

# GRI Culture of Health for Business (COH4B) Framework

For the first time, we report our performance against Global Reporting Initiative (GRI)'s new framework, the Culture of Health for Business (COH4B) practices and metrics. In 2020, GRI, in partnership with the Robert Wood Johnson Foundation, published a new framework called the COH4B as part of a goal to stimulate private sector contribution to health through the practice of sustainability reporting. The publication followed two years of consultation and development, in which Johnson & Johnson participated as a member of the COH4B Advisory Committee. In the following disclosure, we report our performance against COH4B practices and metrics.

	COH4B PRACTICE	APPROACH	METRICS
Strategy	<p><b>1 Health culture:</b> Promoting an organizational culture of health (over and above wellness and health promotion program)</p>	<p>At Johnson &amp; Johnson, we believe that advancing health for humanity starts with advancing the health of our own people. We aspire to have the healthiest workforce in the world and are taking steps to create an engaged, energized and high-performing culture within our organization. Over the years, we have continuously expanded health and well-being programs throughout Johnson &amp; Johnson and across the globe, incorporating new thinking and technologies to keep our offerings best in class and help employees make the healthy choice the easy choice. See our <a href="#">Position on Employee Health and Well-Being</a>.</p>	<p>See <a href="#">GRI 102-16</a>, <a href="#">GRI 403</a> in our 2020 Health for Humanity Report including reported metrics: <a href="#">ENERGY FOR PERFORMANCE training completed</a>.</p>
	<p><b>2 Responsible corporate political activity:</b> Activity that shapes public policy or public opinion</p>	<p>Johnson &amp; Johnson is active in several areas that advance public policy, in particular, improved health systems, access to healthcare and Universal Health Coverage. See our <a href="#">Position on Universal Health Coverage</a>. See also our <a href="#">Position on Stakeholder Engagement</a> for a range of industry associations we support in their advocacy efforts to improve healthcare and responsible business. We believe it is important to encourage the development of sound public policy, best achieved when a variety of stakeholders are involved. We support active and informed participation in the policy-making and political processes. We use our voice to pursue policy solutions that better serve patients, nurses, doctors, and consumers, as well as our employees and our communities around the globe. See <a href="#">Political Engagement</a> for more information.</p>	<p>Not applicable</p>

	COH4B PRACTICE	APPROACH	METRICS
Strategy	3 <b>Responsible marketing practices:</b> Commitments to responsible marketing including labeling transparency	At Johnson & Johnson, we strive to operate with the highest standards of business conduct and transparency through all communications with patients, consumers, healthcare providers and other stakeholders. We are committed to responsible, ethical and patient-centered sales and marketing practices for our Pharmaceutical, Medical Devices and Consumer Health products and services. See our <a href="#">Position on Ethical Sales and Marketing</a> , our <a href="#">Position on Responsible Interaction with Healthcare Professionals</a> and our <a href="#">Statement on Interactions with Patient Organizations</a> .	See Compliance-Related Investigations and Responsible Marketing Indicators in our 2020 Health for Humanity Report.
Policies and benefits	4 <b>Health promotion &amp; wellness:</b> Health initiatives that generally offer screening, prevention and health promotion	We maintain a suite of programs and resources to inspire, empower and encourage employees to take control of their health and well-being and engage in healthy behaviors. For example, we provide our employees with access to a digital health tool with personalized content to support them on their health journey. We encourage all employees to use our ENERGY FOR PERFORMANCE training program developed by the Johnson & Johnson Human Performance Institute. See our <a href="#">Position on Employee Health and Well-Being</a> and our <a href="#">Position on Employee Compensation and Benefits</a> .	See <a href="#">GRI 403 (2018) 403-3, 403-6</a> in our 2020 Health for Humanity Report.
	5 <b>Paid family and medical leave:</b> Allowing employees to earn pay while away attending to illness, a family member or newborn	We maintain a comprehensive suite of benefits designed to help make life easier and reduce stress, such as employee assistance programs, enhanced parental leave, childcare centers and discounts for childcare facilities, and much more. See our <a href="#">Position on Employee Compensation and Benefits</a> .	See <a href="#">GRI 402 (2016) 401-2, 401-3</a> in our 2020 Health for Humanity Report.
	6 <b>Health insurance:</b> Providing employer-based health insurance	Johnson & Johnson offers health insurance to all employees around the world. Coverage may differ in different countries. See our <a href="#">Position on Employee Compensation and Benefits</a> .	See <a href="#">GRI 402 (2016) 401-2</a> and <a href="#">GRI 403 (2018) 403-3, 403-6</a> in our 2020 Health for Humanity Report.

	COH4B PRACTICE	APPROACH	METRICS
Policies and benefits	7 <b>Equality, diversity &amp; impartiality:</b> Managing inequality, discrimination and diversity, including disability	Johnson & Johnson and all its operating companies are committed to workforce diversity, creating equity across our systems and fostering and advancing a culture of inclusion. Our Credo outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. See our <a href="#">Diversity, Equity &amp; Inclusion Policy</a> and our <a href="#">You Belong: Diversity, Equity &amp; Inclusion Impact Review</a> as well as our <a href="#">Position on a Discrimination-Free Workplace</a> and <a href="#">Position on a Safe and Harassment-Free Workplace</a> .	See <a href="#">GRI 405 (2016) 405-1</a> in our 2020 Health for Humanity Report.
	8 <b>Financial literacy:</b> Providing financial literacy resources	We maintain a comprehensive suite of benefits including Employee Assistance Programs and help with financial literacy. We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. We always observe legal minimum wage provisions and often exceed these. See our <a href="#">Position on Employee Compensation and Benefits</a> .	See <a href="#">GRI 402 (2016) 401-2</a> in our 2020 Health for Humanity Report.
Workforce and operations	9 <b>Work time:</b> Managing working hours, schedules and schedule control	We strive to ensure that all employment complies with all applicable laws and regulations in every country in which we operate, including those concerning hours of work and rest. We respect limits for overtime work and irregular work hours, including weekends and national or religious holidays. We do not force employees to work overtime and we compensate those who do in a fair and proper manner, always in line with the law as a minimum standard. See our <a href="#">Position on Employment and Labor Rights</a> .	See <a href="#">GRI 402 (2016) 401-1</a> in our 2020 Health for Humanity Report.
	10 <b>Job security:</b> Managing job insecurity as perceived (by the employee) or attributed (by researchers)	<a href="#">Our Credo</a> states: “There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.” We aim to attract and retain our employees for the long term, and engage with all our employees to provide job continuity and growth, facilitating learning and development for each. Our learning culture supports developing and retaining our talent. See our <a href="#">Position on Employee Development</a> .	See <a href="#">GRI 402 (2016) 401-1, 402-1</a> in our 2020 Health for Humanity Report.

**Workforce and operations**

**COH4B PRACTICE**

**APPROACH**

**METRICS**

**11 Pay practices:**  
Managing wage policies, minimum wages, wage satisfaction

We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. We always observe legal minimum wage provisions and often exceed these. See our [Position on Employee Compensation and Benefits](#).

See [GRI 102-38](#) in our 2020 Health for Humanity Report.

**12 Occupational health & safety:**  
Mandatory and voluntary occupational health and safety

We actively promote a culture of caring, accountability, proactivity, learning, transparency and inclusion. We foster an Environmental Health and Safety (EH&S) culture where everyone is responsible for their safety, and the safety of others. The EH&S culture at Johnson & Johnson inspires every employee to make safety and environmental responsibility not only a way of working, but also a way of living, all day, every day. See our [Environmental Health and Safety Policy](#).

See [GRI 403 \(2018\)](#) in our 2020 Health for Humanity Report.

**13 Physical environment:**  
Managing air quality, lighting, green buildings, attempts to promote health through the built environment other than through occupational health and safety

We maintain workspaces designed to promote healthy lifestyles, employee engagement and collaborative working. Our Workplace Innovation Program, established in 2010, helps us better design our environments to support workplace activity, create shared and “unassigned” work space for greater flexibility, offer healthy working environments, enhance employees’ working experience, and inspire an innovative and engaged work culture. Our workplaces incorporate elements that support physical and emotional health, such as on-site fitness centers, first aid rooms, outdoor activity areas, nurture and faith rooms, rooms for counseling and employee assistance, and child development centers. We also adopt green building design principles in planning or renovating our workplaces to further enhance the health, safety, well-being and productivity of our people. Many of our workplaces are housed in LEED-certified buildings.

In total, 6 Johnson & Johnson buildings were newly LEED-certified in 2020, bringing the total number of LEED-certified buildings to 60. In total, 8.7 million square feet—or 14.5% of our built space—was LEED-certified by the end of the year. See our 2020 Health for Humanity Report.

Community

COH4B PRACTICE	APPROACH	METRICS
<p><b>14 Community environmental impacts:</b> Managing the environmental impacts of company operations on communities</p>	<p>EH&amp;S Management refers to the practices that protect environmental health and safety for the people in and around our workplaces—key elements of being a responsible corporate citizen and a resilient business. Our EH&amp;S Standards ensure that globally, all Johnson &amp; Johnson entities achieve and maintain a consistently high level of EH&amp;S performance. They reflect industry best practices and address compliance where there may be gaps in legal or regulatory requirements. Our Standards are regularly updated. See our <a href="#">Environmental Health and Safety Policy</a> and our <a href="#">Position on Environmental Health and Safety Management</a>.</p>	<p>See <a href="#">GRI 302 (2016)</a>, <a href="#">303 (2018)</a>, <a href="#">305 (2016)</a>, <a href="#">306 (2020)</a> in our 2020 Health for Humanity Report.</p>
<p><b>15 Social capital &amp; cohesion:</b> Encouraging links, shared values and understanding</p>	<p>At Johnson &amp; Johnson, we are committed to maintaining the highest level of integrity and ethical culture. Our comprehensive policies, procedures and compliance training help our employees and contingent workers navigate the applicable laws, regulations and industry codes, as well as our own ethical standards. See our <a href="#">Position on Ethics and Compliance</a>.</p>	<p>See <a href="#">GRI 102-41</a>, <a href="#">102-42</a>, <a href="#">102-43</a>, <a href="#">102-44</a>, <a href="#">402-1</a>, <a href="#">403-4</a>, <a href="#">404-3</a> in our 2020 Health for Humanity Report.</p>
<p><b>16 Community involvement:</b> Investments in programs to benefit communities, including disaster response and recovery</p>	<p>Johnson &amp; Johnson is committed to using its reach and size for good. We are committed to going beyond our immediate business interests by contributing to advancing health and well-being in the communities in which we live and work. Our efforts focus on three strategic platforms: our Center for Health Worker Innovation, our Talent for Good Program to engage employees with Company purpose and our response to people in crisis. See our Positions on <a href="#">Community Impact</a>, <a href="#">Supporting the United Nations Sustainable Development Goals</a> and <a href="#">Disaster Relief</a>.</p>	<p>See <a href="#">GRI 201-1</a>, <a href="#">103-2</a>, <a href="#">413-1</a> in our 2020 Health for Humanity Report.</p>