



Report of Independent Accountants

To the Board of Directors of Johnson & Johnson

We have reviewed the accompanying Johnson & Johnson management assertion, that the metrics identified in the Schedule of Metrics in management's assertion as of December 31, 2019 or for the year then ended, are presented in conformity with the assessment criteria set forth in management's assertion.

Johnson & Johnson's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants ("AICPA") in AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order to be fairly stated. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have complied with the independence and other ethical requirements of the Code of Professional Conduct issued by the AICPA.

We applied the Statements on Quality Control Standards established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The preparation of the metrics requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could result in materially different amounts or metrics being reported.

Based on our review, we are not aware of any material modifications that should be made to management's assertion referred to above in order for it to be fairly stated.

A handwritten signature in black ink, appearing to read "PricewaterhouseCoopers LLP", is enclosed in a light gray rectangular box.

June 11, 2020

PricewaterhouseCoopers LLP, 400 Campus Drive, Florham Park, NJ 07932 | www.pwc.com

Johnson & Johnson Management Assertion

As of December 31, 2019 or for the year then ended

Johnson & Johnson (“management”) is responsible for the completeness, accuracy, and validity of the accompanying metrics reported in the Health for Humanity Report as of December 31, 2019 or for the year then ended (the reporting year) for global operations, unless otherwise noted within management’s criteria.

With respect to the metrics reported in the table below, which are also included in the Health for Humanity Report, management of Johnson & Johnson asserts that such metrics are presented in conformity with the assessment criteria set forth below. The metrics included in the table below have been rounded to the nearest whole number unless otherwise indicated. Management is responsible for the selection or development of the criteria, which management believes provide an objective basis for measuring and reporting on the selected metrics.

The preparation of the metrics requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could result in materially different amounts or metrics being reported.

Schedule of Metrics

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT’S CRITERIA
Contributions/Philanthropy	Total cash and products contributed globally (millions)	\$1,806	Contributions are cash or product donations made to qualified nonprofit entities (i.e., 501(c)(3) organizations in the U.S., or with an NGOsource 501(c)(3) equivalency determination for organizations outside the U.S.) by Johnson & Johnson during the reporting year. Product donations are measured at fair market value (defined as the selling price of a product as determined by an internal Johnson & Johnson price list in USD as of December 31, 2019), which is the price Johnson & Johnson would sell to consumers on the market. Metric values are represented in millions of USD.
	Cash contributed globally (millions)	\$423	
	Products contributed globally (millions)	\$1,383	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Diversity & Inclusion (D&I) & General Workforce	Total number of employees (i.e., Global Workforce)	137,701 Women: 47.8%	<p>Global Workforce is the global employee headcount as of December 31, 2019, excluding employees on long term disability (LTD) as of December 31, 2019 and employees of acquired companies who are not yet reflected in the Johnson & Johnson Human Resources Information Systems (HRIS) (which does not exceed 2 years from the date of acquisition). This data is based on headcount from the HRIS. HRIS headcount differs from that used for the headcount in Johnson & Johnson's Form 10-K, which is based on the number of full-time equivalent positions (FTE).</p> <p>An employee is defined as an individual working full-time or part-time, including fixed term employees, interns and co-op employees. Contingent workers, contractors, and subcontractors are excluded.</p> <p>An individual working full-time is defined as an employee working 40 hours or more a week. An individual working part-time is defined as an employee working less than 40 hours a week.</p> <p>Gender and ethnic/racial diversity is reported in accordance with the gender, ethnicity and race as self-reported by the employee and recorded in HRIS as of December 31, 2019.</p> <p>Age diversity is reported by age groups as of December 31, 2019 as self-reported by the employee and recorded in HRIS.</p> <p>For job category metrics, the job category (i.e., vice president, manager and directors, or professionals), is obtained from HRIS as of December 31, 2019. Other is defined as employees who self-reported as American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander or two or more races.</p>
	Total Number of Employees by Region	Asia Pacific: 28,195 Europe, Middle East & Africa: 42,582 Latin America: 20,182 North America: 46,742	
	Gender Diversity by Employment Type	Full-time employees Women: 46.7% Part-time employees Women: 82.6%	
	Gender Diversity by Region	Asia Pacific: Women: 46.0% Europe, Middle East & Africa: Women: 49.7% Latin America: Women: 50.2% North America: Women: 46.1%	
	Gender Diversity by Job Category	Vice Presidents: Women: 34.2% Managers and Directors: Women: 46.2% Professionals: Women: 49.5%	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Diversity & Inclusion (D&I) & General Workforce	Age Diversity by Job Category	<p>Vice Presidents Under 30: 0% 30-50: 46.3% 50+: 53.7%</p> <p>Managers and Directors Under 30: 1.3% 30-50: 73.2% 50+: 25.6%</p> <p>Professionals Under 30: 21.4% 30-50: 61.7% 50+: 16.9%</p>	<p>For women in executive positions, executives are defined as employees reporting directly to the Chairman of the Board and Chief Executive Officer based on an organization chart including names and positions as of December 31, 2019.</p> <p>For women in management positions, the pay grades are obtained from HRIS as of December 31, 2019. Pay grade 30 and above is considered a management position.</p> <p>For new employee hire metrics, new employee hires are external hires with a start date between January 1, 2019 and December 31, 2019 per HRIS.</p>
	Ethnic/Racial Diversity in the U.S. by Job Category	<p>Managers and Directors Asian: 16.6% Black/African American: 5.0% Hispanic/Latino: 7.0% Other: 1.2%</p> <p>Professionals Asian: 12.0% Black/African American: 7.6% Hispanic/Latino: 10.4% Other: 2.0%</p>	
	Diversity in the Board Composition	Women: 28.6% Ethnic/Racial Diversity: 21.4%	
	Gender Diversity in Executive and Management Positions	Women in executive positions: 14.3% Women in management positions: 45.8%	
	Total Number of New Employee Hires	21,948	
	New Employee Hires by Gender	Women: 51.4%	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Diversity & Inclusion (D&I) & General Workforce	New Employee Hires by Age	Under 30: 52.7% 30-50: 42.8% 50+: 4.5%	
	New Employee Hires by Region	Asia Pacific: 28.9% Europe, Middle East & Africa: 27.0% Latin America: 16.5% North America: 27.6%	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Environmental Health & Safety (EH&S) Governance	Number of environmental non-compliances	61	<p>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.</p> <p>Fines paid for environmental non-compliances include those paid in the reporting year. It does not include fines assessed and/or under negotiation that were not paid.</p> <p>Environmental non-compliances and fines paid exclude newly acquired sites (i.e., owned less than 2 years as of December 31, 2019).</p> <p>Metric values (fines and/or penalties) are represented in thousands of USD.</p>
	Fines paid for environmental non-compliances (thousands)	\$41	
	Number of manufacturing and R&D sites certified to ISO 14001	100	<p>OHSAS is the Occupational Health and Safety Assessment Series.</p> <p>Certified to ISO 14001, OHSAS 18001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2019.</p> <p>Small research & development (R&D) and manufacturing sites, defined as having less than 50 employees, are exempt from the Johnson & Johnson internal requirement to have ISO 14001 (Environmental Management) certification. Newly acquired sites (i.e., owned less than 3 years as of December 31, 2019) are also exempt from the internal Johnson & Johnson requirement to have ISO 14001 certification.</p> <p>Total number of R&D and manufacturing sites used in the numerator and denominator is based on the sites Johnson & Johnson internally requires to have ISO 14001 certification.</p>
	Percentage of manufacturing and R&D sites certified to ISO 14001	97%	
	Percentage of manufacturing and R&D sites certified to OHSAS 18001 or ISO 45001	24%	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Employee Retention & Turnover	Johnson & Johnson employees involved in R&D activities	17.6%	<p>R&D activities include employees classified under job functions of R&D and Engineering in HRIS as of December 31, 2019.</p> <p>Employee count used in the denominator is consistent with the Global Workforce number used for D&I metrics above.</p>
	Managers and above moved across functions, country or business segment lines, building diversity of experiences	43%	<p>The metric represents the percentage of employees in Manager and above job categories (defined as pay grade 30 or above in HRIS as of December 31, 2019) who moved across function, country or business segment lines within Johnson & Johnson during the reporting year (includes upward promotion, downward demotion, or lateral transfer).</p> <p>Employee count excludes fixed term, intern, co-op employees, employees classified as being on long-term disability, and employees of acquired companies who are not yet reflected in HRIS.</p> <p>Employee movement is tracked monthly and then consolidated at year end. If an employee moves across both function and country in the same month, it is only counted as one move.</p>
	Overall voluntary turnover	8%	<p>Employee count excludes fixed term, intern, co-op employees, employees classified as being on long-term disability, and employees of acquired companies who are not yet reflected in HRIS. Employee count does not include employees that were hired and terminated within the same month. Employees who are not part of the performance management process are excluded from the voluntary turnover of high performers metric. Voluntary turnover excludes employees leaving the company due to retirement or death.</p> <p>For overall voluntary turnover, the total employee count used in the denominator is the total employee count average of the twelve months in 2019. For voluntary turnover of high performers, the denominator is the total high performers average of 12/31/2019 and 12/31/2018.</p> <p>High performer is defined as an individual with two consecutive annual performance ratings of Exceeds/Exceeds, Exceeds/Fully Meets, or Fully Meets/Exceeds ratings (note that "exceeds" is one out of 4 possible dimension ratings).</p>
	Voluntary turnover of high performers	4%	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Employee Safety	Lost Workday Case (LWDC) rate	Global: 0.07 Asia Pacific: 0.06 Europe, Middle East & Africa: 0.05 Latin America: 0.06 North America: 0.08	<p>Includes data as of December 31, 2019 and hours worked in the reporting year. Newly acquired sites (i.e. owned less than 2 years as of December 31, 2019) are excluded from occupational safety metrics.</p> <p>LWDC rate, TRIR, SIIC rate, and fatalities are calculated using the Global Workforce and any 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 Johnson & Johnson employee. Cases from contractor/ subcontractors (who are not contingent workers) are not included.</p> <p>"Lost Workdays" are calendar days where an employee is unable to work due to illness or injury, beginning the day after an incident has taken place through the last day of leave (excluding holidays and vacations).</p> <p>LWDC rate: (number of LWDC * 200,000 work hours) / total work hours per the internal Johnson & Johnson CURVE system.</p> <p>TRIR: (number of recordable cases * 200,000 work hours) / total work hours.</p> <p>SIIC rate: (number of SIIC * 200,000 work hours) / total work hours.</p>
	Total Recordable Injury Rate (TRIR)	Global: 0.31 Asia Pacific: 0.12 Europe, Middle East & Africa: 0.27 Latin America: 0.25 North America: 0.42	
	Serious Injury and Illness Case (SIIC) rate	Global: 0.04 Asia Pacific: 0.04 Europe, Middle East & Africa: 0.03 Latin America: 0.02 North America: 0.06	
	Number of fatalities	Global: 0	

METRIC TOPIC	METRIC DESCRIPTION	METRIC VALUE	MANAGEMENT'S CRITERIA
Product Quality	Number of regulatory inspections of Johnson & Johnson sites by worldwide health authorities	521	<p>Health authorities are organizations with authority over the development, manufacture, distribution, placing on the market, and post market surveillance of products. For example, the US Food and Drug Administration (FDA), Korean Food and Drug Administration (KFDA), British Standards Institution (BSI), and Health Canada.</p> <p>A regulatory inspection is defined as an inspection conducted by the health authority to determine compliance with applicable laws and regulations.</p> <p>An FDA inspection is defined as a regulatory inspection performed by the FDA, and an observation is defined as the observed condition or practice indicating that an FDA-regulated product may be in violation of FDA's requirements. The observations are listed on FDA Form 483 during inspections conducted by FDA, and then provided to the manufacturer following the FDA inspection.</p> <p>Independent audits are conducted by internal Johnson & Johnson Regulatory Compliance (JJRC) auditors at Johnson & Johnson sites and external manufacturing sites.</p> <p>An external manufacturing site is defined as not owned or operated by Johnson & Johnson.</p>
	Percentage of inspections that resulted in zero observations	73%	
	Number of FDA inspections of Johnson & Johnson sites	17	
	Percentage of FDA inspections that resulted in zero observations	76%	
	Average number of observations per FDA inspection	0.6	
	Number of independent audits of Johnson & Johnson sites to ensure compliance with Johnson & Johnson Quality Policy & Standards	156	
	Number of independent audits of external manufacturing sites to ensure compliance with Johnson & Johnson Quality Policy & Standard	264	
	Number of FDA Warning Letters issued, total for enterprise	1	