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.
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.

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.

Our ESG strategy

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Our Credo

Our Purpose
We blend heart, science and ingenuity to profoundly change the trajectory of health for humanity.

ESG FOCUS AREAS
Champion global health equity
Empower our employees
Advance environmental health

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

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
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** →
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 ➔

Sources: 1 Coqual & 2 Boston Consulting Group

* 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
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 ➔
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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