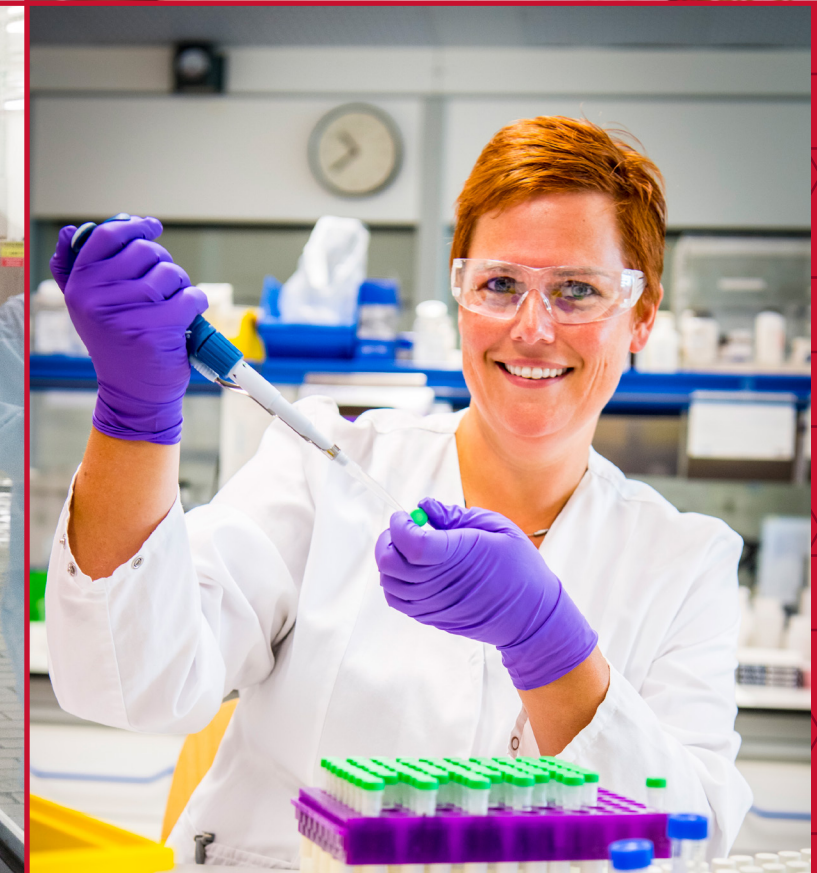


Johnson & Johnson



ESG Strategy





Advancing a healthier world

Now more than ever, businesses are expected to lead in the present and drive progress for the future. For more than 130 years, Johnson & Johnson has aimed to create a healthier world. Today, as the world's largest and most broadly based healthcare company, we have a unique ability to apply our expertise and partnering power to help solve some of the most challenging global health issues. Our environmental, social and governance (ESG) strategy is designed to improve access and affordability, create healthier communities, and put a healthy mind, body and environment within reach of everyone, everywhere.



Our Credo

In all we do, we are guided by the values outlined in Our Credo. Created more than 75 years ago, Our Credo declares our responsibility to our key stakeholders: our patients, healthcare providers, employees, communities and shareholders.

Crede

Primera responsabilidad es para con los pacientes, enfermos o enfermeras, para con las madres y los niños aquellos que utilizan nuestros productos que hagamos para satisfacer sus necesidades ha de Debemos esforzarnos constantemente por ofrecer valor, honestos y mantener precios razonables. Los pedidos de nosotros de servirse con rapidez y precisión. Nuestros socios tienen la oportunidad de obtener un beneficio justo.

Ante los empleados que trabajan con nosotros, debemos ofrecer un entorno de trabajo inteligente considerada como individuo. Debemos reconocer su dignidad, y reconocer sus méritos. Han de tener claridad y sentido del propósito en sus trabajos. Hemos de fomentar la salud y el bienestar. Darles a cumplir con sus responsabilidades. Los empleados han de sentirse libres de expresar sus quejas. Debe haber las mismas oportunidades y promoción para aquellos que están capacitados, y éticas.

Ante las comunidades en las que vivimos, debemos ayudar ofreciéndoles mejor acceso y mejor atención al mundo. Debemos ser buenos ciudadanos con caridad, así como promover una mejor parte equitativa de los impuestos y la riqueza natural.

Responsabilidad final es para con los accionistas para un beneficio sólido. Debemos experimentar, investigar, desarrollar programas innovadores y pagar por los errores. Debemos adquirir nuevos medios y lanzar nuevos productos hacer frente a tiempos adversos. Si actualmente, los accionistas han de obtener una ret



我が信条

我々の第一の責任は、我々の師、看護師、そして母親、父親であると確信する。顧客一人ひとりの活動は質的に高い水準を維持し、製品原価を引き下げ、ばならない。顧客からの注ぎ、我々のビジネスパートナー

我々の第二の責任は、世界人ひとりが個人として尊重されるべきである。社員は安心し、達成感と目的意識を得られなければならない。社員の健康と幸福をまの責任を果たすことができる環境が自由でできる環境、力開発および昇進の機会、した能力を持つリーダー、正、かつ道義にかなった

我々の第三の責任は、我々が生活し、働いている地域社会、更には全世界の共同社会に対するものである。世界中の多くの場所で、ヘルスケアを身近で充実したものにし、人々がより健康でいられるよう支援しなければならない。我々は良き市民として、有益な社会事業および福祉に貢献し、健康の増進、適切な租税を負担しなければならない。我々が使

Unser Credo

Allem voran steht unsere Verantwortung gegenüber den Patienten, Ärzten und dem Pflegepersonal, aber auch gegenüber Müttern und Vätern und all den Menschen, die unsere Produkte verwenden oder unsere Dienste in Anspruch nehmen. Die Erfüllung ihrer Ansprüche erfordert von uns stets ein hohes

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 environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit. They must have a sense of security, fulfillment and purpose in their jobs. Compensation must be fair and adequate and working conditions clean, orderly and safe. We must support the health and well-being of our employees and help them fulfill their family and other personal responsibilities. Employees must feel free to make suggestions and complaints. 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 are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens — support good works and charities, better health and education, and bear our fair share of taxes. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.



Το Πιστεύω

Πιστεύουμε ότι η πρώτη μας ευθύνη είναι προς τους ασθενείς, τους γιατρούς και το νοσηλευτικό προσωπικό, τις μητέρες και τους πατέρες και όλους τους ανθρώπους που χρησιμοποιούν τα προϊόντα και τις υπηρεσίες μας. Για να ανταποκριθούμε σε αυτές τις ανάγκες, οτιδήποτε κάνουμε πρέπει συνεχώς να προσπαθούμε να μειώσουμε το κόστος των προϊόντων μας και να διασφαλίσουμε την καλύτερη δυνατή ποιότητα των πελατών πρέπει να εκτελούνται με την καλύτερη δυνατή ποιότητα.

Είμαστε υπεύθυνοι προς τους εργαζομένους που εργάζονται για τον κόσμο. Πρέπει να παρέχουμε ένα περιβάλλον εργασίας όπου κάθε άτομο αντιμετωπίζεται ως άτομο. Πρέπει να σεβαστούμε τη διαφορετικότητα και να αναγνωρίζουμε την αξία του. Όλοι πρέπει να έχουν ίσες ευκαιρίες και δικαιοσύνη στην αποδοτικότητα. Πρέπει να υποστηρίζουμε την υγεία και την ευημερία των εργαζομένων και να τους βοηθούμε να αντισταθίσουν τις προσωπικές τους υποχρεώσεις. Οι εργαζομένοι μας πρέπει να διατυπώνουν προτάσεις και παράπονα σχετικά με την εργασία και να έχουν την ευκαιρία να επηρεάσουν τις αποφάσεις της εταιρείας.

Είμαστε υπεύθυνοι προς τις κοινότητες που ζούμε και προς όλη την κοινωνία. Πρέπει να βοηθήσουμε να γίνει ο κόσμος πιο υγιής, προσφέροντας καλύτερη πρόσβαση στην υγεία, καλύτερη εκπαίδευση και καλύτερη φροντίδα. Πρέπει να πληρώσουμε τους φόρους που μας επιβάλλονται και να προστατεύουμε το περιβάλλον και τους φυσικούς πόρους.

Η τελευταία μας υποχρέωση είναι προς τους μετόχους. Η εταιρεία πρέπει να έχει εύλογα κέρδη. Πρέπει να ερευνούμε, να αναπτύσσουμε και να εφαρμόζουμε καινοτόμα προϊόντα, να γίνονται επενδύσεις για την ανάπτυξη και να παράγονται νέα προϊόντα. Τα αποτελέσματα πρέπει να ανταποκρίνονται στις προσδοκίες των μετόχων. Όταν εφαρμόζουμε αυτά τα πιστεύω, οι μετοχές μας πρέπει να έχουν ένα εύλογο μέρισμα.



인 환자, 의사 및 간호사와 관련된 것이라고 믿는다. 그들의 필요 수준이 높아야 한다. 우리는 그들의 필요를 유지하기 위하여 끊임없이 노력해야 한다.

근무하는 모든 직원에 대한 책임을 다할 수 있는 업무 환경을 조성하고 각 개인의 성장과 직업 의식을 장려하고 직할하여야 한다. 우리는 모든 책임과 여타 개인으로서의 권을 개진하거나 법, 그리고 자질을 갖춘 우리는 뛰어난 역량을 고 도덕적 바탕 위에

Our business strategy

Our Credo values drive us to achieve Our Purpose to change the trajectory of health for humanity and ground our business strategy. This reflects our long-held belief that creating societal value is inextricably linked with generating long-term business value.

Through our Enterprise principles and our global growth drivers, we enable our continued growth and performance against our ESG strategy.

Enterprise principles

- remain broadly based in healthcare
- use our reach and size for good
- lead with agility and urgency
- invest for enduring impact

Global growth drivers

- create life-enhancing innovation
- deliver excellence in execution
- generate shared value through partnerships
- empower and inspire our employees

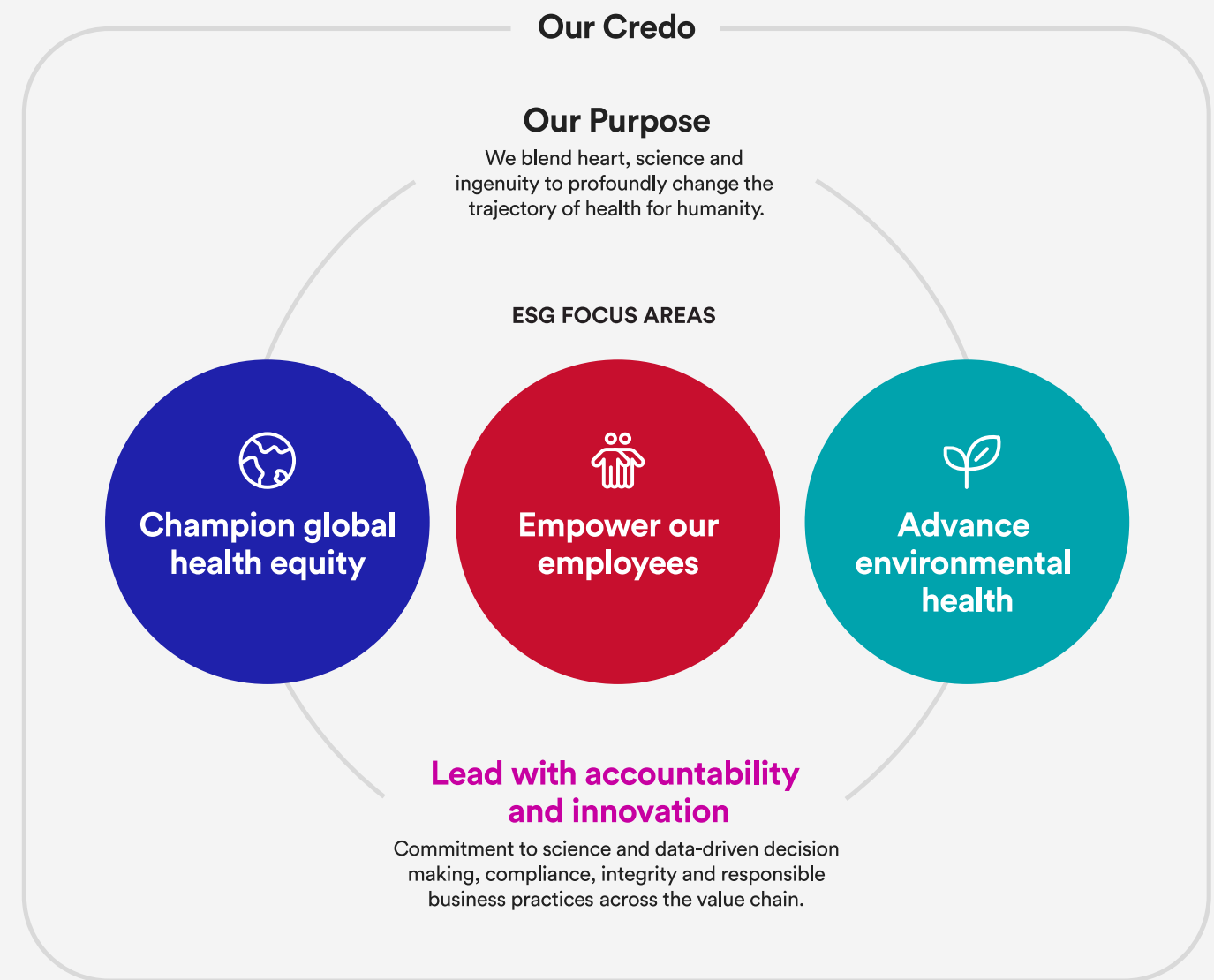
Our ESG strategy

As a purpose-driven company, how we deliver enduring impact is embedded in our business strategy through execution of our ESG strategy, which frames our ambitions, informs our operations and creates accountability for our vision of the future.

At the most senior level, our Board of Directors oversees the Executive Committee's implementation of our ESG strategy to promote responsible business practices through a culture of integrity and accountable leadership across our Company.

We focus our efforts on the areas where we are uniquely positioned to achieve the greatest impact – championing global health equity, empowering our employees and advancing environmental health. Leading with accountability and innovation is foundational to these efforts and essential to achieving Our Purpose, creating a virtuous circle that creates economic, environmental and social value for all those we serve.

We create long-term value by helping to achieve better health outcomes for patients and healthcare providers, foster rewarding opportunities for our employees and suppliers, protect and strengthen the communities in which we live and work, and provide profitable, sustainable growth for investors.



Driving impact through ESG

Shaping our ESG strategy

ESG has long been embedded in how we operate. Our Credo is the original stakeholder document outlining our responsibilities to those we serve, our employees, the communities in which we live and work, and our shareholders. As we continue to evaluate how we can best serve Our Credo stakeholders, we have taken steps to further refine, prioritize and strategically address relevant ESG topics that can have an impact on our business, and on people and society. Since 2008, we have engaged stakeholders on ESG through a [Priority Topics Assessment \(PTA\)](#). In addition to conducting a PTA in 2021, we augmented it with benchmarking, workshops, and Executive Committee and Board of Directors engagement to further formalize our ESG strategy and inform our Health for Humanity reporting, [ESG disclosure](#) and [Health for Humanity Goals](#).

Maximizing our impact & fortifying our business through effective ESG management

Our ESG focus areas – champion global healthy equity, empower our employees and advance environmental health – are grounded in Our Credo values, fuel progress toward our Company’s Purpose and build on a foundation of accountability and innovation. Our ESG strategy serves as our guide for creating sustainable value over the long term while also informing the goals we set and disclosures we make. Our ESG management approach is designed to effectively govern and manage ESG risks while also enabling us to identify opportunities that accelerate our business strategy and unlock business value to benefit a wide variety of stakeholders. We do so by promoting sound governance structures and controls; strategy and goal setting; risk identification, prioritization and mitigation systems; and transparent disclosure and reporting.

Measuring our ESG progress

In 2021, we announced that we had achieved or exceeded 16 of 17 of our Health for Humanity 2020 Goals and launched our ambitious set of Health for Humanity 2025 Goals. Our Health for Humanity 2025 Goals align to our ESG focus areas and our foundation of accountability and innovation, and are how we hold ourselves publicly accountable in helping to create a more sustainable society. We measure and publicly track performance against our goals, with progress assured by a third party. Through our Health for Humanity Goals, we support 11 of the 17 United Nations Sustainable Development Goals (SDGs), a global agenda to achieve a sustainable future by 2030. We are dedicating our expertise, ideas and ingenuity to catalyze efforts toward achieving those SDGs where the Company’s unique constellation of strengths can help create scalable societal impact.



ESG Focus Areas

Grounded in Our Credo values, our focus areas fuel progress toward our Company's Purpose and build on a foundation of accountability and innovation.



Champion global health equity

Foster better health for people, communities and planet, improving access and affordability around the world.



Empower our employees

Cultivate a workforce that is healthy, inspired and reflective of those we serve.



Advance environmental health

Protect environmental health and the resilience of our business.

Lead with accountability and innovation

Commitment to science and data-driven decision making, compliance, integrity and responsible business practices across the value chain.

Foster better health for people, communities and planet, improving access and affordability around the world.



Access plans are needed to ensure that products reach patients in **low- and middle-income** countries.

The World Health Organization estimates a need for **18 million more frontline health workers by 2030** – over 10 million of whom will be nurses and midwives.

Source: [World Health Organization](#)

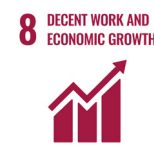
Our Priorities

From COVID-19 to antibiotic resistance, tuberculosis and HIV, Johnson & Johnson is taking on fundamental global health challenges facing humanity – pandemics and epidemics, and global health equity. While the world has made significant progress in providing improved healthcare, major gaps remain in achieving better health for all. Through global access plans, we will help ensure equitable access to solutions that save lives, cure patients and prevent disease for those most in need. Supporting our efforts to enable timely and broader access to more people, we are also working to strengthen healthcare systems by addressing two of the toughest challenges facing global health systems – closing the 18-million health worker shortage and equipping those on the frontline to thrive. By targeting under-resourced communities where health disparities are highest and the gaps in health professional staffing are most glaring, we will close the gap of inequity and pave the way to a healthier future for the world's most underserved populations.

Our Goals

- Contribute to addressing endemic diseases by establishing global access plans for all relevant Johnson & Johnson Global Public Health and Janssen Infectious Diseases & Vaccines R&D pipeline assets by 2025.
- By 2030, in its efforts to strengthen health systems globally, the Johnson & Johnson Center for Health Worker Innovation will support and champion at least one million nurses, midwives and community health workers with skills, tools and growth opportunities.

Additional [Champion Global Health Equity Goals](#) →



Cultivate a workforce that is healthy, inspired and reflective of those we serve.



Across industries, companies with diverse teams are **45% more likely** to improve market share¹, and companies with more diverse leadership report **19% higher innovation revenues**².

Sources: ¹Coqual & ²Boston Consulting Group

Our Priorities

Diverse perspectives, cultures and experiences have helped spark transformative healthcare solutions at Johnson & Johnson for more than 130 years. Our global workforce is one of our greatest assets, reflecting differences in skills, regional and industry experience, background, race, ethnicity, gender and other unique characteristics. We remain committed to nurturing a culture that embraces this diversity, promotes equity and fosters inclusion. Enabling employees to perform at their best while being themselves is fundamental to our continued success. We provide the tools needed to succeed, ignite creativity, promote collaboration and partnership, and recognize and reward contribution and achievement, all supporting a learning culture that helps shape each person's unique career path while creating a robust pipeline of talent to deliver on the Company's long-term strategies. Our comprehensive health and well-being programs, with an emphasis on mental health and resiliency, support our aspiration to have the healthiest workforce. By creating an organization in which people can belong and thrive, we create a corporation that helps society thrive.

Our Goals

- By 2025, achieve 50% of women in management positions* globally.
- By 2025, achieve 35% ethnic/racial diversity in management positions** within the U.S.
- By 2025, achieve 50% growth of our Black and African American employees in management positions in the U.S.

Additional [Empower Our Employees Goals](#) →



* Management positions are defined as all positions M1+ across Johnson & Johnson business sectors and functional groups globally

** Management positions are defined as all positions M1+ across Johnson & Johnson business sectors and functional groups in the U.S. and ethnic/racial diversity groups include: Asian, Black/African American, Hispanic/Latino, Other Ethnic Racial Diversity (2+ More Races, NH/PI, AI/AN) employees

Protect environmental health and the resilience of our business.



Our planet is facing **unprecedented environmental challenges** and according to The World Economic Forum's **2020 Global Risks Report**, for the first time in its history, environmental concerns, such as extreme weather and climate action failure, dominate the top long-term risks.

Source: [World Economic Forum](#)

Our Priorities

As a leader in the healthcare industry, we know that human health is inextricably linked to the health of the planet – we can't have healthy people and communities without a healthy environment. With this knowledge in hand, Johnson & Johnson is marshalling resources, expertise and convening power to positively impact planetary health while also ensuring the resilience of our business for generations to come. This commitment includes continually striving to improve the environmental footprint of our operations, our products and our value chain. Building on decades of progress reducing our carbon footprint, our current climate goals focus on transitioning to 100% renewable electricity and carbon neutrality in our global operations in addition to reducing upstream emissions by engaging our suppliers. We also recognize that our opportunity to drive positive change extends beyond our value chain, so we are working with like-minded partners to tackle today's global health challenges such as climate change and health equity.

Our Goals

- By 2030, achieve carbon neutrality for our operations, going beyond our Science-Based Target to reduce absolute Scope 1 and 2 emissions 60% from 2016 levels.
- By 2030, reduce absolute Scope 3 upstream value chain (Scope 3) emissions 20% from 2016 levels.

Additional [Advance Environmental Health Goals](#) →



We are committed to science and data-driven decision making, compliance, integrity and responsible business practices across the value chain.



Robust governance is a key success factor in **driving long-term, sustainable growth.**

Source: [EY](#)

Our Priorities

At Johnson & Johnson, we have the privilege and responsibility of reaching patients and consumers across the world with our medicines, medtech and consumer health products. We are committed to conducting our business with integrity and to continually earning the trust of the people we serve.

With clear obligations to our stakeholders outlined in Our Credo, we are diligent in our application of ethical and values-based conduct to every area of our business. Our comprehensive policies, procedures and trainings help ensure our employees, contingent workers and suppliers comply with applicable laws, regulations and industry codes, as well as the Company's internal standards and expectations for responsible conduct. Uncompromising insistence on patient safety at every stage of product development, manufacturing, supply chain and commercialization is critical to ensure our products are high quality, safe and reliable. We uphold ethical standards for decisions and actions in every market where we operate; maintain global privacy policies to which all our businesses worldwide must adhere; employ rigorous controls for data privacy, data protection and cybersecurity; and fulfill our human rights responsibilities throughout our value chain. Our governance structure, policies and processes are designed to serve the needs of our business, our shareholders and other stakeholders, and to promote a culture of accountability across the Enterprise.

These business practices help us to innovate responsibly, including setting clear goals and expectations. At the heart of human progress, innovation is the foundation of our positive contribution to an equitable and inclusive society. Continued investment in innovation is critical to the sustainability of our business and long-term success. In addition to our vast internal scope of R&D expertise across our business segments, we invest in dedicated innovation centers, incubation for startups, strategic venture capital and business development. We apply data science and leverage digital healthcare across nearly our entire R&D portfolio – from discovery to development – to enhance and accelerate our innovation and drive impact for patients. We rely on the transformative power of scientific knowledge, data science, digital capabilities, emerging technologies and extensive collaboration to uncover innovative solutions across the full spectrum of healthcare.

View the full set of our [Health for Humanity 2025 Goals](#) →



As the world's largest and most broadly based healthcare company, Johnson & Johnson is focused on achieving better health outcomes for patients and healthcare providers, fostering rewarding opportunities for our employees and suppliers, protecting and strengthening the communities in which we live and work, and providing profitable, sustainable growth for investors.





ESG Strategy

For Johnson & Johnson ESG resources, please see [here](#).

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