



Report of Independent Accountants

To the Board of Directors of Johnson & Johnson

We have reviewed the accompanying Johnson & Johnson management assertion that the sustainability metrics as of or for the year ended December 31, 2021 in management's assertion are presented in accordance 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 sustainability 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 for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent 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. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

Our firm applies the Statements on Quality Control Standards established by the AICPA and, accordingly, maintains a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies to understand terms related to relevant information about the sustainability metrics, reviewed supporting documentation in regard to the completeness and accuracy of the data in the sustainability metrics on a sample basis, and performed analytical procedures.

The preparation of the sustainability 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 have resulted 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 Johnson & Johnson's management assertion in order for it to be fairly stated.

A handwritten signature in black ink that reads "PricewaterhouseCoopers LLP". The signature is written in a cursive, flowing style.

Florham Park, New Jersey

June 6, 2022

Johnson & Johnson Management Assertion

As of for the Year Ended December 31, 2021

Management of Johnson & Johnson is responsible for the completeness, accuracy, and validity of the sustainability metrics included in the tables below as of or for the year ended December 31, 2021 (the reporting year) for global operations, unless otherwise noted. The metrics have been rounded to the nearest whole number unless otherwise indicated.

Management asserts that the metrics reported in the tables below, which are also included in the Health for Humanity Report as identified by the “†” symbol, are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability metrics. The preparation of the sustainability 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 have resulted in materially different amounts or metrics being reported.

Our Giving^(a)

Metric Description	Metric Value (in millions)
Total products ^(b) and cash contributed	\$2,738
Products ^(b) contributed	\$2,303
Cash contributed	\$435

^(a) Our contributions 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 Johnson & Johnson during the reporting year. Administrative costs incurred by Johnson & Johnson during the contribution process are also included in cash contributions (approximately 4% of the cash contributed).

^(b) Products contributed are measured at fair market value, which is the price of the product, as determined by an internal price list in USD as of December 31, 2021, that Johnson & Johnson would sell to consumers in the market.

Diversity, Equity & Inclusion (DE&I)

Metric Description	Metric Value
Global Employees ^{(a)(c)}	
Total number of employees ^(b)	144,315 Women 49.0% Men 50.9% Declined to answer 0.1%
Region ^(d)	Asia Pacific 29,517 Europe, Middle East & Africa 42,429 Latin America 23,441 North America 48,928

Diversity, Equity & Inclusion (DE&I) continued

Metric Description	Metric Value
Gender Representation ^{(a)(b)(c)(i)}	
Region ^(d)	Asia Pacific: Women 47.4% Men 52.6% Europe, Middle East & Africa: Women 50.3% Men 49.7% Latin America: Women 53.3% Men 46.7% North America: Women 46.9% Men 52.9% Declined to answer 0.2%
Employment type	Full-time employees: Women 48.1% Men 51.8% Declined to answer 0.1% Part-time employees: Women 83.5% Men 16.5%
Job category ^{(d)(g)(i)}	Vice Presidents: Women 38.9% Men 60.9% Declined to answer 0.2% Managers and Directors: Women 48.3% Men 51.7% Declined to answer 0.1% Professionals: Women 50.5% Men 49.4%
Management and executive positions ^(g)	Women in management positions 48.0% Women in executive positions 14.3%

Diversity, Equity & Inclusion (DE&I) continued

Metric Description	Metric Value
Diversity in Board Composition	
Diversity in Board Composition ^(f)	Women 35.7% Ethnic/Racial Diversity 21.4%
Age Diversity ^(e) by Job Category ^{(a)(c)(d)(g)}	
Vice Presidents	Under 30 0.0% 30-50 43.5% 51+ 56.5%
Managers and Directors	Under 30 1.5% 30-50 72.2% 51+ 26.3%
Professionals	Under 30 22.7% 30-50 60.0% 51+ 17.3%
Ethnic/Racial Diversity ^(b) in the U.S. by Job Category ^{(a)(c)(d)(g)}	
Vice Presidents	White 70.7% Asian 11.7% Black/African American 7.3% Hispanic/Latino 8.3% Other 1.9% Declined to Answer 0.1%
Managers and Directors ⁽ⁱ⁾	White 64.5% Asian 18.3% Black/African American 6.3% Hispanic/Latino: 7.7% Other 1.9% Declined to answer 1.4%
Professionals	White 64.2% Asian 13.4% Black/African American 7.7% Hispanic/Latino 10.4% Other 2.5% Declined to answer 1.8%
New Employee Hires ^(h)	
Total number of new hires	22,543
Region ^{(d)(i)(j)}	Asia Pacific 25.6% Europe, Middle East & Africa 16.7% Latin America 29.2% North America 28.4%

Diversity, Equity & Inclusion (DE&I) continued

Metric Description	Metric Value
Gender representation ^(b)	Women 54.0% Men 45.8% Declined to answer 0.2%
Age ^(e)	Under 30 47.5% 30-50 47.6% 51+ 4.9%

- (a) Global Employees is the global employee headcount as of December 31, 2021 from Johnson & Johnson's Human Resource Information System (HRIS). "Employee" is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-op employees. Employee data may not include data from more recently acquired companies who are not yet reflected in HRIS (which does not exceed two years from the date of acquisition), and individuals on long-term disability are excluded. Contingent workers, contractors and subcontractors are also excluded.
- (b) Gender and ethnic/racial diversity are reported in accordance with the gender, ethnicity and race as self-reported by the employee and recorded in HRIS as of December 31, 2021. 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.
- (c) 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.
- (d) The region and job category is obtained from HRIS as of December 31, 2021.
- (e) Age diversity is reported in accordance with the age as self-reported by the employee and recorded in HRIS as of the date of hire.
- (f) Gender and ethnic/racial diversity in the Board composition is reported in accordance with the gender and ethnicity as confirmed by Board members as of December 31, 2021.
- (g) Professional positions are defined as paygrades 20-26. Management positions are defined as paygrade 30 and above. Executives are defined as employees reporting directly to the Chairman and Chief Executive Officer based on an organization chart including names and positions as of December 31, 2021.
- (h) New employee hires are external hires with a start date between January 1, 2021 and December 31, 2021 obtained from HRIS.
- (i) Where the value for "Declined to answer" is rounded to zero, it was excluded from the reported table.
- (j) Values have been rounded to the nearest tenth. Due to rounding, the numbers presented do not add up precisely to 100.0%.

Employee Retention and Turnover

Metric Description	Metric Value
Managers and above moved across functions, country or business segment lines ^{(a)(b)(c)}	45.8%
Overall voluntary turnover ^(d)	8%
Voluntary turnover ^(d) of high performers ^(e)	4%

- (a) Represents the percentage of employees in Manager and above job categories (defined as paygrade 30 and above in HRIS as of December 31, 2021) who, in their career progression, moved through upward promotion or lateral transfer during the reporting year.
- (b) Employee count excludes fixed-term, intern, and co-op employees, employees on long-term disability, employees from more recently acquired companies who are not yet reflected in HRIS (which does not exceed 2 years from the date of acquisition), and employees in the R&D organizations in the Pharmaceutical, MedTech and Consumer Health segments.
- (c) Employee movement is tracked monthly in HRIS and then consolidated at year end. If an employee moves, for example, across both function and country in the same month, it is only counted as one move.
- (d) Employee count excludes fixed-term, intern, and co-op employees, 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 turnover (the numerator) excludes employees leaving the company due to retirement or death.
- (e) High performer is defined as an individual with two consecutive annual performance ratings of Exceeds/Exceeds, Exceeds/Fully Meets, or Fully Meets/Exceeds (note that "exceeds" is one out of four possible dimension ratings). Employees who are not part of the performance management process are excluded from the voluntary turnover of high performers metric.

Employee Safety^{(a)(b)}

Metric Description	Metric Value
Lost Workday Case rate ^{(c)(d)}	Global 0.06 Asia Pacific 0.06 Europe, Middle East & Africa 0.06 Latin America 0.07 North America 0.07
Total Recordable Injury rate ^(e)	Global 0.30 Asia Pacific 0.14 Europe, Middle East & Africa 0.29 Latin America 0.26 North America 0.37
Serious Injury and Illness Case rate ^(f)	Global 0.02 Asia Pacific 0.01 Europe, Middle East & Africa 0.02 Latin America 0.02 North America 0.04
Number of fatalities	Global 0.0

- ^(a) Includes data as of December 31, 2021 and hours worked in the reporting year. More recently acquired sites (i.e., owned less than two years as of December 31, 2021) are excluded from employee safety metrics.
- ^(b) Lost Work Day Case (LWDC) rate, Total Recordable Injury (TRIR), Serious Injury and Illness Case (SIIC) rate and fatalities are calculated for Johnson & Johnson 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 Johnson & Johnson employee. Cases from contractor/subcontractors (who are not contingent workers) are excluded.
- ^(c) "Lost days" 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).
- ^(d) LWDC rate is calculated as follows and the data used in the calculation is obtained from the internal Johnson & Johnson CURVE system: (number of LWDC * 200,000 work hours)/total work hours.
- ^(e) TRIR is calculated as follows and the data used in the calculation is obtained from the internal Johnson & Johnson CURVE system: (number of recordable cases * 200,000 work hours)/total work hours.
- ^(f) SIIC rate is calculated as follows and the data used in the calculation is obtained from the internal Johnson & Johnson CURVE system: (number of SIIC * 200,000 work hours)/total work hours.

Ethics and Compliance (Inquiries and Complaints as Recorded with Our Credo Integrity Line by Category)

Metric Description	Metric Value
Inquiries and complaints as recorded with Our Credo Integrity Line by Category ^{(a)(b)(c)}	Human Resources-related 55% Business integrity-related 14% Other 9% General information questions 8% Financial-related 7% Human rights-related 5% Product quality and patient safety-related 2%

- ^(a) Johnson & Johnson's anonymous grievance mechanism includes 13 inquiry and complaint categories for the person reporting to select from when reporting inquiries and complaints. Filed reports are then summarized into seven reported categories by Johnson & Johnson. In FY20, there were 48 Our Credo inquiry and complaint categories that were recategorized into the current 13 categories as of December 4, 2020. Other consists of the following categories: privacy, information security, global security, Environment, Health, Safety & Sustainability (EHS&S), legal/regulatory and report follow up. The 13th category is "ask a question."
- ^(b) Johnson & Johnson introduced the human rights category in December 2020 and included inquiries and complaints from December 2020 in the 2021 data.
- ^(c) Johnson & Johnson's Triage Committee and case investigators have the ability to change the category of an inquiry or complaint upon receipt using a set of established criteria in Our Credo Integrity Line. This occurred for fewer than 5% of total recorded inquiries and complaints.

Compliance-Related Allegations Investigated Through Triage Committee^(a)

Metric Description	Metric Value
Number of compliance-related allegations investigated	661
Percentage of compliance-related allegations investigated, by category	Healthcare ^(b) 48% Financial ^(c) 43% Other ^(d) 9%

- ^(a) Compliance-related allegations can be filed by internal or external parties, and for those allegations that meet the internal escalation criteria, they are logged and categorized by Johnson & Johnson management within Johnson & Johnson's sensitive issue case management system and then presented to and investigated through the Johnson & Johnson Triage Committee. Internal escalation criteria includes actual or alleged (i) non-compliance with internal Johnson & Johnson policies that could result in termination of the employee; (ii) expense violations exceeding \$1,000; (iii) theft, fraud or misuse of funds exceeding \$1,000; (iv) non-compliance with laws and regulations, such as anti-corruption laws or human trafficking rules; (v) governmental non-compliance, such as failure to abide by relevant terms of a U.S. government invoice, contract or pricing program, financial conflicts of interest, false or incomplete statements made to the U.S. government; (vi) data breach or privacy incidents; and (vii) misconduct by members of the senior leadership team.
- ^(b) Healthcare compliance-related allegations consist of violations of Health Care Compliance guidelines including U.S. Foreign Corrupt Practices Act (FCPA) violations.
- ^(c) Financial compliance-related allegations consist of asset misappropriation, conflicts of interest and financial statement-related.
- ^(d) Other compliance-related allegations consist of legal, quality, anti-trust, product registration and privacy.

EH&S Compliance and Certifications

Metric Description	Metric Value
Number of environmental non-compliances ^{(a)(b)}	34
Fines paid for environmental non-compliances ^{(a)(b)(c)} (thousands)	\$3.6
Number of manufacturing and R&D sites certified to ISO 14001 ^{(d)(e)}	92
Percentage of manufacturing and R&D sites certified to ISO 14001 ^{(d)(e)}	89%
Percentage of manufacturing and R&D sites certified to ISO 45001 ^{(d)(e)}	17%

- ^(a) 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.
- ^(b) Environmental non-compliances and fines paid exclude newly acquired sites (i.e., owned less than two years as of December 31, 2021).
- ^(c) 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 as of December 31, 2021.
- ^(d) Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2021.
- ^(e) The denominator of total manufacturing and research & development (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, 2021).

Product Quality Indicators

Metric Description	Metric Value
Number of regulatory inspections ^(a) of Johnson & Johnson sites by worldwide health authorities ^(b)	448
Percentage of regulatory inspections ^(a) that resulted in zero observations ^(b)	76%
Number of FDA inspections of Johnson & Johnson sites ^(c)	9
Percentage of FDA inspections that resulted in zero observations ^(c)	56%
Average number of observations per FDA inspection ^(c)	2.4
Number of independent audits of Johnson & Johnson sites to ensure compliance with Johnson & Johnson Quality Policy and Standards ^(d)	170
Number of independent audits of external manufacturing sites ^(e) to ensure compliance with Johnson & Johnson Quality Policy and Standards ^(d)	277
Number of FDA warning letters issued	0
Product recall rate ^(f) , by business segment	Pharmaceutical 0.0% MedTech 0.059% Consumer Health Self-Care OTC 0.0%

- ^(a) A regulatory inspection is defined as an inspection conducted by the health authority to determine compliance with applicable laws and regulations.
- ^(b) 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. The observations identified during the inspection are listed on a form provided by the third-party health authority who conducted the inspection.
- ^(c) 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 requirements. The observations are listed on FDA Form 483 during inspections conducted by the FDA and then provided to the manufacturer following the FDA inspection.
- ^(d) Independent audits are conducted by internal Johnson & Johnson Regulatory Compliance auditors at Johnson & Johnson sites and external manufacturing sites.
- ^(e) An external manufacturing site is defined as not owned or operated by Johnson & Johnson.
- ^(f) Product recall rate is defined as the number of lots removed from the market as a percentage of total lots globally manufactured, based on field action removals where it has been determined internally by a Quality Review Board and aligned by Johnson & Johnson Enterprise Compliance, that there is a reasonable probability that the product may cause temporary or medically reversible adverse health consequences and in certain cases will cause serious adverse health consequences. A lot is defined as a specific quantity of material that has uniform character and quality and was released to market during the 2021 calendar year.

2021 Our Voice Survey Results

Metric Description	Metric Value
Number of languages available ^(a)	36
Number of countries administered ^(a)	77
Response rate (among all active employees) ^{(a)(b)}	91%
Favorability rate ^{(a)(b)(c)}	82%
Percentage agreed with the statement: I am willing to give extra effort to help Johnson & Johnson meet its goals ^{(a)(b)}	94%
Percentage agreed with the statement: I would recommend Johnson & Johnson as a great place to work ^{(a)(b)(c)}	87%
Percentage agreed with the statement: In my workgroup, we eliminate practices that stand in the way of achieving results ^{(a)(b)(c)}	71%
Percentage agreed with the statement: I would like to be working at Johnson & Johnson one year from now ^{(a)(b)(c)}	91%
Percentage agreed with the statement: Leaders in my organization demonstrate that integrity, quality and compliance are top priorities through their words and actions ^{(a)(b)(c)}	86%

- ^(a) Johnson & Johnson conducts the Our Voice Survey biennially to track employee sentiment globally. Our Voice Survey metric data is collected and stored in a third-party platform.
- ^(b) Active employees include Johnson & Johnson employees as of December 31, 2021 who completed the 2021 Our Voice Survey, and excludes fixed-term, intern, and co-op employees, employees on long-term disability, contractors, and employees that have been with Johnson & Johnson for less than three months.
- ^(c) Favorability rate is calculated by determining the percentage of “agree” or “strongly agree” responses out of all responses for all Our Voice Survey questions. Response types include: strongly disagree, disagree, neither agree or disagree, agree, strongly agree, do not know. Questions without responses are removed from the numerator and denominator.

Collective Bargaining Agreements

Metric Description	Metric Value
Employees covered by collective bargaining agreements ^(a)	30%

- ^(a) Global employees, as defined in the DE&I section above, and fixed-term employees may be covered by collective bargaining agreements (CBAs). The Johnson & Johnson Regional and Country Employee Relations and Labor Relations (ERLR) team only considered unionized employees under Johnson & Johnson negotiated collective bargaining agreements for this metric per the Global Reporting Initiative definition of collective bargaining. Trade Unions or Work Councils were not included in the calculation since these groups do not have Johnson & Johnson negotiated collective bargaining agreements.