upskilling is being embedded as a core capability focused on responsible use, practical application and continuous learning.

In 2025, employees completed 34 average training hours and J&J’s total spend on employee learning & development amounted to \$128 million.

Inclusion

Our Credo affirms our commitment to fostering an inclusive work environment and calls on us to respect the diversity and dignity of all J&J colleagues and recognize their merit. We encourage an open and inclusive communications environment so that everyone feels welcome to offer ideas and suggestions about how we can improve outcomes for patients and consumers, while demonstrating care for our communities and the planet. Our Inclusion Index score, which measures our success in building an inclusive work environment, reached 83% in 2025, up from 2024, and 86% of our employees agree that J&J provides an inclusive work environment where each employee is considered an individual.

We launched Inclusion Dialogues, a guide that helps people leaders facilitate meaningful conversations that foster inclusion and belonging. We also launched Inclusion in Action, a training program to equip employees with practical strategies for creating an inclusive work environment; in 2025, more than 70,000 employees completed the training.

In 2025, we launched our enhanced Disability and Accessibility strategy, a global commitment to continue building accessible environments that enable everyone to thrive and contribute to their fullest potential. This strategy focuses on:

- **Accessibility:** Ensuring our physical and digital spaces are inclusive and barrier-free.
- **Belonging:** Creating a culture where employees with disabilities feel valued and supported.
- **Opportunity:** Providing resources and pathways for career growth and success.

We centralized our Company-wide disability inclusion and accessibility resources into a one-stop hub available to all employees globally for guidance. Our Alliance for Diverse Abilities employee and business resource group also delivered training to help employees learn, engage and promote practices that enhance the well-being of people with disabilities at J&J and in the communities we serve.

²⁶ The current measurement process began in 2008; does not include data from 2020.

Environmental stewardship

Decarbonizing our operations & value chain →

Advancing circular solutions →

Partnering for climate resilient health systems →

Managing risk & compliance →

For decades, J&J has been committed to environmental stewardship to protect the health of our planet and strengthen the resilience of our business. Our focus is informed by our business strategy, stakeholder expectations and assessment of where we can make meaningful impact.

Based on these factors, our strategic priorities include:

- decarbonizing our operations and value chain;
- advancing circular solutions within our product portfolio and our operations; and
- partnering for climate resilient healthcare systems.

This work is underpinned by our commitment to excellence in risk management and compliance.

100% renewable electricity

sourced to meet our operational electricity needs in 2025

38% GHG emissions reduction

of our absolute Scope 1 & 2 emissions since 2021

17 countries with hospitals

using J&J's recycling program for single-use medical devices and select packaging



Decarbonizing our operations & value chain

As a global healthcare company, we believe we have a responsibility to reduce our carbon footprint and prepare our business to be climate resilient. We set our first climate-related goals more than three decades ago. We continue to make strong progress toward our current near-term climate goals, which have been validated by the Science Based Targets initiative (SBTi).

SBTi-validated climate goals

Scope 1 & 2 greenhouse gas (GHG) emissions goal:

Reduce absolute Scope 1 & 2 GHG emissions 44% by 2030, from a 2021 base year.

Performance in 2025:

38%

absolute reduction in Scope 1 & 2 GHG emissions versus 2021 base year.

Value chain goal:

80% of J&J suppliers by emissions covering Purchased Goods and Services and Upstream Transportation and Distribution will have science-based targets by 2028.

Performance in 2025:

37%

of our Scope 3 Purchased Goods and Services and Upstream Transportation and Distribution suppliers had science-based targets.

Sourcing renewable electricity

We continue to drive the adoption of renewable energy across our global operations. As of the end of 2025, we maintain 41 onsite renewable energy systems in 15 countries, and have executed 16 contracts for offsite renewable electricity and certificate procurement. Our use of renewable electricity is a significant factor in reducing our operational carbon emissions.

Achieving our 100% renewable electricity goal

100%

electricity from renewable sources within our operations

J&J first announced our goal to source 100% renewable electricity for our operations in 2015. For the calendar year 2025, J&J matched 100% of its annual electricity consumption within our operations with electricity from renewable sources.

This consists of onsite renewable generation and offsite renewable sources: virtual and direct power purchase agreements (PPAs); utility green tariffs; and unbundled energy attribute certificates (EACs).

Reducing operational GHG emissions

We continue to invest in energy-efficient processes, equipment and decarbonization efforts at our sites. The year 2025 marked the 20th anniversary of our CO₂ Capital Relief Program, which allocates up to \$40 million per year in capital relief for energy projects that demonstrate potential CO₂ savings and a financial return.

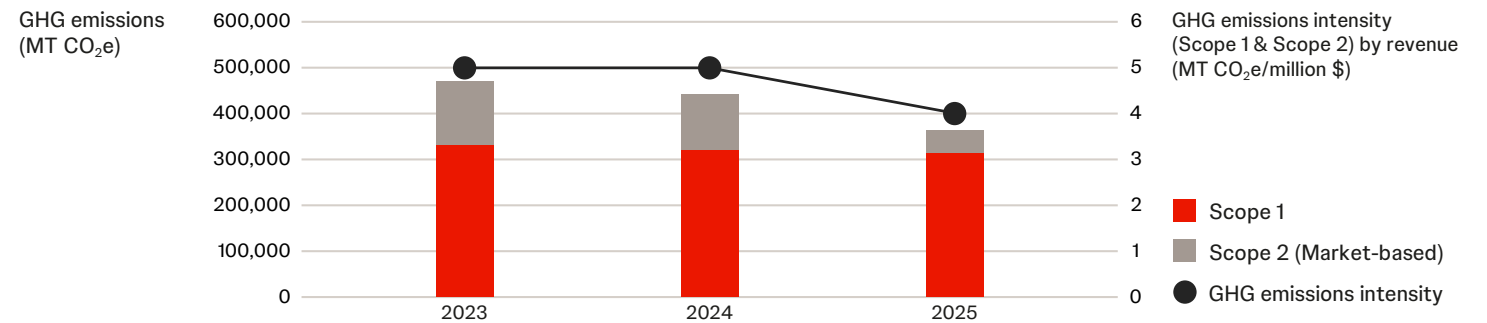
- \$13 million spent on completed and ongoing projects
- 18% average Internal Rate of Return (IRR)
- \$7 million projected energy cost savings

Projects in 2025 included:

- The commissioning of a geothermal Aquifer Thermal Energy Storage system at our site in Geel, Belgium. This project includes eight wells drilled to 75 meters deep and a new piping network to deliver heat and cooling to replace the steam used for HVAC heating. The system is expected to reduce natural gas consumption at the site by 30%.

- A high-efficiency heat pump at our site in Cork, Ireland, to help maximize heat recovery from the cooling tower system. It is estimated to reduce approximately 1,100 metric tons of CO₂e annually.
- Heat recovery units on the boilers at our site in Suzhou, China, preheat incoming HVAC hot water using recovered heat energy from steam condensate water, resulting in an estimated annual CO₂e reduction of approximately 440 metric tons.
- The addition of a carport and rooftop solar installation to our site in Aurangabad, India, providing more than 20% of the site's total electricity needs.

Scope 1 & 2 GHG emissions*



* See the Greenhouse Gas Emissions table in our [Health for Humanity Performance Data and Indices](#) for footnote considerations related to GHG emissions data.

Addressing upstream emissions

We remain committed to reducing Scope 3 emissions from purchased goods and services across our extended value chain.

Engaging suppliers in climate action

We engage our key suppliers in support of our value chain (Scope 3) goal. Our approach includes:

- **Improving data quality:** We collect carbon emissions data for key aspects of our supply base. Starting in 2025, we also use the EcoVadis Carbon Action Manager solution to understand the maturity level of our largest-emitting suppliers, including their goals, emissions footprint and reductions, to support targeted supplier engagement and drive carbon reduction across the supply base.
- **Building capacity to reduce emissions:** Through our Onward program as well as through industry collaborations Energize and Activate, J&J engages with suppliers and industry peers to provide education and support across our supply chain.

In 2025, through the Energize program, J&J joined a multi-buyer PPA cohort with our suppliers to help accelerate decarbonization across the EU market. Through the Pharmaceutical Supply Chain Initiative (PSCI), our suppliers have access to climate-related training, such as the 2025 PSCI Decarbonization Summit, which offered a tailored agenda based on each supplier’s maturity and provided opportunities for peer-to-peer learning. Additionally, through our membership in the World Wildlife Fund (WWF) Climate Business Network, J&J suppliers can voluntarily join training and webinars, such as a WWF-hosted GHG accounting workshop (see section: [Responsible supply base](#)). [Learn more](#) →

Reducing logistics emissions

We continued to identify opportunities to reduce emissions from our transportation and logistics operations by accelerating air to ocean shipping conversions, enabling direct shipping, standardizing shipping policies on service levels and frequency and improving temperature control capabilities. For example, in 2025, rather than relying on air transportation, we moved to ocean transport for several long, international shipping routes, resulting in an annual CO₂ reduction of more than 8,000 metric tons. We also consolidated road shipments for products moving between some states in the U.S. Other consolidation efforts and reduced shipping frequency led to the need for fewer stock replenishments to our major hubs.

Select environmental certifications in 2025

- 7 J&J sites received Leadership in Energy & Environmental Design (LEED) certification, bringing the total number of J&J sites that are certified as LEED or equivalent to 78, and the total area of building space that has been LEED-certified to 9.5 million square feet.
- 9 labs achieved My Green Lab certification, a science-based approach to help laboratories embed sustainability into everyday practice. Nineteen J&J sites have achieved this certification.

Advancing circular solutions

We strive to advance circular solutions and recycling programs to keep materials in use longer, reduce environmental impact and support a more sustainable healthcare sector. This includes initiatives in our operations and our product portfolio.

Operational initiatives

- **Pharmaceutical manufacturing:** We apply green chemistry, innovation and process optimization principles across our pharmaceutical manufacturing operations, recognizing that organic solvents remain essential for many synthetic medicines. Our systematic, science-based approach focuses on minimizing solvent use and reducing hazardous waste through process intensification and the integration of recovery and recycling initiatives into selected synthetic processes. By lowering reliance on energy-intensive virgin solvents, these efforts help reduce greenhouse gas emissions across our manufacturing footprint. In 2025, collaboration with partners and suppliers across our internal and external manufacturing network enabled five process optimization initiatives that further reduced our reliance on virgin solvents, contributing more than 400 metric tons of solvent savings.
- **Reusing or recycling waste at our sites:** We aim to reduce waste to landfill, including increasing reuse and recycling of materials. For example, in 2025:
 - Our site in Puebla, Mexico, developed a process to return clean cardboard materials to a supplier where the materials are treated and reused, helping reduce non-hazardous waste generated at the site.

- Our site in Ringaskiddy, Ireland, achieved TRUE Certification, administered by the Green Business Certification Inc. (GBCI®), a recognition that the site complies with the requirements prescribed within the TRUE Rating System, including at least 90% diversion of solid and non-hazardous waste from landfill, incineration (including waste to energy) and the environment.



Standardizing product lifecycle assessment for pharmaceuticals

J&J plays an active role in the Pharmaceutical Life-Cycle Assessment Consortium, a collaboration of global pharmaceutical companies. In 2025, the Consortium developed the foundation for the first international standard for assessing a medicine’s environmental impact over its entire life cycle. J&J played a leading role in the creation of the lifecycle assessment rules for medicines, including calculation of potential GHG supply chain emissions. The aim of this work is to help pharmaceutical companies uniformly measure the potential environmental impacts of their products and identify opportunities for improvement.

[Learn more](#) →

Product initiatives

- **Recycling medical devices:** In 2025, J&J's hospital recycling program for single-use medical devices and select packaging expanded to a total of 17 countries in EMEA, New Zealand, Australia and the U.S., and was active in more than 220 hospitals in Europe alone. This program allows hospitals to recycle specific metal and plastic components from certain single-use instruments, and in some locations, to recycle suture aluminum foil packaging. We also launched our first pilot in the U.S. to recycle suture foils in partnership with Stanford Medicine Health.
- **Reprocessing medical devices:** We continue to offer reprocessed and processed single-use medical devices in parts of our electrophysiology portfolio in the U.S. and Canada and to reprocess products from other manufacturers in these markets. In 2025, we expanded our scope to include three additional devices.
- **Recycling pharmaceutical devices:** After operationalizing a device disassembly machine that we built in Switzerland, we completed the necessary cross-border shipping procedures to allow devices collected through our Safe Returns program in Europe to be transported to the disassembly hub. We successfully disassembled multiple batches of devices received through Safe Returns in Europe and worked with partners to recycle select plastic and steel materials from the disassembled devices. Safe Returns, which enables patients to conveniently return used self-injectable devices in paper envelopes, expanded to a total of nine countries in Europe.

We also participate in coalitions to accelerate industry progress on circularity in healthcare, including:

- Digital Health in a Circular Economy (DiCE), a collaboration of 20 organizations working to address the issue of increasing digital health e-waste.²⁷
- ENKORE, a collaboration of companies and organizations working to accelerate the shift toward circular solutions for single-use medical devices and packaging.²⁸

Partnering for climate resilient health systems

We continued to participate in coalitions to support a more sustainable healthcare sector. These included supporting community health workers (CHWs) to address climate-related health risks: with Américas and The Center for Climate, Health and the Global Environment at Harvard T.H. Chan School of Public Health, we are working to advance climate resilient health systems, including:

- Supporting 161 free and charitable clinics and community health centers in the U.S. with resources to reduce the health impacts of extreme weather through the Climate Resilient Health Clinics program. The program, which provides online tools for participating clinics to create their own customized action plans, expanded its capabilities to include resources

for flood resilience action plans in addition to wildfire smoke and heat-health action plans. In 2025, the planning tools were also made available to all U.S. healthcare facilities. We also supported the *From Forecast to Frontlines* newsletter, reaching approximately 2,700 healthcare professionals. This bimonthly resource highlights available tools and trainings to support patients during climate related events.

- We supported the launch of the Climate Resilience Toolkit for Health Centers in the Philippines, which provides guidance to CHWs, primarily serving rural populations. In March 2025, the Philippines Department of Health issued interim guidelines recommending the toolkit's heat-related resources for more than 3,900 health facilities nationwide.

We also began a new collaboration with the Global Consortium on Climate and Health Education at Columbia University to support their ongoing work to train CHWs, including:

- In India, engaging 90 trainers and equipping 2,250 frontline health workers across 76 primary healthcare centers, strengthening heat-illness prevention and care for an estimated 4.5 million people in Andhra Pradesh through the Climate Care Champions Program.
- In Africa, engaging 53 health professionals from 25 countries in train-the-trainer sessions through the Climate & Health Educator Training Program. This resulted in 23 new education projects that are expected to train additional health professionals across Africa.



Engaging our employees to lead the way

J&J's WeSustain program brings together employees around the world who are interested in taking action for the planet. In 2025, under the theme "Powered by Purpose," 73 teams in 31 countries undertook a range of projects to enhance environmental sustainability knowledge and embed sustainable practices at work and in their communities. These included: site-level water and waste reduction projects; community clean-up days; planting native pollinator gardens; and e-waste collection.



Celebrating 25 years of green chemistry

Our green chemistry program was established in 2000 following an exploratory workshop led by J&J scientists. The practice of green chemistry helps to develop chemical synthesis routes and processes that increase resource efficiency and promote the reduction of solvents and the use of non-hazardous solvents and reagents with lower carbon emissions.

²⁷ Funded by the EU under the Horizon Europe Research and Innovation Programme.

²⁸ Program led by Innovative Health Initiative, an EU public-private partnership funding health research and innovation in Europe.

Managing risk & compliance

We maintain a robust environmental management system anchored in global standards and programs to support compliance and to manage potential risk. In our own operations, the majority of J&J's manufacturing and R&D sites are certified as meeting the ISO 14001 Environmental Management System. Areas where we focus our efforts include:

Water stewardship

We are committed to responsible water management across our global operations and supply chain. Within our operations, we work to reduce water demand, increase water reuse and integrate water risk assessments into business continuity planning. At prioritized sites located in regions most sensitive to water stress, we implement the Alliance for Water Stewardship (AWS) Standard, a globally-recognized framework for sustainable water management.

Three J&J sites, located in Mexico and California, conducted actions and audits to achieve certification with AWS, bringing the total number of J&J AWS-certified sites to four.

We also assess and mitigate the potential impacts of pharmaceuticals in the environment (PIE), which includes specific wastewater treatment processes at our own facilities. We perform risk evaluations at prioritized suppliers in line with industry best practices. We also share resources with our suppliers on wastewater treatment, such as those provided by the Pharmaceutical Supply Chain Initiative (PSCI). We continue to participate in the Prioritization and Risk Evaluation of Medicines in the Environment (PREMIER) project in the EU, which released a new open database aimed at improving the understanding of PIE.

[Position on Pharmaceuticals in the Environment](#)

Climate risk assessment

We evaluate climate-related risks and opportunities over the short-, medium- and long-term time horizons to strengthen business resiliency and ensure that J&J can continue to meet the needs of our patients and customers.

In 2025, J&J transitioned to using our insurance provider's onsite engineering assessments to monitor physical climate risks at key sites located in areas that could be susceptible to extreme weather resulting from climate-related changes. Climate risks are included in those assessments, and findings are integrated into our facilities and enterprise-wide risk management process to enhance the resilience of our physical operations, such as strengthening a site's infrastructure to protect from extreme flooding or reinforcing a site's roof to mitigate climate-related hazards.

Responsible chemical management

Our approach to responsible chemical management in our operations focuses on occupational health and safety and aims to minimize potential risk of chemicals to the environment and the communities in which we operate. We use scientific evidence as the basis to assess environmental and worker health and safety risks associated with chemicals in our operations. We continue to monitor developing regulations, participate in regulatory processes and prepare for compliance.

[Position on Responsible Chemical Management](#)

For additional information:

[Position on Environmental Stewardship](#)

[Environmental Health & Safety Policy](#)

[Approach to Nature and Biodiversity](#)



Accountability & governance

Corporate governance →

Ethics & compliance →

Product quality & safety →

Responsible supply base →

We believe conducting our business with integrity and responsibility is essential—not only because it is the right thing to do, but also because it strengthens our organization.

We are committed to ethical, compliant leadership and to upholding high standards in how we operate, enabling us to meet our responsibilities to the stakeholders we serve.

>\$2.3B small business spend

in 2025 to advance small businesses in the U.S.

3,900 law enforcement and government officials

trained globally by J&J to elevate expertise in identifying counterfeit products

97% cybersecurity completion rate

for employee training in Information Security in 2025 globally



Corporate governance

J&J’s responsible approach to business starts with our Board of Directors. As part of J&J’s overall risk oversight, the Board and its Committees review and assess potentially significant corporate risks, including healthcare compliance, environmental issues, cybersecurity and human capital management. Beyond the Board, our governance framework, policies and processes support our business, shareholders and other stakeholders, while fostering a strong culture of accountability. For more information, please see our [Position on Corporate Governance](#) and our [Corporate Governance overview](#), which includes our Board Committee charters and U.S. Securities and Exchange Commission (SEC) filings.

Tax responsibility

J&J is committed to paying our fair share of taxes.²⁹ Our tax footprint evolves over time and reflects our business activities and investments in each respective jurisdiction, including in R&D and manufacturing. What does not waver is our commitment to good corporate citizenship, which we demonstrate through sustainable values and behaviors relating to tax governance, compliance, planning, risk management, relationships with governmental authorities and transparency, all of which are more fully described in our [Tax Policy](#).

In 2025, J&J contributed approximately \$16.2 billion in taxes and fees to governments and economies around the world. This Total Tax Contribution includes two components:

- **Total Taxes Borne:** In 2025, J&J bore \$9.3 billion in taxes around the world. The taxes include corporate income taxes, the Company’s share of payroll and social insurance taxes and the Company’s share of sales and other taxes. Sales taxes include sales, use and nonrecoverable value-added tax. Other taxes are primarily comprised of customs and other duties such as local taxes and special fees related to the pharmaceutical industry.
- **Total Taxes Collected:** Additionally, in 2025 J&J collected \$6.9 billion related to the commerce the Company generates. These collections were in the form of payroll and social insurance taxes from approximately 140,000 employees across the world, sales and use taxes and value-added taxes. These taxes are collected on behalf of governments from employees, customers and other business partners. Taxes Collected are an important part of the contribution made by J&J through job creation and business activities in the many countries in which we operate.

Our intent is to provide a comprehensive view of total taxes paid around the world. Corporate Income Tax represents payments in all markets in which we operate and is the amount reported as “Total cash taxes paid net of refunds” in the 2025 Annual Report. Other taxes shown aggregate our data from 37 major markets that represent the vast majority of our revenues.

J&J is strengthening our commitment to the U.S. with more than \$55 billion in planned investments through early 2029—a 25% increase from the previous period. Enabled by a stable, competitive U.S. tax environment, these investments will fuel the next generation of innovation and strengthen our manufacturing, R&D and technology capabilities within the U.S., including new state-of-the-art manufacturing facilities in North Carolina and Pennsylvania and we anticipate further announcements to come.

2025 Tax Contribution (Billions)	Taxes Borne	Taxes Collected
Payroll & Social Insurance Taxes	\$1.7	\$5.4
Sales/Use & Other Taxes	\$1.1	\$1.5
Corporate Income Tax	\$6.5	—
Total	\$9.3	\$6.9
Total Tax Contribution	\$16.2	

Information security and data privacy

We believe in maintaining sustainable information security and data privacy controls to protect our business, employees, patients, customers and all those who entrust us with their information or depend on us for products or medicines. Our Chief Information Security Officer and Chief Privacy Officer and their teams provide ongoing oversight of policies, procedures and requirements across our businesses. Progress made in 2025 includes:

- **Integrating standardized security procedures:** As medical devices become increasingly networked, cyber risks have increased, making strong defenses essential. We integrated security procedures into several medical device quality management systems to meet applicable security requirements.
- **Expanding our data loss prevention capability:** With a focus on sensitive Company and personal data, this expansion has enhanced the visibility of potential data loss from common communication paths, including email, across users in more countries around the globe. We can now gain a fuller picture of sensitive data movement to help mitigate data loss risk globally.
- **Enhancing global privacy processes:** We streamlined our process for identifying and addressing changes in regulation globally; implemented standardized, faster and more consistent responses to data subject requests; and reduced response and remediation timelines for privacy incident management.

[Position on Data Privacy](#) [Position on Information Security](#)

²⁹ The tax information contained in this section is intended to provide the reader with an overview of all taxes contributed by Johnson & Johnson, and not just income taxes. It should be read in conjunction with the Company’s tax information filed with the U.S. Securities and Exchange Commission (SEC), including in the most recently filed Quarterly Reports on Form 10-Q and Annual Report on Form 10-K. This tax information is supplemental to, and not a substitute for, the information reported in the Company’s SEC filings.

Ethics & compliance

We strive to ensure all employees and contingent workers comply with J&J’s standards and expectations for ethical and compliant conduct, including acting in accordance with applicable laws, regulations and industry codes. Building on Our Credo values, Our Code of Business Conduct (Code) and Health Care Compliance (HCC) policies list comprehensive ethical standards for decisions and actions in every market where we operate. Mandatory Code training is conducted every two years, and HCC training is conducted each year. All new employees are required to complete Code, HCC and other relevant training.

[Code of Business Conduct](#) [Position on Ethics and Compliance](#)

We also make our J&J [Our Credo Integrity Line](#) available, providing an independent, secure, and confidential way to anonymously report (where permitted by local law) suspected concerns or potential violations of our policies or the law. Available 24/7 in 24 languages, it is open to employees, partners, customers, consumers and other agents to raise questions, clarifications, or concerns about our practices, without fear of retaliation. All reports are analyzed impartially, independently and confidentially.

In 2025, we reached our target training completion rate of 95% for all sales and marketing employees across J&J.

Fostering a culture of compliance

In 2025, we introduced mandatory *Compliance at the Top: Risk Awareness Training* to equip senior leaders and executives to exemplify compliant behavior by understanding what is required by law, our policies and Our Credo—as well as the consequences of misconduct and the potential impact to our brand, to our employees and to them. This training emphasizes the regulatory landscape, J&J’s own enforcement history and the critical role leaders play in driving a culture of compliance across J&J. Similarly, we updated our People Leader HCC Training program to ensure sustained accuracy of training content, harmonization with relevant operational processes and procedural changes, and renewed alignment with key business priorities. Such an investment in senior level education reinforces compliance as a leadership imperative that shapes decision-making, inspires teams and strengthens our culture.

Updating compliance guidance

We strengthened our HCC Framework and Health Care Business Integrity Guide as well as other compliance guidance to support our teams as the healthcare landscape evolves. New guidance was introduced to address precision medicine, rare diseases, GenAI and scientific independence. These updates ensure our teams have clear, practical direction to innovate responsibly in a fast-moving environment.

J&J participates in more than 150 trade associations across 65 countries, with more than 80 colleagues actively serving on committees and working groups that promote transparency, advance ethical norms and embed compliance principles across the industry.

Promoting industry-wide compliance standards

In 2025, J&J joined the newly established International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) R&D Innovation Committee to help reinforce ethical, patient-centered R&D and build global frameworks that foster responsible and sustainable innovation. We also contribute practical benchmarking and insights through participation in external forums and industry sessions, including those focused on unique or emerging areas such as precision medicine and rare diseases—providing peers with real world examples of operationalizing high standards in evolving scientific and regulatory landscapes.

Respecting human rights

Our [Position on Human Rights](#) sets out our commitment to respecting human rights across our operations, through our business relationships and in the communities in which we operate. Our longstanding Enterprise Human Rights Governance Council, comprising senior leaders representing key functions, shapes and guides our global human rights program. Two J&J Executive Committee members sponsor our human rights program and our Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors provides oversight of management’s approach to human rights. In 2025, both were provided with an annual program update.

We engage in external forums to share insights and good practices within the healthcare sector and beyond. In 2025, we continued our active participation in the Pharmaceutical Supply Chain Initiative (PSCI) Human Rights Working Group and remained members of Shift’s Business Impact Program and the BSR Human Rights Working Group.

For more about due diligence processes across our value chain see sections: [Our employees](#) and [Responsible supply base](#).

For more information about our anonymous reporting program, see [Our Credo Integrity Line](#).

Safeguarding animal welfare

Our Global Animal Welfare Officer is responsible for ensuring adherence to and monitoring our animal welfare standards and maintains a direct, independent line of communication and oversight with Company management. Guided by our [Animal Welfare Policy](#) and with oversight from our Global Animal Welfare Councils, J&J is committed to the 3Rs principles—replacement, reduction and refinement—to promote the ethical and responsible treatment of animals involved in biomedical research.

For advances in animal welfare, J&J recognizes employees through the annual 3Rs Innovation Award and the newly introduced Animal Welfare Culture of Care Award. In 2025, these were awarded to AI-enabled testing strategies that reduced animal-based studies while maintaining scientific rigor, and to animal welfare improvement initiatives.

With a strong commitment to animal welfare and environmental stewardship, J&J has established a policy that reduces reliance on resources derived from horseshoe crab species. We will continue to operate without reliance on the Tachypleus Amebocyte Lysate (TAL) assay for bacterial endotoxin testing, and have significantly reduced the use of the Limulus Amebocyte Lysate (LAL) assay for endotoxin testing of process water. We are pursuing a strategy that incorporates synthetic endotoxin testing alternatives for new product registrations.

Product quality & safety

J&J products reach patients worldwide, and we have a responsibility, guided by Our Credo, to ensure that “everything we do must be of high quality.” Patient safety and product quality have been, and will always remain, our first priority.

In 2025, we continued to progress our strategic transformation to integrated, digitized quality systems featuring robust digital connectivity and automation to support improved quality and compliance across the organization. We are modernizing quality systems by digitizing core processes, reducing reliance on paper-based workflows and building secure data foundations that enable greater visibility across products, sites and suppliers. This requires aligning technological solutions at every stage from product innovation to delivery and scaling intelligent automation and streamlining processes for greater speed and reliability in quality outcomes.

We also continued to increase our predictive analytics capacity and modernize our audit programs to support better real-time product quality management. Automating the conduct of Enterprise Regulatory Compliance audits, including audit reports, has decreased response time and facilitated monitoring to better track mitigation progress in real time. The result is improved risk identification and mitigation as well as speedier processes.

Ongoing enhancements to our quality operations through our key compliance and continuous improvement programs covered our internal and external manufacturing sites. We also launched new skills training in Proactive Risk Management to equip our teams to better manage quality risk going forward. In 2025, we supported more than 400 Health Authority / Notified Body Inspections.

In 2025, J&J’s annual Quality Month comprised more than 970 global activities, engaging more than 100,000 employees across our global operations, strengthening J&J’s culture of quality, accountability and patient focus. Through sustained leadership visibility, local ownership, and storytelling tied to patient impact and execution excellence, Quality Month 2025 reinforced quality as a foundational enabler of trust, resilience and long-term value creation for patients, customers and communities.

Office of the Chief Medical Officer overview

The Office of the Chief Medical Officer uniquely combines safety science, epidemiology, bioethics and post-approval lifecycle management expertise to inform evidence- and science-based product decisions that put patients first.

Patient-centered safety

The Global Medical Safety teams advance patient-centered, science-based safety decisions by rigorously evaluating medicines and devices to understand and optimize how benefits compare with potential risks for patients. Our vigilance helps protect patients and strengthen confidence in our healthcare innovations.

The teams identify emerging safety signals and apply insights to preclinical research, early and late development, and product design across the Innovative Medicine and MedTech portfolios. Advanced technologies, including generative and agentic AI, are used to strengthen pharmacovigilance, improve data quality, provide timely updates to the safety profiles of our products and support more informed, timely decision-making for patients.

Epidemiology research anchors this work by translating real-world data into evidence that informs safety decisions across diverse patient populations. The teams contribute to evidence-based research in areas of high patient need, including 110 peer-reviewed publications in 2025 reflecting patient experiences across clinical settings.

Our post-approval lifecycle management team (PALM) maintained and expanded access to safe and trusted medicines to support the health of communities globally, including more than 20 product approvals across geographies for new indications and patient populations.

In pediatrics, our Child Health Innovation Leadership Department (CHILD), which is comprised of a dedicated team of pediatric experts, supported the generation of clinical evidence that led to approvals for treatments in generalized myasthenia gravis and multidrug-resistant tuberculosis (MDR-TB) for children. We also welcomed the selection of bedaquiline for the treatment of MDR-TB for children aged 0-2 years for expedited review under the FDA’s Commissioner’s National Priority Voucher (CPNV) program. Opportunities such as these help enable more patients access to the medicines they need.

Embed bioethical decision-making

The J&J Bioethics Committee (JJBC) continued to provide timely, practical advice on ethical questions critical to the function of R&D and continued to foster a culture of ethical decision-making across the Company. In 2025, the JJBC completed 135 bioethics consultations, leveraging a variety of formats. For example, the JJBC offered individual consultations with the Committee Chair and offline reviews that preserved oversight while making consultations easier to access.

Advancing access to data

Through J&J’s partnership with the Yale University Open Data Access (YODA) Project, we provide qualified external researchers access to J&J clinical trial data using a consistent, independent proposal review process. Since 2014, the YODA Project has approved 535 external research proposals and contributed to 215 peer-reviewed publications across a wide range of disease areas. By enabling independent access to anonymized J&J clinical trial data, J&J promotes data transparency to accelerate research and innovation for better patient care.

Global initiatives championing safety and innovation

In 2025, J&J convened its global community to recognize and drive innovation on patient safety. On World Patient Safety Day, established by the World Health Organization in 2019, we expanded our effort into a month-long initiative. Across the sector-specific safety teams, more than 40 workshops and meetings were held worldwide, reinforcing our commitment to safeguarding the health and well-being of everyone who uses our products.

We also convened J&J scientists and industry experts for a first-ever Space Day designed to foster collaboration and explore potential partnerships to learn how space-enabled technology can enhance patient-centered innovation. With more than 250 attendees, the day included presentations from the European Space Agency (ESA) and NASA, alongside spotlight sessions from small-to-medium enterprises representing the cutting edge of space technology.

Counterfeiting and illicit trade

Counterfeit healthcare products place people at risk of adverse events, serious health problems and potentially death. We aim to safeguard patients, our products and our business against the risks posed by illicit trade, including product counterfeiting, tampering and illegal diversion. Our approach is holistic and includes partnerships, membership and leadership roles and close collaboration with industry associations, academia and local, national and international governmental bodies.

[Position on Counterfeit Healthcare Products](#)

Reducing the risk of copycat medical devices

As part of our ongoing work, we study product vulnerabilities that can lead to illicit trade. For example, the lack of trademarks on medical devices allows bad actors to create copycat products that can be mistaken as genuine. We identified this issue as a vulnerability for our ETHICON stapler reloads after copycat and counterfeit products were found in certain countries. In response, we designed the ETHICON 4000 Stapler, our latest innovation in advanced surgical stapling, to have our trademark imprinted on the product itself rather than only on the packaging, as was done previously. Now, after the packaging is removed during surgery prep, genuine ETHICON 4000 Staplers and cartridge reloads are clearly identifiable as authentic J&J devices. We believe that this helps disrupt the illicit supply chain while making the surgical environment safer for patients.

Throughout 2025, we provided 92 specialized training sessions for approximately 3,900 law enforcement and government officials around the world to help elevate expertise in identifying counterfeit products, with the goal of preventing counterfeits from entering borders.

Educating patients and law enforcement

We continue to invest in raising awareness and education among law enforcement and patients as a key element in the fight against illicit trade in healthcare products. In 2025, at the request of the National Council for Combating Counterfeit of the Brazilian Ministry of Justice, we collaborated to develop a booklet containing essential information on the risks and impacts of counterfeit medicines. The project resulted in the launch of the [Counterfeit Medicines Consumer Awareness Booklet](#) by the Brazilian Government in May 2025. In Brazil, where healthcare is faced with a rise in counterfeit medical products, this information is seen as a critical contribution to improving vigilance by law enforcement and the public.

Responsible supply base

Our global supplier network plays a vital role in our supply chain, enabling us to manufacture and deliver essential products and services to our patients and customers. Guided by Our Credo values, we aim to maintain collaborative relationships with a broad range of suppliers.

>39,000
suppliers globally

\$32.3 billion
total supplier spend³⁰

Supplier sustainability

Our [Responsibility Standards for Suppliers](#) and our Supplier Sustainability Program (SSP) underscore our interactions with suppliers, what we expect of them and how we support them. Through the SSP, we monitor, engage and collaborate with suppliers on environmental, social and ethical obligations. Selected suppliers complete an annual assessment by EcoVadis, a provider of sustainability ratings for global supply chains.

>1,000

J&J suppliers completed EcoVadis assessments in 2025

Improving supply base due diligence

We continued our focus on improving our supply base due diligence in a range of areas including the environment, human rights and health and safety. For example, we initiated prioritized due diligence on procurement categories that were identified as potentially higher risk of modern slavery in a 2024 risk assessment. As part of this, in 2025, we spearheaded the first collaborative due diligence initiative among 10 healthcare companies through the [PSCI](#) to conduct a Worker Voice survey of facilities management workers in 2026. Through our membership of the PSCI, we also continued to develop a freely-available global map of labor migration corridors at higher risk of recruitment fees. This resource aims to provide companies across all sectors with data on supply chain worker recruitment fees to support informed due diligence and remediation (see section: [Respecting human rights](#)).

³⁰ Represents spend we have control over/supplier spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. For details, see our [Health for Humanity Performance Data and Indices](#).

Monitoring and assisting suppliers

J&J conducts environmental, health and safety (EH&S) audits of select suppliers using the protocol developed by the PSCI. In 2025, we completed more than 130 supplier EH&S audits and technical visits.

Our audits and technical visits include potential new suppliers to verify that EH&S is integrated from the start or to assess specific high-risk areas such as process safety management. Additionally, we engage with our suppliers on the enhancement of their EH&S capabilities, including connecting them with relevant training opportunities and networks.

For example, in 2025, in preparation for a global product launch, we engaged with a new supplier to share learning related to process safety management, industrial hygiene, fire safety and other EH&S topics.

Supporting supplier decarbonization

We continued to engage suppliers to support our goal to have 80% of J&J suppliers by emissions covering Purchased Goods and Services and Upstream Transportation and Distribution adopt science-based targets by 2028. In 2025, in addition to ongoing engagements with suppliers across the world, we held targeted discussions with 31 suppliers that do not yet have science-based targets to understand the challenges and offer support where possible.

Our supplier base

Strengthening our supplier base helps provide better outcomes for our patients. We aim to ensure that all current and potential suppliers have an opportunity to understand our business needs and engage with J&J. Supplier selection is always based on merit and ability to meet our capacity needs.

Advancing veteran- and disability-owned businesses

We continue to expand our engagement with [veteran- and disability-owned businesses](#) to enhance our capabilities to serve the wide-ranging needs of our customers. In 2025, J&J spent \$160 million with veteran-owned businesses across our value chain. In addition, J&J co-sponsored and participated in the 2025 Veteran Business Summit, hosted by the New Jersey Veterans Chamber of Commerce, bringing together public and private sector organizations committed to expanding opportunities for certified disabled veteran-owned businesses.

We maintain a longstanding relationship with Disability:IN, a collective effort of businesses that advocate for the rights and opportunities of individuals with disabilities in the workplace. In 2025, J&J teams attended Disability:IN Global Conference & Expo, joining over 3,200 attendees from 990 corporations to advocate and collaborate for Disability-owned Business Enterprises (DOBE) inclusion. At the event, we identified and have since engaged with a DOBE provider in talent acquisition to help J&J strengthen our processes for disability inclusion.



Performance data

Financial results →

Advancing healthcare & innovation →

Our employees →

Environmental stewardship →

Accountability & governance →

Additional downloads

- ↓ 2025 Health for Humanity Performance Data and Indices (Excel)
- ↓ ERM CVS Health for Humanity & Environmental Data Assurance Reports
- ↓ 2025 CDP Questionnaire



Financial results

Financial results (millions)	2025	2024	2023
Total sales	\$94,193	\$88,821	\$85,159
R&D expenditures	\$14,665	\$17,232	\$15,085
Net earnings	\$26,804	\$14,066	\$13,326
Sales by business segment			
Innovative Medicine	\$60,401	\$56,964	\$54,759
MedTech	\$33,792	\$31,857	\$30,400
Number of consecutive years of dividend increases ¹	64	63	62

¹ 2025 includes dividend declared in April 2026. 2024 includes dividend declared in April 2025. 2023 includes dividend declared in April 2024.

Advancing healthcare & innovation

VERMOX donations	2025	2024	2023
Number of VERMOX (mebendazole) doses donated (millions)	200°	197	200
Number of countries where VERMOX (mebendazole) doses were donated	70°	62	61
Cumulative doses donated since the start of the initiative through the WHO and private donations (billions)	2.8°	2.6	2.4

Access to medicine	2025
List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme	Darunavir (ethanolate), Tablet, Film-coated 75mg; Darunavir (ethanolate), Tablet, Film-coated 150mg; Darunavir (ethanolate), Tablet, Film-coated 600mg; Etravirine, Tablet, Film-coated 100mg; Etravirine, Tablet 25mg; Mebendazole, Tablets, Chewable 500mg
List of products on the WHO List of Prequalified Vaccines as part of its Prequalification of Vaccine Programme	Mvabea (MVA-BN-Filo [recombinant]); Zabdeno (Ad26.ZEBOV-GP [recombinant]) Ebola vaccine

Our giving (millions) ^{1,2}	2025	2024	2023
Total products and cash	\$ 5,543	\$5,044	\$4,337
Products ³	\$5,455	\$4,588	\$3,862
Cash	\$88	\$456	\$475

Disaster relief (millions) ⁴	2025	2024	2023
Total allocated in support for immediate, mid- and long-term response, as well as readiness, to natural disasters around the world	\$3.7	\$2.9	\$5.3
\$ worth of Johnson & Johnson product provided to communities impacted by natural disasters around the world	\$0.1	\$1.5	\$4.0

Global community impact ⁵	2025	2024	2023
Number of patients reached ⁶ by Impact Ventures portfolio companies & funds since date of inception	153.5°	116.8	Not reported
Number of health workers supported by Impact Ventures portfolio companies & funds since date of inception	1.9°	1.5	Not reported

° Metric has been assured by ERM CVS. See [Health for Humanity Data Assurance Report](#).

¹ Giving metric include products or cash donations made to qualified nonprofit entities (i.e., 501(c)(3) organizations in the U.S. or with an NGO source 501(c)(3) equivalency determination for organizations outside the U.S.) by J&J during the reporting year. Products also include free product provided directly to patients.

² Our Giving includes the total amount of multi-year pledge expenses that were committed in 2025.

³ J&J supports patient access through free products provided directly to patients as well as donated through the J&J Patient Assistance Foundation, Inc. (JJPAF) and Products to Give programs.

⁴ Product donations may not include donations by regional J&J operating companies to local partners.

⁵ 2024 data has been restated.

⁶ "Patients reached" is defined as individual patients, customers, or users of the healthcare products and services provided by the companies and funds in the Impact Ventures investment portfolio.

Our employees

Global employees ¹	2025	2024	2023
Total number of employees	139,769	137,925	134,357
Employees by region			
Asia Pacific	23,744	24,445	24,378
Europe, Middle East & Africa	39,151	39,023	38,379
Latin America	27,412	27,687	23,539
North America	49,462	46,770	48,061

New employee hires	2025	2024	2023
Total number of new hires	16,195	18,569	18,193
New employee hires by region			
Asia Pacific	18.4%	17.2%	18.9%
Europe, Middle East & Africa	16.6%	15.7%	19.1%
Latin America	19.5%	38.9%	26.9%
North America	45.5%	28.2%	35.2%

Employee retention & turnover ²	2025	2024	2023
Overall voluntary turnover	5.8%	6.3%	7.4%
Voluntary turnover of high performers	2.9%	2.9%	3.5%

Training & development	2025	2024	2023
Number of leaders trained in our Enterprise Leader Development Program	3,170	1,807	1,989
Number of U.S. and Puerto Rico employees who participated in the tuition reimbursement program	1,088	998	1,086

Spend on employee learning & development (millions) ³	2025	2024	2023
Johnson & Johnson Corporate Learn technology and resourcing ⁴	\$42	\$39	\$35
Learning & development received from external providers ⁵	\$85	\$83	\$85
Total	\$128	\$122	\$119

Average employee training hours ⁶	2025	2024	2023
Overall average hours of enterprise-wide training per employee	33.8	36.9	27.3
Average hours of enterprise-wide training per employee by job category			
Vice Presidents	25.1	27.3	18.9
Directors and Managers	37.3	38.0	28.4
Professionals	32.8	36.7	27.4

2025 Our Credo Survey results	2025
Number of languages Our Credo Survey is made available in	36
Number of countries Our Credo Survey is administered in	73
Response rate (among all eligible employees)	95%
Favorability rate	85%

Employee safety	2025	2024	2023
Employee safety, ⁷ global			
Lost workday case rate (LWDC)	0.08	0.09	0.07
Total recordable injury rate (TRIR)	0.25	0.30	0.28
Severe injuries and fatalities (SIF)	0	0	1
Number of fatalities	0	0	0

Road safety ⁸	2025	2024	2023
Crashes per million miles (CPMM) rate ⁹	4.72	4.92	5.09
Injuries per million miles (IPMM) rate	0.05	0.07	0.05

1 "Employee" is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-ops. Contingent workers, contractors and subcontractors are excluded. Employee data may not include full population from more recently acquired companies, and individuals on long-term disability are excluded. Intra-Cellular and Halda Therapeutics headcount is excluded from all global employee data resulting in a difference from total employee headcount as reported in the 10-K.

2 Employee count excludes fixed-term, intern and co-ops, employees on long-term disability and employees from more recently acquired companies who are not yet reflected in HRIS (which does not exceed 2 years from the date of acquisition). Voluntary terminations due to retirement and death are excluded.

3 Totals may not add due to rounding.

4 2024 data has been restated.

5 This includes leadership training, executive coaching, compliance, operations, administration, e-learning, tuition, external certifications and other professional skills.

6 Average hours of enterprise-wide training data represents available data from J&J's primary learning management systems. Where training durations were not included, we applied estimates based on training type.

7 LWDC rate, TRIR, SIF rate and fatalities are calculated for J&J employees and contingent workers. Contingent workers (i.e., workers supplied by third-party agencies that are the worker's employer of record) are intended to supplement or temporarily replace existing workforce and are directly supervised by a J&J employee.

8 CPMM and IPMM rates are based on collected road safety data from external leasing companies and our road safety supplier and internal subject matter experts and reporters. Rate calculation methodology uses both actual and estimated data on miles driven. We collect road safety data on employees who fall in scope of our vehicle safety standards and tech documents as outlined in our vehicle safety standard 465.

9 2023 data has been restated.

Environmental stewardship

Energy use ¹	2025	2024	2023
Total energy use (MWh)	2,988,388	2,953,966	2,983,489
From renewable sources	1,373,902	1,213,665	1,170,809
From non-renewable sources	1,614,486	1,740,301	1,812,680
Energy intensity (MWh/billion \$) ²	31,726	33,258	35,034
Percentage change in energy intensity compared to 2021 baseline (MWh/billion \$)	(16)%	(12)%	(8)%
Percent renewable electricity³	100%	88%	87%
Fuel consumption (MWh)¹			
Site fuel consumption			
Natural gas	912,320	857,311	924,112
Other fuels (non-renewable)	89,057	122,540	119,404
Other fuels (renewable)	9,846	6,201	6,743
Vehicle fleet	466,465	470,037	462,157
Aviation fleet	31,527	37,242	42,111
Total fuel consumption	1,509,215	1,493,331	1,554,527
Purchased energy (MWh)¹			
Total purchased electricity	1,298,114	1,298,143	1,287,826
Purchased electricity matched with renewable instruments ⁴	1,298,114	1,138,569	1,110,583
Heating	38,365	39,170	40,128
Cooling	0	0	0
Steam	66,906	48,226	40,781
Total purchased energy	1,403,385	1,385,539	1,368,735
Self generated renewable energy (MWh)¹			
Electricity (solar PV, wind)	58,228	54,991	56,028
Heating (geothermal)	17,561	20,105	4,198
Total self generated renewable energy	75,789	75,096	60,227

Greenhouse gas (GHG) emissions ⁵	2025	2024	2023
Scope 1 GHG emissions, total (MT CO₂e)⁵	315,322°	315,964	326,262
Scope 1 GHG emissions by source (MT CO₂e)⁵			
Facilities ¹	187,137	185,877	197,240
Fleet	111,525	113,949	112,359
Refrigerants ¹	8,826	6,883	6,198
Aviation	7,834	9,255	10,465
Scope 2 GHG emissions, facilities (MT CO₂e)^{1, 5}			
Location-based	426,911°	461,333	463,080
Market-based	42,811°	123,108	137,464
Scope 1 & Scope 2 (market-based) GHG emissions, total (MT CO₂e)⁵	358,133	439,072	463,727
GHG emissions intensity (Scope 1 & Scope 2) by revenue (MT CO ₂ e/million \$)	4	5	5
Percentage decrease in GHG emissions intensity (Scope 1 & Scope 2) by revenue (MT CO ₂ e /million \$) compared to 2021 baseline	49%	33%	26%
Total offsets applied to reporting year	0	0	0
Scope 3 GHG emissions, by source (MT CO₂e)⁶			
Purchased goods and services ⁷	4,097,466°	4,779,516	4,922,171
Capital goods ⁷	245,327°	201,353	168,604
Fuel- and energy-related activities ⁸	163,331°	154,174	187,356
Upstream transportation and distribution ⁷	538,510°	606,390	700,249
Waste generated in operations ⁹	5,308°	5,059	5,267
Business travel ^{7, 10}	331,137°	479,454	416,011
Employee commuting ¹¹	138,097°	173,891	164,482
Upstream leased assets ¹²	19,698°	22,450	21,837
Use of sold products (Direct) ¹³	120,405°	116,567	111,399
End-of-life treatment of sold products ¹³	85,589°	58,279	58,784

CO ₂ Capital Relief Program ¹⁴	2025	2024	2023
Amount spent on completed and ongoing projects (millions)	\$13	\$30	\$16
Average Internal Rate of Return (IRR)	18%	17%	21%
Projected energy cost savings (millions)	\$7	\$6	\$7

Air emissions by source (MT) ¹⁷	2025	2024	2023
Hazardous air pollutants (HAP) ¹⁶	31.5°	30.1	43.5
Volatile organic compounds (VOC) ^{16, 20}	312.9°	286.7	302.7
Particulate matter (PM) ^{16, 21}	21.6°	41.7	27.3
Sulfur oxides (SOx) ¹	26°	39	39
Mono-nitrogen oxides (NOx) ¹	21°	28	28

Water use (million m ³) ¹⁷	2025	2024	2023
Total water withdrawn ^{15, 16}	7.39°	7.26	7.18
Total water consumed ¹⁶	1.36°	1.31	1.53
Total water recycled and reused	0.31°	0.35	0.38
Total water discharge ^{15, 16}	6.04°	5.96	5.64
Percentage of water withdrawn in regions of high or extremely high baseline water stress ^{15, 16, 18}	40%	40%	43%
Percentage of water consumed in regions of high or extremely high baseline water stress ^{16, 18}	51%	53%	57%

Water withdrawn by source	2025	2024	2023
Municipal	5.55	5.50	5.77
Groundwater	1.66	1.55	1.22
Gray water	0.02	0.03	0.01
Other	0.08	0.08	0.08
Rainwater ^{15, 16}	0.08	0.11	0.10
Surface water	0	0	0

Water discharge by destination	2025	2024	2023
Municipal sewers ¹⁶	4.37	4.27	4.01
Surface water	1.18	1.21	1.23
Irrigation ^{15, 16}	0.12	0.12	0.11
Other	0.06	0.06	0.05
Ocean	0.31	0.30	0.25
Total water discharge	6.0	6	6

Operational Waste (MT) ¹⁷	2025	2024	2023
Total waste generated	131,780°	142,516	121,068
Hazardous waste	61,506°	64,618	57,259
Non-hazardous waste	70,274°	77,898	63,809
Percentage of waste diverted from disposal ^{15, 16}	67%	70%	65%
Percentage of waste directed to disposal ^{15, 16}	33%	30%	35%

Waste diverted from disposal	2025	2024	2023
Hazardous waste			
Recycled	28,850	26,613	20,390
Reused	14,158	16,928	15,850
Non-hazardous waste			
Recycled	36,810	46,198	31,892
Reused	8,959	9,651	9,977
Total waste diverted from disposal^{15, 16}	88,777°	99,390	78,109

Waste directed to disposal	2025	2024	2023
Hazardous waste			
Landfilled	845	967	839
Incineration with energy recovery	14,009	12,144	11,198
Incineration without energy recovery	2,930	2,980	2,553
Bio/chemical treatment ¹⁹	704	4,974	6,415
Other	9	11	14
Non-hazardous waste			
Landfilled	6,340	5,329	5,958
Incineration with energy recovery	13,998	13,537	11,203
Incineration without energy recovery	704	624	646
Bio/chemical treatment	3,432	2,553	4,101
Other	31	7	32
Total waste directed to disposal^{15, 16}	43,003°	43,126	42,959

EH&S compliance & certifications	2025	2024	2023
Number of manufacturing and R&D sites certified to ISO 14001 ²²	58	58	57
Percentage of manufacturing and R&D sites certified to ISO 14001 ^{22, 23}	98%	97%	89%
Number of manufacturing and R&D sites certified to ISO 45001 ²²	16	16	14
Percentage of manufacturing and R&D sites certified to ISO 45001 ^{22, 23}	27%	25%	21%
Number of environmental non-compliances ^{25, 26, 27}	104	120	87

LEED buildings	2025	2024	2023
Number of Johnson & Johnson buildings that have been LEED-certified (total) ²⁸	78	71	62
Percentage of Johnson & Johnson built space that has been LEED-certified (total) ²⁸	23.4%	21.4%	19.2%

- ◇ Metric has been assured by ERM CVS. See [Health for Humanity Environmental Data Assurance Report](#).
- 1 Includes site-specific data from all J&J owned sites, all manufacturing and R&D sites, and leased administrative or warehouse sites over 50,000 sq ft, where Johnson & Johnson has operational control, unless otherwise noted. Energy use metrics also include energy use within J&J's vehicle fleet and aviation fleet. 2023-2024 energy metrics have been restated to reflect the updated disclosure format.
- 2 Energy intensity ratio includes all purchased and on-site generated energy.
- 3 This data is the percentage of electricity used by J&J that is matched with renewable electricity instruments, including both onsite and off-site renewable systems, such as direct PPAs, virtual PPAs, Utility Green Tariffs and unbundled Energy Attribute Certificates (EACs).
- 4 Includes instruments such as Virtual and Direct PPAs, utility green tariffs, and unbundled EACs.
- 5 In accordance with the GHG Protocol Corporate Accounting and Reporting Standard, prior year values are restated to reflect methodology changes as well as the addition of acquisitions and removal of divestitures. This threshold for restatement deviates from the one included in the [About This Report](#) section. Gases covered in these calculations include CO₂, CH₄, N₂O and HFCs. Perfluorinated chemicals, sulfur hexafluoride and nitrogen trifluoride do not result from our operations. Biogenic CO₂ emissions in 2025 were 1,982 MT CO₂. Electricity emission factors are obtained from the International Energy Agency's CO₂ Emissions from Fuel Combustion Report; the U.S. Environmental Protection Agency's (EPA's) eGRID publication for location-based Scope 2 reporting, and from utility companies and residual emission factor sources, where available, for market-based Scope 2 reporting. Fuel emission factors are obtained from the EPA Climate Leadership publication. Global Warming Potentials are obtained from the Intergovernmental Panel on Climate Change Sixth Assessment Report. The chosen consolidation approach for emissions is operational control.
- 6 Emissions from the Processing of Sold Products, Downstream Leased Assets, Franchises, and Investments are not relevant to J&J operations. Emissions from Downstream Transportation and Distribution are not reported due to a level of uncertainty identified with the calculation methodology. J&J continues to evaluate possible data sources.
- 7 Emissions were calculated using Company spend or budgeted spend in the reporting year paired with appropriate economic input/output (IO) emission factors from the Comprehensive Environmental Data Archive (CEDA) 2025 dataset. In 2025 J&J updated its methodology to match Company spend to CEDA emission factors at a more granular level. Year-over-year variances for Purchased Goods & Services, Capital Goods, and Upstream Transportation and Distribution are largely attributed to this methodology change, as well as to updated internal classification of spend.
- 8 Emissions from fuel- and energy-related activities were calculated for emissions from transmission and distribution (T&D) losses from purchased electricity, well-to-tank (WTT) emissions from purchased electricity, WTT emissions from T&D losses and WTT emissions from purchased fuels (for J&J facilities within our Scope 1 & 2 reporting boundary, as well as fuel consumed by our aviation and vehicle fleet). Emissions were calculated using International Energy Agency (IEA) WTT factors for electricity and the Department for Environment, Food and Rural Affairs (DEFRA) WTT emission factors for fuels.
- 9 Emissions from Waste Generated in Operations were calculated for both non-hazardous and hazardous waste from manufacturing and R&D operations using Department for Environment, Food & Rural Affairs' (DEFRA) emissions factors for waste.
- 10 Emissions from Business Travel are reported on a Well-to-Wheel (WTW) basis. Business travel emissions from personal vehicle travel reflect CO₂ only. Emissions from hotel stays are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded). The year-over-year decrease in this category is largely attributed to updated 2025 UK DEFRA emission factors.
- 11 Emissions from Employee Commuting were calculated using distance data based on employee home and work location zip codes. Weighted emission factors were calculated per region based on modes of commuting from a 2024 survey of a sample of J&J employees in all regions. Emissions are reported on a WTW basis. Incremental emissions from employee remote work are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded).
- 12 Emissions from Upstream Leased Assets were calculated by estimating the fuel and electricity use of leased sites that are not included in J&J's Scope 1 & 2 boundary.

- 13 Emissions from the Use of Sold Products and the End-of-Life Treatment of Sold Products were calculated using sales volumes for all Johnson & Johnson products combined with estimated energy use and weights based on representative product categorizations. In 2025, J&J refined the categorization of products, assignment of product weights, and energy use assumptions. Year-over-year variances are largely attributed to this methodology change. Indirect use phase emissions are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded). To estimate lifetime energy usage of our MedTech products, a 10-year lifespan assumption is utilized, which is more conservative than financial accounting standards such as those referenced in the AHA (American Hospital Association) Estimated Useful Lives of Depreciable Hospital Assets, Revised 2018 Edition.
- 14 The estimated cost savings of the completed and ongoing projects are based on engineering estimates related to avoidance of energy consumption at the time the projects are approved through an internal process.
- 15 2023 data has been restated.
- 16 2024 data has been restated.
- 17 Data related to Air emissions, Water and Waste includes site-specific data from all J&J manufacturing and R&D sites unless otherwise noted.
- 18 The percentages are calculated by dividing the amount of water withdrawn/consumed at sites located in regions with high or extremely high baseline water stress (as defined by World Resources Institute Aqueduct) by the total amount of water withdrawn/consumed.
- 19 This metric decreased due to a reduction of certain aqueous wastes that previously required off-site treatment.
- 20 This metric increased mainly due to maintenance downtime (within permit) of thermal oxidizers at one of our sites.
- 21 This metric decreased mainly due to the replacement of a Cogen installation with new technology at one of our sites.
- 22 Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2025.
- 23 The denominator of total manufacturing and R&D sites excludes small R&D and manufacturing sites (defined as having less than 50 employees) and newly acquired sites (i.e., owned less than three years as of December 31, 2025) and sites that received a formal variance from leadership based on specific circumstances.
- 24 Environmental non-compliances represent instances of non-compliance with environmental regulatory requirements or laws that were either (i) self-reported to authorities in the reporting year or (ii) identified by authorities and the non-compliance occurred in the reporting year. The authorities include regional, national, state/ country/ province and local/city regulatory agencies.
- 25 Environmental non-compliances and fines paid include those paid in the reporting year and excludes newly acquired sites (i.e., owned less than two years as of December 31, 2025) or fines assessed and/or under negotiation that were not paid as of December 31, 2025.
- 26 Fines paid for environmental non-compliances in 2025 totaled \$136,050. This does not include fines assessed and/or under negotiation that were not paid as of December 31, 2025.
- 27 2024 data has been restated.
- 28 Totals include four Building Research Establishment Environmental Assessment Methodology (BREEAM) certified sites. LEED certifications include multiple certification types: Building Design and Construction, Interior Design and Construction and Building Operations and Maintenance.

Accountability & governance

Board of Directors' composition ¹	2025	2024	2023
Number of Directors	12	11	13
Number of Independent Directors	11	10	12
Percentage of Independent Directors	92%	91%	92%
Independent Lead Director	Yes	Yes	Yes
Independent Audit Committee	Yes	Yes	Yes
Independent Compensation & Benefits Committee	Yes	Yes	Yes
Independent Nominating & Corporate Governance Committee	Yes	Yes	Yes
Independent Regulatory & Sustainability Compliance Committee	Yes	Yes	Yes
Independent Science & Technology Committee	Yes	Yes	Yes
Number of regular and special meetings held by the Board of Directors	14	14	15

Tax contribution (billions) ²	2025	2024	2023
Payroll & social insurance taxes borne	\$1.7	\$1.5	\$1.5
Payroll & social insurance taxes collected	\$5.4	\$4.8	\$4.6
Sales/use & other taxes borne	\$1.1	\$0.7	\$0.8
Sales/use & other taxes collected	\$1.5	\$1.3	\$1.2
Corporate income tax	\$6.5	\$6.7	\$8.3
Total taxes borne	\$9.3	\$8.9	\$10.6
Total taxes collected	\$6.9	\$6.1	\$5.8
Total tax contribution	\$16.2	\$15.0	\$16.4

Cybersecurity & data privacy	2025	2024	2023
Percentage of employees who completed Information Security Training	97%	91%	93%

Code of Business Conduct (CBC) compliance	2025	2024	2023
Percentage of senior leaders certified the compliance of their organizations with the CBC ³	100%	100%	100%

Code of business conduct (CBC) training	2025	2023	2021
Percentage of active employees who completed CBC training since 2024	94%	98%	98%

Health Care Compliance (HCC) training	2025	2024	2023
Number of relevant Johnson & Johnson employees who completed HCC training with an anti-corruption section	87,000	94,000	83,000
Percentage of sales and marketing employees who completed HCC training	95%	97%	96%

Inquiries & complaints as recorded with Our Credo Integrity Line by category ⁴	2025	2024	2023
Human Resources-related	74%	72%	74%
Business integrity-related	11%	12%	12%
Financial-related	5%	7%	5%
Other ⁵	5%	4%	4%
General information questions	2%	2%	2%
Product quality- and patient safety-related	3%	2%	2%
Human rights-related	1%	1%	1%

Collective bargaining agreements ⁶	2025	2024	2023
Percentage of employees covered by collective bargaining agreements	30%	31%	30%

Animal welfare	2025	2024	2023
Number of facilities with animals with veterinary oversight	5	5	7
Number of facilities with animals accredited by AAALAC International	5	5	6
Percentage of facilities with animals that are accredited by AAALAC International	100%	100%	100%
Percentage of research performed in rodents, fish or frogs when there are no non-animal alternatives available	96%	97%	96%

Product quality indicators	2025	2024	2023
Number of regulatory inspections of Johnson & Johnson sites by worldwide health authorities ⁷	407	451	395
Number of FDA inspections of Johnson & Johnson sites ^{7,8}	29	24	15
Number of Form 483s issued ⁹	6	8	5
Number of FDA warning letters issued	1	0	1
Number of Independent and Internal audits of Johnson & Johnson sites assuring compliance to applicable regulations and requirements ¹⁰	693	933	829
Number of independent audits of external manufacturing sites to ensure compliance with Johnson & Johnson Quality Policy & Standards	207	185	221
FDA Recall Removals¹¹			
FDA Class I Recall Removals			
Innovative Medicine	0	0	0
MedTech	2	3	1
FDA Class II Recall Removals			
Innovative Medicine	0	0	0
MedTech	8	13	10

Anti-counterfeiting ¹²	2025	2024	2023
Number of anti-counterfeiting best practices trainings delivered to law enforcement agents (Customs, Border Protection, etc.)	92	94	88

Supply base overview	2025	2024	2023
Number of Johnson & Johnson suppliers ¹³	39,825	37,945	38,871
Total Johnson & Johnson supplier spend (billions) ¹³	\$32.3	\$31.7	\$31.2
Supplier spend contracted by region ¹⁴			
Asia Pacific	5%	6%	6%
Europe, Middle East & Africa	32%	35%	34%
Latin America	3%	2%	2%
North America	60%	58%	58%
Supplier spend contracted by business segment ¹⁴			
Innovative Medicine	52%	48%	47%
MedTech	35%	38%	38%
Enterprise	13%	14%	15%
Small supplier spend (millions) ^{15, 16}			
Total small business spend in the U.S.	\$2,325	\$2,743	\$2,553
Percentage of total supplier spend attributable to small suppliers	13.3%	15.3%	14.4%

Supplier engagement	2025	2024	2023
Number of suppliers invited to participate in the Greenhouse Gas (GHG) Supply Chain Data Program ¹⁷	456	409	446
Percentage participated	53%	77%	74%
Supplier EcoVadis assessments			
EcoVadis assessments completed	1,077	1,001	989
Supplier risk ranking based on EcoVadis assessments			
Low risk	998	879	824
Medium risk	73	113	150
High risk	6	9	15

Supplier audits	2025	2024	2023
Supplier Environment, Health and Safety (EH&S)			
EH&S audits and technical visits completed ¹⁸	133	136	152
Number of suppliers identified as high risk for non-conformance to Johnson & Johnson supplier EH&S programs	4	5	4
Number of critical EH&S findings identified as a result of EH&S audits ¹⁹	3	3	1
Safety-related findings	3	1	1
Environmental-related findings	0	2	0

- Figures as of April 2026.
- The tax information contained in this section is intended to provide the reader with an overview of all taxes contributed by J&J, and not just income taxes. It should be read in conjunction with the Company's tax information filed with the U.S. Securities and Exchange Commission (SEC), including in the most recently filed Quarterly Reports on Form 10-Q and Annual Report on Form 10-K. This tax information is supplemental to, and not a substitute for, the information reported in the Company's SEC filings.
- Certifiers include senior leaders at VP2 level and above and executives of recently acquired companies.
- J&J Triage Committee and case investigators have the ability to change the issue type of the cases upon receipt in Our Credo Integrity Line. Totals may not add due to rounding.
- "Other" consists of the following categories: privacy, information security, general security, Environment, Health & Safety (EH&S), legal/regulatory and report follow up.
- Fixed-term employees subject to a local collective bargaining agreement are included in this count.
- A regulatory inspection is defined as an inspection conducted by the health authority to determine compliance with applicable laws and regulations. Includes Good Clinical Practices (GCP), Good Laboratory Practices (GLP), Good Manufacturing Practices (GMP) and Pharmacovigilance (PV) inspections.
- Included in total regulatory inspections.
- Form 483: A Form FDA 483 is issued to the firm's management at the conclusion of an inspection when an investigator(s) has observed conditions that in their judgment may constitute violations of the Food, Drug, and Cosmetic (FD&C) Act and other acts or regulations.
- The observed reduction in audit metrics year over year is the result of strategic program enhancements, including the transition to a risk-based Enterprise Regulatory Compliance audit framework and process improvements in internal audit data entry.
- FDA Recall Removal: Recall where impacted product in the market is removed/returned; Recall Removal quantities are based on the calendar year that the recall was reported in the FDA Enforcement Report.
- All J&J employees complete Code of Business Conduct training and are instructed how to proceed if they become aware of a product complaint or adverse event. Brand protection awareness is included in mandatory trainings to raise understanding and awareness of illicit trade issues among all employees. Supplemental brand protection training is also available to stakeholders and is reflected in the number above.
- 2023 and 2024 supplier counts have been restated to reflect a change in procurement spend classification methodology.
- Represents spend we have control over/supplier spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. Values have been rounded. Due to rounding, the numbers presented do not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.
- All indicators represent spend J&J has control over addressable spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals.
- Small Business Spend is defined as spend with a U.S.-based small business enterprise that provides goods and/or services to a company. Supplier determines business size based upon the U.S. Small Business Administration (SBA) size standards.
- In 2025, J&J supplier participation data collection transitioned to the EcoVadis Greenhouse Gas (GHG) Supply Chain Data Program. 2023 and 2024 data reflects the CDP Supply Chain Climate Program. The transition to a new reporting platform may have resulted in a lower supplier participation rate compared to prior years.
- A technical visit is a follow-up visit to the initial audit.
- A critical finding is defined as evidence of very high risk to human life or potential catastrophic impact to facility, community or environment. We expect suppliers and potential suppliers to address critical findings immediately.

Contact us:

Johnson & Johnson Office of the Corporate Secretary
WW-Corporate-Governance@its.jnj.com

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New Brunswick, New Jersey 08933

healthforhumanityreport.jnj.com

Johnson & Johnson

OUR CREDO

WE BELIEVE OUR FIRST RESPONSIBILITY IS TO THE PATIENTS,
DOCTORS AND NURSES, TO MOTHERS AND FATHERS AND ALL
OTHERS WHO USE OUR PRODUCTS AND SERVICES. IN MEETING
THEIR NEEDS EVERYTHING WE DO MUST BE OF HIGH QUALITY.
WE MUST CONSTANTLY STRIVE TO PROVIDE VALUE, REDUCE OUR
COSTS AND MAINTAIN REASONABLE PRICES. CUSTOMERS' ORDERS
MUST BE SERVICED PROMPTLY AND ACCURATELY. OUR BUSINESS
PARTNERS MUST HAVE AN OPPORTUNITY TO MAKE A FAIR PROFIT.
WE ARE RESPONSIBLE TO OUR EMPLOYEES WHO WORK WITH US
THROUGHOUT THE WORLD. WE MUST PROVIDE AN INCLUSIVE WORK
WHERE EACH PERSON MUST BE CONSIDERED AS AN
PRIORITY AND

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