Position on Stakeholder Engagement

Background
Stakeholder engagement refers to the way a company interacts with those who influence and are influenced by its business activities. Such targeted interaction is necessary for a business to be fully informed of the way its activities are making a difference on individuals, communities and the planet, so that it may address the needs and concerns arising from stakeholder feedback. By being attentive and responsive to stakeholders, a business can gain new insight that may inform business planning, shape its strategies to incorporate stakeholder needs where possible, and build trust with stakeholders through positive and interactive relationships.

Relevance
As the largest, most diversified healthcare products company, Johnson & Johnson takes an approach to sustainable business that includes engaging our stakeholders on a global, regional and local level to understand their expectations of Johnson & Johnson and the different ways our activities impact them. Ongoing and proactive engagement with stakeholders makes our Company stronger and better informed. It helps us gain valuable insight into our stakeholders’ perspectives and the topics that matter to them, and better enables us to develop products and services that are responsive to their needs. This engagement also allows us to share information about our Company’s strategy, practices and performance.

Guiding Principles
Our Credo states: “We are responsible to the communities in which we live and work and to the world community as well.” In its entirety, Our Credo expresses our commitment to all the stakeholders of our Company and guides us in the ways in which we must address their needs, concerns and expectations.

Our Position
The deep and longstanding relationships we cultivate with our stakeholders are vital to both our Credo-driven business strategies and our environmental, social and governance (ESG) approach. Our practice of broad and consistent stakeholder engagement is essential to building successful business plans and achieving our goal to deliver the products and services that meet real patient and consumer needs, while creating long-term value for our stakeholders and society in general. Our approach includes:

Engaging with a broad range of stakeholder groups: In a global company such as Johnson & Johnson, with sales, operations, patients, consumers and customers in most countries in the world, and physical operations in tens of countries, our business contribution and impact have a broad reach. We therefore seek to engage inclusively with stakeholders, representing different stakeholder groups at global, regional and local
levels while focusing our most frequent interactions with those groups that are most extensively affected by our business. For a list of the stakeholder groups we most regularly interact with, see Appendix 1.

**Engaging with stakeholders in different ways:** We recognize that different stakeholder groups operate in different ways and have different information needs and expectations of our Company. We therefore maintain a wide variety of engagement channels and platforms to meet stakeholder preferences by group and by geographic region. Similarly, we engage at different levels in our own organization, so that we can connect the most appropriate Johnson & Johnson leaders, managers and teams to understand and address stakeholder needs and concerns. While this decentralized approach has a goal of best engagement outcomes for both our stakeholders and our business, we deploy a customer relationship management system across Johnson & Johnson to support consistency and visibility of engagement initiatives.

**Integrating stakeholder engagement outcomes:** We highly value the information and insights we gain from stakeholder engagement at all levels of the Company and communicate engagement outcomes through our managers and, as appropriate, to senior management—including the Johnson & Johnson Executive Committee and the Board of Directors—to help them address potential risks and opportunities, and make informed business decisions.

**Ongoing engagement with industry groups and ESG organizations:** As part of our inclusive approach, Johnson & Johnson participates in a wide range of industry associations and collaborative initiatives that help drive progress and/or performance in ESG practices within our Company and across our industry. See Appendix 2 for a list of organizations with which we participate at global and national levels (correct at the time of the last update of this Position, noted below). Select examples of stakeholder engagements are included in the annual Health for Humanity Report.

**Targeted engagement to define our ESG priority topics:** Periodically, in addition to our stakeholder interactions in regular course of the business, we specifically request input from stakeholders to identify and prioritize the ESG topics that they consider to be most important for Johnson & Johnson. Our Priority Topics Assessment (PTA) is conducted every two to three years, with outreach to a range of internal and external stakeholders. The aggregation of stakeholder feedback, weighted by stakeholder groups, feeds into our business planning and ESG strategy development. For the results of our most recent PTA, see Priority Topics Assessment.

**Engagement on ESG reporting:** In order to support the most effective disclosure to meet stakeholder needs, we periodically engage with external consultants and sustainability reporting specialists, and invite suggestions for improving our disclosure. The Health for Humanity Report is also shared with the Regulatory Compliance & Sustainability Committee and the full Board prior to publication. At the start of each reporting cycle, we review feedback received and adjust our disclosure where possible.

**Application**

This Position is relevant for the Johnson & Johnson Family of Companies, as detailed in our governance materials. We provide updates, where relevant, relating to stakeholder engagement in our annual Health for Humanity Report.

*Last Updated: March 2023*
Appendix 1

The following table shows our key stakeholder groups and the ways we consistently interact with them in the course of regular business through our business segments and corporate functions. For details of how we respond to stakeholder concerns and expectations, please see our annual Health for Humanity Report.

<table>
<thead>
<tr>
<th>Methods of Engagement</th>
<th>Topics of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advocacy Groups / Trade Associations</strong></td>
<td>Organizational memberships, direct engagement, sponsorships, educational programs, conferences, research collaboration.</td>
</tr>
<tr>
<td><strong>Patients and Consumers</strong></td>
<td>Dedicated Company Our Credo Integrity Line, consumer call centers and product label information, Johnson &amp; Johnson website, brand websites, social media, focus groups, clinical trials.</td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td>Direct contact through sales, customer relationship management, customer call centers, customer meetings, industry trade meetings.</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>Our Credo and Our Voice surveys, intranet, newsletters, Company webcasts, town hall meetings, quarterly business updates, training, Company Our Credo Integrity Line.</td>
</tr>
<tr>
<td><strong>Healthcare Providers</strong></td>
<td>Sales representatives, continuing medical education liaisons, education initiatives, clinical research, support and education programs for caregivers.</td>
</tr>
<tr>
<td><strong>Local Communities</strong></td>
<td>Collaboration and partnerships, philanthropy, employee volunteering, sponsorships.</td>
</tr>
<tr>
<td><strong>Government / Policy Makers</strong></td>
<td>Governmental affairs liaison, direct engagement, Johnson &amp; Johnson Political Action Committee, meetings, advocacy.</td>
</tr>
<tr>
<td><strong>Non-Governmental Organizations (NGOs)</strong></td>
<td>Direct engagement, collaborative partnerships, sponsorships, organizational memberships, conferences, social media.</td>
</tr>
<tr>
<td><strong>Suppliers</strong></td>
<td>Direct engagement, collaborative partnerships, Responsibility Standards for Suppliers, supplier scorecards, training and workshops, surveys, assessments, audits.</td>
</tr>
</tbody>
</table>

**Appendix 2**

We participate in many advocacy organizations and industry associations at the local, regional and global levels on topics of interest to Johnson & Johnson and to our stakeholders in order to advance our ambition to change the trajectory of health for humanity. Of these, the list below represents a small selection of associations and organizations we engage with at a strategic level:

- Advanced Medical Technology Association (AdvaMed)
- All Policies for a Healthy Europe
- A*STAR Institute of Materials Research and Engineering (IMRE) Circular Materials Lab
- Business Roundtable
- Chief Executives for Corporate Purpose (CECP) Strategic Investor Initiative
- Council for Inclusive Capitalism with the Vatican
- European Federation of Pharmaceutical Industries and Associations (EFPIA)
- GS1
- International Federation of Pharmaceutical Manufacturers & Associations (IFPMA)
- Pharmaceutical Research and Manufacturers of America (PhRMA)
- Pharmaceutical Supply Chain Initiative (PSCI)
- The Recycling Partnership’s Film and Flexibles Coalition
- United Nations Global Compact