Position on Business Continuity Management

Business continuity refers to the governance, practices and processes an organization puts in place so it can function at an acceptable level during and following a disruptive incident, such as a natural disaster, an emerging health risk, cyberattack or any other threat to the organization's ability to maintain planned operations. Maintaining business continuity means that an organization can continue to serve its customers at acceptable levels while protecting its people, assets and partners.

Johnson & Johnson is committed to advancing healthcare. This means ensuring continuity of supply of our innovative medicines and medical technologies. Because disruptive events are unplanned and often occur without warning, we must prepare business continuity plans (BCPs) that define resilience strategies and contingencies for business processes, physical and digital assets, human resources, supply chain operations and other aspects of the business that might otherwise be interrupted. We believe that having a comprehensive Business Continuity Management (BCM) program is an imperative that requires assessment, preparation and structured contingency plans at corporate, business segment, functional and site levels throughout our business. We see BCM as a major part of our responsibility to maintain the supply of our products and services in the face of disruption by factors beyond our control.

The overarching objectives of our approach include:

- Supporting our capability to continue delivery of products and services at acceptable predefined levels during and following a disruptive incident;
- Safeguarding Johnson & Johnson personnel, contractors, vendors, and others involved in our business;
- Mitigating the loss to Johnson & Johnson assets and assisting in their recovery;
- Ensuring site-specific, product-specific and process-specific BCM procedures are in place and are continually reviewed, maintained, improved, and widely communicated to relevant employees; and

- Supporting the financial and reputational well-being of our Company.

BCM Framework: Our BCM Framework is the implementation guide that supports our BCM program. The framework defines BCM processes and procedures—both at the global level and at the individual site level—with tailored provisions addressing specific site-based risks, needs and operational considerations. The framework is continually reviewed and improved based on internal and external benchmarks, and on updates in standards, including ISO. Key provisions of the BCM Framework include:

- Initiatives at a business, function or site level to address the following disruption types: personnel disruption; facility disruption; business/supply chain disruption; and information technology disruption.
- Requirements for business continuity programs for all sites and core business functions that are tailored to the criticality of operations and specify actions to be taken to address business areas that are identified as critical in Risk Assessments (RAs), Business Impact Analyses (BIAs), and/or annual operational reviews. Based on results of the RAs and BIAs, continuity and recovery strategies must be established for critical processes and systems. Readiness procedures should also be established to mitigate and prepare for material threats identified in the RA.
- Guidance for testing BCPs through simulated exercises to ensure they will support an effective response to a real-life disruption or crisis.
- Guidance for revision of business continuity programs following a material change in operations, technology, process, and/or personnel.
- Guidance for the establishment of Disaster Recovery Plans for applications that support critical business processes.
- Establishment of Corporate, Regional and/or Local Crisis Management Teams (CMTs)—based on threat level—that are needed in the early stages of any disruptive incident, comprising nominated senior leaders with the authority to make critical decisions, which may include site closure or other cessation of operations if deemed necessary.

Risk Assessments: We conduct assessments, at defined time intervals, of BCM implementation at all levels, partly addressed through our Enterprise Risk Management (ERM) Framework, and through other RAs and BIAs.

Supply Chain Resilience: The external environment will remain dynamic and the types of risks we must detect and manage will increase in complexity and interconnectedness. Our sustained, digitally connected and disciplined Supply Chain Risk Management approach, guided by our ERM framework, has positioned us to effectively mitigate supply risks and provide continuity of supply to our patients and customers. Continuing to serve patients and customers under an increasingly dynamic external environment requires us to continually evolve our risk management approach to ensure resilience for the future.

We address BCM as part of our overall supply chain resilience plans. We partner with governments, industry groups and NGOs to advocate for policy measures that support strong, resilient global supply chains that ensure patients, providers and consumers maintain access to lifesaving and life-enhancing products, including during major public health threats, based on the following principles:

- Leveraging global supply chain diversification for targeted resilience and redundancy;
- Safeguarding patient access by ensuring the free flow of medical goods;
- Supporting and preparing the manufacturing workforce; and
- Building targeted strategic stockpiles with respect to critical products and critical raw materials.

We activate heightened monitoring of our end-to-end supply chain during and following major events to maximize product availability, producing and delivering the right volumes of medicines and medical technologies by activating CMTs to ensure a consistent global response. Established processes enable an effective global response that cares for employees and communities, leverages supplier capabilities to maximize the impact of our response, and harnesses analytics to detect demand swings and unusual order patterns to minimize patient and consumer impact.

BCM governance

BCM at Johnson & Johnson is led by a BCM Governance Committee that comprises representatives of functional leaders from different parts of the organization, including: Supply Chain Risk Management, Engineering & Property Services – Risk & Crisis Management, Procurement Supply Risk Management, Information Security Risk Management, and Johnson & Johnson Technology. The BCM Committee defines and recommends updates as required to our BCM Framework.

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 business continuity processes in our annual Health for Humanity Report. Johnson & Johnson's Policies and Positions on these and other issues are available in full here.

Last updated: August 2025