




# 2021 ESG Disclosure Index

Johnson & Johnson reports against several global ESG-focused indices and frameworks to provide investors and other key stakeholders a consistent and comparable accounting of our performance and progress. Reviewed together with our Health for Humanity Report and ESG Policies & Positions, these ESG disclosures offer a detailed and holistic view of the implementation of our strategy and resulting outcomes and impacts. We disclose our performance against the following suite of ESG standards and frameworks: the Global Reporting Initiative (GRI) Standards: Core option; GRI's Culture of Health for Business (COH4B) framework; Sustainability Accounting Standards Board (SASB) relevant Standards: HC-BP, HC-MS, CG-HP; Task Force on Climate-related Financial Disclosures (TCFD), building on our responses to the CDP climate change questionnaire; Norges Bank Investment Management and Basel Institute on Governance's "Measuring effectiveness of anti-corruption programmes" reporting framework, adding disclosures against this set of 17 indicators; and UN Global Compact (UNGC). This Report serves as our UNGC annual Communication on Progress.

## Contents

Note: All Johnson & Johnson Environmental, Social and Governance Policies & Positions are [published on our website](#) in addition to being referenced in our annual Health for Humanity Report. Look for  ESG Policies & Positions throughout the Report to indicate sections where we have supporting ESG Policies and Positions and click to learn more.

# GRI Content Index

This Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. For many topics, our disclosure includes topics or performance data beyond that required to meet Core requirements. Information exceeding the GRI Core disclosure requirements is included in the Report. For priority (material) topics where there is no relevant GRI Topic Standard, we list management approach disclosures according to a Johnson & Johnson list – see the J&J indicators in this GRI Content Index. In some cases, where available, we include reported performance indicators.

General Standard Disclosures		
Disclosure	Description	Disclosures in 2021
GRI 102: General Disclosures 2016		
Organizational Profile		
102-1	Name of the organization	<a href="#">About Johnson &amp; Johnson</a>
102-2	Activities, brands, products and services	<a href="#">About Johnson &amp; Johnson</a>
102-3	Location of headquarters	<a href="#">About Johnson &amp; Johnson</a>
102-4	Location of operations	<a href="#">About Johnson &amp; Johnson</a>
102-5	Ownership and legal form	<a href="#">About Johnson &amp; Johnson</a>
102-6	Markets served	<a href="#">About Johnson &amp; Johnson</a>
102-7	Scale of the organization	<a href="#">About Johnson &amp; Johnson</a>
102-8	Information on employees and other workers	<a href="#">ESG Performance Data</a> : Global Employees
102-9	Supply chain	<a href="#">Responsible Supply Base</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">About this Report</a>
102-11	Precautionary Principle or approach	<a href="#">Climate Change</a> <a href="#">Climate Policy</a>

GRI Content Index (continued)

General Standard Disclosures		
Disclosure	Description	Disclosures in 2021
GRI 102: General Disclosures 2016		
Organizational Profile		
102-12	External initiatives	<a href="#">Sustainability Governance</a> Johnson & Johnson recognizes and subscribes to numerous externally developed economic, environmental and social charters and initiatives, including the UN Global Compact. Select examples are noted in Sustainability Governance (Engaging with Our Stakeholders) and throughout the 2021 Health for Humanity Report.
102-13	Membership of associations	<a href="#">Sustainability Governance</a>
Strategy		
102-14	Statement from senior decision maker	<a href="#">Message from Our CEO</a>
Ethics and Integrity		
102-16	Values, principles, standards and norms of behavior	<a href="#">About Johnson &amp; Johnson</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Ethics &amp; Compliance</a>
Governance		
102-18	Governance structure	<a href="#">Corporate Governance</a>
102-19	Delegating authority	<a href="#">Sustainability Governance</a>
102-20	Executive-level responsibility for economic, environmental and social topics	<a href="#">Sustainability Governance</a>
102-21	Consulting stakeholders on economic, environmental and social topics	<a href="#">Sustainability Governance</a>
102-22	Composition of the highest governance body and its committees	<a href="#">Corporate Governance</a>
102-23	Chair of the highest governance body	<a href="#">Corporate Governance</a>

GRI Content Index (continued)

General Standard Disclosures		
Disclosure	Description	Disclosures in 2021
GRI 102: General Disclosures 2016		
Governance		
102-24	Nominating and selecting the highest governance body	<a href="#">Corporate Governance</a>
102-25	Conflicts of interest	<a href="#">Corporate Governance</a>
102-26	Role of highest governance body in setting purpose, values and strategy	<a href="#">Sustainability Governance</a>
102-28	Evaluating the highest governance body’s performance	<a href="#">Principles of Corporate Governance</a>
102-29	Identifying and managing economic, environmental and social impacts	<a href="#">Sustainability Governance</a>
102-30	Effectiveness of risk management processes	<a href="#">2022 Proxy Statement</a> , page 32
102-31	Review of economic, environmental and social topics	<a href="#">2022 Proxy Statement</a> , pages 35-37
102-32	Highest governance body’s role in sustainability reporting	<a href="#">Sustainability Governance</a>
102-33	Communicating critical concerns	<a href="#">Corporate Governance</a>
102-35	Remuneration policies	<a href="#">2022 Proxy Statement</a> , page 34
102-36	Process for determining remuneration	<a href="#">2022 Proxy Statement</a> , pages 75-77
102-37	Stakeholders’ involvement in remuneration	<a href="#">2022 Proxy Statement</a> , page 42
102-38	Annual total compensation ratio	<a href="#">2022 Proxy Statement</a> , page 110
102-39	Percentage increase in annual total compensation ratio	<a href="#">2022 Proxy Statement</a> , page 110

GRI Content Index (continued)

General Standard Disclosures		
Disclosure	Description	Disclosures in 2021
GRI 102: General Disclosures 2016		
Stakeholder Engagement		
102-40	List of stakeholder groups	<a href="#">Sustainability Governance</a>
102-41	Collective bargaining agreements	<a href="#">Human Rights</a>
102-42	Identifying and selecting stakeholders	<a href="#">Sustainability Governance</a>
102-43	Approach to stakeholder engagement	<a href="#">Sustainability Governance</a>
102-44	Key topics and concerns raised	<a href="#">Sustainability Governance</a>
Reporting Practice		
102-45	Entities included in the consolidated financial statements	<a href="#">2021 Annual Report/Form 10-K</a> , page 16
102-46	Defining report content and topic Boundaries	<a href="#">About this Report</a>
102-47	List of material topics	<a href="#">Sustainability Priorities</a>
102-48	Restatements of information	<a href="#">About this Report</a>
102-49	Changes in reporting	<a href="#">About this Report</a>
102-50	Reporting period	<a href="#">About this Report</a>
102-51	Date of most recent report	<a href="#">About this Report</a>
102-52	Reporting cycle	<a href="#">About this Report</a>
102-53	Contact point for questions regarding the report	<a href="#">About this Report</a>

GRI Content Index (continued)

General Standard Disclosures			
Disclosure	Description	Disclosures in 2021	
GRI 102: General Disclosures 2016			
Reporting Practice			
102-54	Claims of reporting in accordance with GRI Standards	<a href="#">About this Report</a>	
102-55	GRI Content Index	<a href="#">2021 ESG Disclosure Index</a> : GRI Content Index	
102-56	External assurance	<a href="#">About this Report</a>	
Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 201: Economic Performance 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">ESG Strategy &amp; Goals</a> <a href="#">2021 Annual Report/Form 10-K</a> , pages 1-4	
201-1	Direct economic value generated and distributed	<a href="#">2021 Annual Report/Form 10-K</a> , pages 41-42 <a href="#">Frontline Healthcare &amp; Communities</a> : Our Giving	
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Climate Change</a> <a href="#">CDP Climate Change 2021</a> 2021 ESG Disclosure Index: <a href="#">TCFD</a>	
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">2021 Annual Report/Form 10-K</a> , page 44	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 203: Indirect Economic Impacts 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Advancing Public Health Pandemics &amp; Epidemics</a>	
203-1	Infrastructure investments and services supported	<a href="#">Our Race to Health Equity Frontline Healthcare &amp; Communities</a>	
203-2	Significant indirect economic impacts	<a href="#">Our Race to Health Equity Frontline Healthcare &amp; Communities</a>	
GRI 204: Procurement Practices 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Responsible Supply Base Position on Responsible Supply Base</a>	
204-1	Proportion of spending on local suppliers	<a href="#">Responsible Supply Base ESG Performance Data: Supply Base Overview</a>	
GRI 205: Anti-Corruption 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance Position on Anti-Corruption</a>	
205-1	Operations assessed for risks related to corruption	100% of our Johnson & Johnson companies are assessed annually for risks related to corruption.	
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Ethics &amp; Compliance</a> 2021 ESG Disclosure Index: <a href="#">NBIM</a> <a href="#">ESG Performance Data</a> : Code of Business Conduct (CBC) Compliance <a href="#">ESG Performance Data</a> : Health Care Compliance (HCC) Training <a href="#">ESG Performance Data</a> : Supplier Engagement	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 206: Anti-Competitive Behavior 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance</a> <a href="#">Position on Ethics and Compliance</a>	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	<a href="#">2021 Annual Report/Form 10-K</a> , pages 91-101	
GRI 207: Tax 2019			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">About Johnson &amp; Johnson</a> <a href="#">Tax Policy</a>	
207-1	Approach to tax	<a href="#">Tax Policy</a>	
207-2	Tax governance, control and risk management	<a href="#">Tax Policy</a>	
207-3	Stakeholder engagement and management of concerns related to tax	<a href="#">Tax Policy</a>	
207-4	Country-by-country reporting	<a href="#">About Johnson &amp; Johnson</a> <a href="#">ESG Performance Data</a> : Tax Contribution	
GRI 302: Energy 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Climate Change</a> <a href="#">Climate Policy</a>	
302-1	Energy consumption within the organization	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Energy Use	
302-3	Energy intensity	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Energy Use	



GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 302: Energy 2016			
302-4	Reduction of energy consumption	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : CO <sub>2</sub> Relief Fund	
302-5	Reductions in energy requirements of products and services	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : CO <sub>2</sub> Relief Fund	
GRI 303: Water 2018			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	
303-1	Interactions with water as a shared resource	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	
303-2	Management of water discharge-related impacts	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	
303-3	Water withdrawal	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Water Use	
303-4	Water discharge	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Water Use	
303-5	Water consumption	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Water Use	
GRI 304: Biodiversity 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Responsible Sourcing</a> <a href="#">Position on Respecting Biodiversity</a>	
304-3	Habitats protected or restored	<a href="#">Responsible Sourcing</a>	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 305: Emissions 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Climate Change</a> <a href="#">Climate Policy</a>	
305-1	Direct (Scope 1) GHG emissions	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Greenhouse Gas (GHG) Emissions	
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Greenhouse Gas (GHG) Emissions	
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Greenhouse Gas (GHG) Emissions	
305-4	GHG emissions intensity	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Greenhouse Gas (GHG) Emissions	
305-5	Reduction of GHG emissions	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : CO <sub>2</sub> Relief Fund	
305-6	Emissions of ozone-depleting substances (ODS)	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Air Emissions	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">Climate Change</a> <a href="#">ESG Performance Data</a> : Air Emissions	
GRI 306: Waste 2020			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	
306-1	Waste generation and significant waste-related impacts	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 306: Waste 2020			
306-2	Management of significant waste-related impacts	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>	
306-3	Waste generated	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Operational Waste	
306-4	Waste diverted from disposal	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Operational Waste	
306-5	Waste directed to disposal	<a href="#">Water &amp; Waste Management</a> <a href="#">ESG Performance Data</a> : Operational Waste	
GRI 307: Environmental Compliance 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Environmental Health</a> <a href="#">Position on Environmental Health and Safety Management</a>	
307-1	Non-compliance with environmental laws and regulations	<a href="#">Environmental Health</a> <a href="#">ESG Performance Data</a> : EH&S Compliance and Certifications	
GRI 308: Supplier Environmental Assessments 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Supplier Engagement</a> <a href="#">Position on Responsible Supply Base</a>	
308-1	New suppliers that were screened using environmental criteria	<a href="#">Supplier Engagement</a> <a href="#">ESG Performance Data</a> : Supplier Engagement	
308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">Supplier Engagement</a> <a href="#">ESG Performance Data</a> : Supplier Audits	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 401: Employment 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Our Employees</a> <a href="#">Position on Employment and Labor Rights</a>	
401-1	New employee hires and employee turnover	<a href="#">Employee Attraction &amp; Development</a> <a href="#">ESG Performance Data</a> : New Employee Hires, Employee Retention and Turnover	Involuntary turnover not included. Turnover by gender not available.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Employee Attraction &amp; Development</a> <a href="#">Position on Employee Compensation and Benefits</a>	
401-3	Parental leave	<a href="#">Employee Attraction &amp; Development</a> <a href="#">ESG Performance Data</a> : Parental Leave	Data on employees remaining 12 months after parental leave not available.
GRI 402: Labor/Management Relations 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
402-1	Minimum notice periods regarding operational changes	Where there is no legal minimum notice period, Johnson & Johnson operating companies typically provide 30 days' notice.	
GRI 403: Occupational Health and Safety 2018			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Employee Health, Safety &amp; Wellness</a> <a href="#">Position on Employee Health and Well-Being</a>	
403-1	Occupational health and safety management system	<a href="#">Position on Environmental Health and Safety Management</a>	
403-2	Hazard identification, risk assessment and incident investigation	<a href="#">Position on Environmental Health and Safety Management</a>	
403-3	Occupational health services	<a href="#">Position on Environmental Health and Safety Management</a>	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 403: Occupational Health and Safety 2018			
403-4	Worker participation, consultation and communication on occupational health and safety	<a href="#">Position on Environmental Health and Safety Management</a>	
403-5	Worker training on occupational health and safety	<a href="#">Position on Environmental Health and Safety Management</a>	
403-6	Promotion of worker health	<a href="#">Employee Health, Safety &amp; Wellness</a> <a href="#">Position on Employee Health and Well-Being</a> <a href="#">ESG Disclosure Index</a> : Culture of Health For Business Framework	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Responsibility Standards for Suppliers</a>	
403-8	Workers covered by a health and safety system	<a href="#">Position on Environmental Health and Safety Management</a>	
403-9	Work-related injuries	<a href="#">Employee Health, Safety &amp; Wellness</a> <a href="#">ESG Performance Data</a> : Employee Safety	
403-10	Work-related ill health	<a href="#">Employee Health, Safety &amp; Wellness</a> <a href="#">ESG Performance Data</a> : Employee Safety	
GRI 404: Training and Education 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Employee Attraction &amp; Development</a> <a href="#">Position on Employee Development</a>	
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Employee Attraction &amp; Development</a>	
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Employee Attraction &amp; Development</a> <a href="#">ESG Performance Data</a> : Year-End Performance Reviews Completed by Job Category	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 405: Diversity and Equal Opportunity 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Diversity, Equity &amp; Inclusion</a> <a href="#">Diversity, Equity and Inclusion Policy</a>	
405-1	Diversity of governance bodies and employees	<a href="#">Diversity, Equity &amp; Inclusion</a> <a href="#">ESG Performance Data</a> : Gender Representation <a href="#">ESG Performance Data</a> : Diversity in Board Composition	
405-2	Ratio of basic salary and remuneration of women to men	This information is available for our operations in the United Kingdom, and can be found in our <a href="#">UK Gender Pay Gap Report for 2021</a>	Global data not available.
GRI 406: Non-Discrimination 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Human Rights</a> <a href="#">ESG Performance Data</a> : Inquiries and Complaints as Recorded with Our Credo Integrity Line by Category	
GRI 407: Freedom of Association and Collective Bargaining 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Human Rights</a> For suppliers, see <a href="#">ESG Performance Data</a> : Supplier Audits	

GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 408: Child Labor 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Human Rights</a> For suppliers, see <a href="#">ESG Performance Data</a> : Supplier Audits	
GRI 409: Forced or Compulsory Labor 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Human Rights</a> For suppliers, see <a href="#">ESG Performance Data</a> : Supplier Audits	
GRI 412: Human Rights Assessment 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Human Rights</a> <a href="#">Position on Human Rights</a>	
412-1	Operations that have been subject to human rights reviews or impact assessments	<a href="#">Human Rights</a> For suppliers, see <a href="#">ESG Performance Data</a> : Supplier Audits	
412-2	Employee training on human rights policies or procedures	<a href="#">Human Rights</a> <a href="#">ESG Performance Data</a> : Code of Business Conduct (CBC) Training	

## GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
<b>GRI 413: Local Communities 2016</b>			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Frontline Healthcare &amp; Communities</a> <a href="#">Employee Engagement</a> <a href="#">Position on Community Impact</a>	
413-1	Operations with local community engagement, impact assessments and development programs	<a href="#">Employee Engagement</a> We aim for 100% of our operations to engage with local communities across our corporate and employee (Talent for Good) initiatives. <a href="#">ESG Performance Data</a> : Our Giving <a href="#">ESG Performance Data</a> : Disaster Relief	
<b>GRI 414: Supplier Social Assessment 2016</b>			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Responsible Supply Base</a> <a href="#">Position on Responsible Supply Base</a>	
414-1	New suppliers that were screened using social criteria	<a href="#">Supplier Engagement</a> <a href="#">ESG Performance Data</a> : Supplier Audits	
<b>GRI 416: Customer Health and Safety 2016</b>			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Product Quality &amp; Safety</a> <a href="#">Position on Patient Safety</a> <a href="#">Position on Consumer Safety and Care</a>	
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Medical Safety</a> 100% of Johnson & Johnson products are assessed for health and safety impacts.	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Product Quality &amp; Safety</a> <a href="#">ESG Performance Data</a> : Product Quality Indicators	



GRI Content Index (continued)

Topic Standards			
Indicators	Description	Disclosures in 2021	Omissions
GRI 417: Marketing and Labeling 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a>	
417-1	Requirements for product and service information and labeling	<a href="#">Ethics &amp; Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a>	
GRI 418: Customer Privacy 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Information Security &amp; Data Privacy</a> <a href="#">Position on Data Privacy</a>	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Information Security &amp; Data Privacy</a> We continue to enhance our global privacy programs to meet or exceed new and expanding regulatory requirements for privacy and data protection around the world.	Details are confidential.
GRI 419: Socioeconomic Compliance 2016			
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance</a> <a href="#">Position on Ethics and Compliance</a>	
419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">2021 Annual Report/Form 10-K</a> , pages 95-101	

GRI Content Index (continued)

Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards		
Indicators	Description	Disclosures in 2021
J&J21-1: Access		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Advancing Public Health</a> <a href="#">Health for Humanity 2025 Goals</a>
J&J21-1	Enhance access through Health for Humanity 2025 Goals	<a href="#">Health for Humanity 2025 Goals Scorecard</a>
J&J21-2: Advancing Public Health		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Advancing Public Health</a> <a href="#">Health for Humanity 2025 Goals</a>
J&J21-2	Advance public health through Health for Humanity 2025 Goals	<a href="#">Health for Humanity 2025 Goals Scorecard</a>
J&J21-3: Animal Rights & Welfare		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance</a> <a href="#">Humane Care and Use of Animals Policy</a>
J&J21-4: Bioethics		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Ethics &amp; Compliance</a> <a href="#">Position on Bioethics</a>
J&J21-5: Counterfeit & Illicit Trade		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Counterfeiting &amp; Illicit Trade</a> <a href="#">Position on Counterfeit Healthcare Products</a>
J&J21-5	Number of stakeholders trained in brand protection best practices	<a href="#">Counterfeiting &amp; Illicit Trade</a> <a href="#">ESG Performance Data</a> : Anti-Counterfeiting

GRI Content Index (continued)

Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards		
Indicators	Description	Disclosures in 2021
<b>J&amp;J21-6: Digital Innovation</b>		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">R&amp;D Innovation</a> <a href="#">Position on Innovation</a>
J&J21-6	R&D Investment	<a href="#">About Johnson &amp; Johnson</a> <a href="#">ESG Performance Data</a> : Financial Results
<b>J&amp;J21-7: Environmental Impact on Human Health</b>		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Product Sustainability</a> <a href="#">Position on Human Health and the Environment</a>
J&J21-7	Enhance climate resilience through Health for Humanity 2025 Goals	<a href="#">Health for Humanity 2025 Goals Scorecard</a>
<b>J&amp;J21-8: Product Quality</b>		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Product Quality &amp; Safety</a> <a href="#">Position on Quality and Compliance</a>
J&J21-8	Product recall rate	<a href="#">ESG Performance Data</a> : Product Quality Indicators
<b>J&amp;J21-9: R&amp;D &amp; Innovation Investment</b>		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">R&amp;D Innovation</a> <a href="#">Position on Innovation</a>
J&J21-9	R&D Investment	<a href="#">About Johnson &amp; Johnson</a> <a href="#">ESG Performance Data</a> : Financial Results

GRI Content Index (continued)

Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards		
Indicators	Description	Disclosures in 2021
J&J21-10: Strengthening Health Systems		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Frontline Healthcare &amp; Communities</a> <a href="#">Health for Humanity 2025 Goals</a>
J&J21-10	Strengthening health systems through Health for Humanity 2025 Goals	<a href="#">Frontline Healthcare &amp; Communities</a> <a href="#">Health for Humanity 2025 Goals Scorecard</a>
J&J21-11: Sustainable Products & Packaging		
103-1, 103-2, 103-3	GRI 103: Management Approach 2016	<a href="#">Product Sustainability</a> <a href="#">Position on Sustainable Products and Packaging</a>
J&J21-11	Consumer Health packaging commitments	<a href="#">Our Global Commitment Signatory Report to the Ellen MacArthur Foundation</a>

# GRI Culture of Health Business Framework

For the second year, we report our performance against Global Reporting Initiative (GRI)’s framework, the Culture of Health for Business (COH4B) practices and metrics. In 2020, GRI, in partnership with the Robert Wood Johnson Foundation, published a new framework called the COH4B as part of a goal to stimulate private sector contribution to health through the practice of sustainability reporting. The publication followed two years of consultation and development, in which Johnson & Johnson participated as a member of the COH4B Advisory Committee.

In the following disclosure, we report our performance against COH4B practices and metrics.

COH4B Practice & Definition	Approach	Metrics
Strategy		
1. <b>Health culture:</b> Promoting an organizational culture of health (over and above wellnessand health promotion program)	At Johnson & Johnson, we believe that advancing health for humanity starts with advancing the health of our own people. We aspire to have the healthiest workforce in the world and are taking steps through one of our Health for Humanity Goals to create an engaged, energized and high-performing culture within our organization. See our section on <a href="#">Employee Health, Safety &amp; Wellness</a> . Over the years, we have continuously expanded health and well-being programs throughout Johnson & Johnson and across the globe, incorporating new thinking and technologies to keep our offerings best in class and help employees make the healthy choice the easy choice. See our <a href="#">Position on Employee Health and Well-Being</a> .	GRI 102-16, 403(2018) See <a href="#">Health for Humanity 2025 Goals Scorecard</a>
2. <b>Responsible corporate political activity:</b> Activity that shapes public policy or public opinion	Johnson & Johnson is active in several areas that advance public policy and in particular, improved health systems, access to healthcare and universal health coverage (UHC). See our <a href="#">Position on Universal Health Coverage</a> . See also our <a href="#">Position on Stakeholder Engagement</a> for a range of industry associations we support in their advocacy efforts to improve healthcare and responsible business. We believe it is important to encourage the development of sound public policy, best achieved when a variety of stakeholders are involved. We support active and informed participation in the policy-making and political processes. We use our voice to pursue policy solutions that better serve patients, nurses, doctors, and consumers, as well as our employees and our communities around the globe. See our section on <a href="#">Political Engagement</a> for more information.	Not applicable
3. <b>Responsible marketing practices:</b> Commitments to responsible marketing including labeling transparency	At Johnson & Johnson, we strive to operate with the highest standards of business conduct and transparency through all communications with patients, consumers, healthcare providers and other stakeholders. We are committed to responsible, ethical and patient-centered sales and marketing practices for our Pharmaceutical, MedTech and Consumer Health products and services. See our <a href="#">Position on Ethical Sales and Marketing</a> , our <a href="#">Position on Responsible Interaction with Healthcare Professionals</a> and our <a href="#">Statement on Interactions with Patient Organizations</a> .	See Compliance-Related Allegations Investigated Through Triage Committee table in <a href="#">ESG Performance Data</a>

## GRI Culture of Health Business Framework (continued)

COH4B Practice & Definition	Approach	Metrics
<b>Policies and Benefits</b>		
4. <b>Health promotion &amp; wellness:</b> Health initiatives that generally offer screening, prevention and health promotion	We maintain a suite of programs and resources to inspire, empower and encourage employees to take control of their health and well-being and engage in healthy behaviors. For example, we provide our employees with access to a digital health tool with personalized content to support them on their health journey. We encourage all employees to use our ENERGY FOR PERFORMANCE training program developed by the Johnson & Johnson Human Performance Institute. See our <a href="#">Position on Employee Health and Well-Being</a> and our <a href="#">Position on Employee Compensation and Benefits</a> .	GRI 403(2018), 403-3, 403-6
5. <b>Paid family and medical leave:</b> Allowing employees to earn pay while away attending to illness, a family member or newborn	We maintain a comprehensive suite of benefits designed to help make life easier and reduce stress, such as Employee Assistance Programs, enhanced parental leave, childcare centers and discounts for childcare facilities. In 2021, we announced the extension of our paid parental leave benefit from eight weeks to 12 weeks for all eligible employees globally to be implemented on a phased basis in 2022 to all our regions. Bereavement leave was extended from three to five days for employees in the U.S. and Puerto Rico. See our section on <a href="#">Employee Health, Safety &amp; Wellness</a> and our <a href="#">Position on Employee Compensation and Benefits</a> .	GRI 402(2016), 401-2, 401-3
6. <b>Health insurance:</b> Providing employer-based health insurance	Johnson & Johnson offers health insurance to all employees around the world – coverage may differ in different countries. See our <a href="#">Position on Employee Compensation and Benefits</a> .	GRI 402(2016), 401-2, 403(2018), 403-3, 403-6
7. <b>Equality, diversity &amp; impartiality:</b> Managing inequality, discrimination and diversity, including disability	Johnson & Johnson and all its operating companies are committed to workforce diversity, creating equity across our systems and fostering and advancing a culture of inclusion. Our Credo outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. See our <a href="#">Diversity, Equity &amp; Inclusion Policy</a> and our <a href="#">DEI Impact Review</a> as well as our <a href="#">Position on a Providing a Discrimination-Free Workplace</a> and <a href="#">Position on Providing a Safe and Harassment-Free Workplace</a> .	GRI 405(2016), 405-1
8. <b>Financial literacy:</b> Providing financial literacy resources	We maintain a comprehensive suite of benefits, including Employee Assistance Programs, and help with financial literacy. We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. We always observe legal minimum wage provisions and often exceed these. See our <a href="#">Position on Employee Compensation and Benefits</a> .	GRI 402(2016), 401-2

## GRI Culture of Health Business Framework (continued)

COH4B Practice & Definition	Approach	Metrics
<b>Workforce and Operations</b>		
9. <b>Work time:</b> Managing working hours, schedules and schedule control	We strive to ensure that all employment complies with all applicable laws and regulations in every country in which we operate, including those concerning hours of work and rest. We respect limits for overtime work and irregular work hours, including weekends and national or religious holidays. We do not force employees to work overtime, and we compensate those who do in a fair and proper manner, always in line with the law as a minimum standard. In 2021, we examined the potential risk of excessive work hours for employees in our operations. Our assessment included an evaluation of hours worked in specific sites. The findings from this assessment will inform the development of a global guideline to limit work hours to 60 hours per week (including overtime) for wage employees, in line with International Labour Organization conventions. See our section on <a href="#">Human Rights</a> and our <a href="#">Position on Employment and Labor Rights</a> .	GRI 402(2016), 401-1
10. <b>Job security:</b> Managing job insecurity as perceived (by the employee) or attributed (by researchers)	<a href="#">Our Credo</a> states: “ <i>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.</i> ” We aim to attract and retain our employees for the long term, and engage with all our employees to provide job continuity and growth, facilitating learning and development for each. Our learning culture supports developing and retaining our talent. See our <a href="#">Position on Employee Development</a> .	GRI 402(2016), 401-1, 402-1
11. <b>Pay practices:</b> Managing wage policies, minimum wages, wage satisfaction	We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. We always observe legal minimum wage provisions and often exceed these. See our <a href="#">Position on Employee Compensation and Benefits</a> .	GRI 102-38
12. <b>Occupational health &amp; safety:</b> Mandatory and voluntary occupational health and safety	We actively promote a culture of caring, accountability, proactivity, learning, transparency and inclusion. We foster an Environmental Health and Safety (EH&S) culture where everyone is responsible for their safety, and the safety of others. The EH&S culture at Johnson & Johnson inspires every employee to make safety and environmental responsibility not only a way of working, but also a way of living, all day, every day. See our <a href="#">Environmental Health and Safety Policy</a> .	GRI 403(2018)
13. <b>Physical environment:</b> Managing air quality, lighting, green buildings, attempts to promote health through the built environment other than through occupational health and safety	We maintain workspaces designed to promote healthy lifestyles, employee engagement and collaborative working. Our Workplace Innovation Program, established in 2010, helps us better design our environments to support workplace activity, create shared and “unassigned” workspace for greater flexibility, offer healthy working environments, enhance employees’ working experience, and inspire an innovative and engaged work culture. Our workplaces incorporate elements that support physical and emotional health, such as on-site fitness centers, first aid rooms, outdoor activity areas, nurture and faith rooms, rooms for counseling and employee assistance, and child development centers. We also adopt green building design principles in planning or renovating our workplaces to further enhance the health, safety, well-being and productivity of our people. Many of our workplaces are housed in LEED-certified buildings.	See LEED Buildings table in <a href="#">ESG Performance Data</a>

GRI Culture of Health Business Framework (continued)

COH4B Practice & Definition	Approach	Metrics
Community		
14. <b>Community environmental impacts:</b> Managing the environmental impacts of company operations on communities	EH&S Management refers to the practices that protect environmental health and safety for the people in and around our workplaces—key elements of being a responsible corporate citizen and operating a resilient business. Our EH&S Standards ensure that globally, all Johnson & Johnson entities achieve and maintain a consistent, high level of EH&S performance. They reflect industry best practices and address compliance where there may be gaps in legal or regulatory requirements. Our Standards are regularly updated. See our <a href="#">Environmental Health and Safety Policy</a> and our <a href="#">Position on Environmental Health and Safety Management</a> .	GRI 302(2016), 303(2018), 305(2016), 306(2020)
15. <b>Social capital &amp; cohesion:</b> Encouraging links, shared values and understanding	At Johnson & Johnson, we are committed to maintaining the highest level of integrity and ethical culture. Our comprehensive policies, procedures and compliance training help our employees and contingent workers navigate the applicable laws, regulations and industry codes as well as our own ethical standards. See our <a href="#">Position on Ethics and Compliance</a> .	GRI 102-41, 102-42, 102-43, 102-44, 402-1, 403-4, 404-3
16. <b>Community involvement:</b> Investments in programs to benefit communities, including disaster response and recovery	Johnson & Johnson is committed to using its reach and size for good. We seek to go beyond our immediate business interests by contributing to advancing health and well-being in the communities in which we live and work. Our efforts focus on three strategic platforms: our Center for Health Worker Innovation, our Talent for Good Program to engage employees with the Company purpose and our response to people in crisis. See our <a href="#">Position on Community Impact</a> and our <a href="#">Position on Disaster Relief</a> .	GRI 201-1, 413-1



# SASB Index

Johnson & Johnson reports against the Sustainability Accounting Standards Board (SASB) Standards. As the world’s most broadly based healthcare company, we have included disclosures related to three SASB industry standards that most closely align to our business: Biotechnology & Pharmaceuticals, Medical Equipment & Supplies and Household & Personal Care Products. Our reporting against the SASB Standards is a voluntary disclosure to support the evolving information needs of our investors. As such, we are committed to providing investors with useful, relevant and meaningful sustainability information and have selected metrics from the three aforementioned sectors under the SASB Standards. The determination of the topics covered below is based on two factors: (i) sector-specific guidance provided by SASB and (ii) periodic assessments of sustainability issues that matter most to our stakeholders and our business. We will continue to evaluate these topics in the future and, accordingly, our disclosure may evolve over time.

SASB Standard	Indicator	2021 Disclosure
Biotechnology & Pharmaceutical Standard, Version 2018-10		
HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	<a href="#">Position on Patient Safety</a> <a href="#">Position on the Conduct of Clinical Trials</a> <a href="#">Johnson &amp; Johnson Quality Management Framework Clinical Trials</a>
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	<a href="#">Clinical Trials</a> <a href="#">Position on the Conduct of Clinical Trials</a>
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	Not reported
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	<a href="#">Access</a> <a href="#">Antimicrobial Resistance</a> <a href="#">COVID-19</a> <a href="#">Ebola</a> <a href="#">Frontline Healthcare &amp; Communities</a> <a href="#">HIV</a> <a href="#">Mental Healthcare</a> <a href="#">Neglected Tropical Diseases</a> <a href="#">Tuberculosis</a> <a href="#">Position on Strengthening Health Systems</a>

SASB Index (continued)

SASB Standard	Indicator	2021 Disclosure
<b>Biotechnology &amp; Pharmaceutical Standard, Version 2018-10</b>		
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	<a href="#">Access</a>
HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	If there are legal proceedings associated with significant ANDA litigation and public disclosure criteria are met, details would be included in our Annual Report on Form 10-K for the fiscal year ended January 2, 2022, and in the Quarterly Reports on Form 10-Q.
HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	<a href="#">2021 Janssen U.S. Transparency Report</a>
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	<a href="#">2021 Janssen U.S. Transparency Report</a>
HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	<a href="#">FDA MedWatch Safety Alerts for Human Medical Products Database</a>
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	<a href="#">FDA Adverse Events Reporting System (FAERS)</a>
HC-BP-250a.3	Number of recalls issued, total units recalled	<a href="#">Quality Management</a> <a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Patient Safety</a>
HC-BP-250a.4	Total amount of product accepted for takeback, reuse or disposal	Not reported
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	<a href="#">Quality Management</a> <a href="#">FDA Inspection Citations</a> <a href="#">FDA Warning Letters</a>
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	<a href="#">Position on Counterfeit Healthcare Products</a> <a href="#">Counterfeiting &amp; Illicit Trade</a>
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	<a href="#">Position on Counterfeit Healthcare Products</a>
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests and/or filing of criminal charges related to counterfeit products	Not reported

SASB Index (continued)

SASB Standard	Indicator	2021 Disclosure
<b>Biotechnology &amp; Pharmaceutical Standard, Version 2018-10</b>		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in the <a href="#">2021 Annual Report, Legal Proceedings</a> , page 39
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	<a href="#">Position on Ethics and Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a>
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	<a href="#">Employee Attraction &amp; Development</a> <a href="#">Position on Employee Development</a>
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	<a href="#">Employee Attraction &amp; Development</a>
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third party audit programs for integrity of supply chain and ingredients	<a href="#">Johnson &amp; Johnson Quality Management Framework</a> <a href="#">Position on Quality and Compliance</a>
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with corruption and bribery are included in the <a href="#">2021 Annual Report, Legal Proceedings</a> , page 39
HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	<a href="#">Position on Ethics and Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a> <a href="#">Position on Responsible Interaction with Healthcare Professionals</a>
HC-BP-000.A	1. # of patients treated	Over 137,000 patients received access to bedaquiline molecule, potentially averting over 1.2 million new MDR-TB infections in 2021. Additionally, we reached 3,200 women who received fistula repair surgeries in 2021 (based on surgeries reported or product donated). In 2021, we donated over 220 million doses of VERMOX (mebendazole), our intestinal medicine, in chewable and tablet formulations.
HC-BP-000.B	2. # of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	(1) <a href="#">Form 10-K</a> and <a href="#">Pharmaceutical Product Pipeline</a>  (2) Clinical trials conducted around the world by our pharmaceutical and medical device operating companies are listed on the <a href="#">U.S. National Institutes of Health's website</a> , the European Union Drug Regulating Authorities Clinical Trials (EudraCT) Database, and country-specific and regional registries across the globe, as required.

## SASB Index (continued)

SASB Standard	Indicator	2021 Disclosure
<b>Medical Devices &amp; Equipment Standard, Version 2018-10</b>		
HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Not reported
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Johnson & Johnson MedTech offers tens of thousands of individual medical devices. Each of our companies sets, and makes available to customers, a list price for each of its devices. We also extend discounts and rebates. These price concessions may be based upon volume, market share or other factors; and may be at the product code, construct (such as a complete hip or knee), or product category level (such as all orthopaedic trauma products); and may span multiple business lines (such as all trauma, joint reconstruction and spine orthopaedic products) consistent with applicable antitrust and fair trade practices laws. Usually, these price concessions are included in executed contracts, either directly with a customer or with its group purchasing organization or other purchasing group, and those contracts are often the result of a competitive bidding process. For direct sales, the discounted price points would also be reflected on invoices delivered to the customer, and rebate amounts would be disclosed in writing via a rebate memorandum delivered to the customer when the rebate is paid. Under applicable U.S. regulatory guidance, certain fees paid to purchasing groups must be treated as discounts by members of that group. We also have contracts with third parties authorizing them to distribute certain products. Purchases made through an authorized distributor (indirect sales) are subject to the terms negotiated directly between the distributor and the customer (e.g., payment terms, service fees, shipping fees and product surcharges). We recognize the important role that our devices play in healthcare, and endeavor to make our devices available to healthcare providers at a fair price. Therefore, our approach allows flexibility to offer customer-appropriate price points to better ensure access and affordability for different healthcare providers, with different characteristics, serving different communities.
HC-MS-250a.1	Number of recalls issued, total units recalled	<a href="#">Quality Management</a>
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	<a href="#">FDA MedWatch Safety Alerts for Human Medical Products Database</a> <a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Patient Safety</a>
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	<a href="#">FDA Manufacturer and User Facility Device Experience (MAUDE) Database</a> <a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Patient Safety</a>
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	<a href="#">Quality Management</a>
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in the <a href="#">2021 Annual Report, Legal Proceedings</a> , page 39

## SASB Index (continued)

SASB Standard	Indicator	2021 Disclosure
<b>Medical Devices &amp; Equipment Standard, Version 2018-10</b>		
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	<a href="#">Position on Ethics and Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a>
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	<a href="#">Position on Responsible Chemical Management</a> <a href="#">Position on Sustainable Products and Packaging</a> <a href="#">Product Sustainability</a>
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled or donated, broken down by: (1) devices and equipment and (2) supplies	<a href="#">Product Sustainability</a>
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	<a href="#">Johnson &amp; Johnson Quality Management Framework</a> <a href="#">Position on Quality and Compliance</a>  All Johnson & Johnson MedTech manufacturing sites are audited by regulators or third-party Notified Bodies. All Johnson & Johnson MedTech external contract manufacturers are audited by Johnson & Johnson, and many are audited by regulators or third-party Notified Bodies. In addition, many of our direct material suppliers are ISO certified (ISO 9001 or ISO 13485 and ISO 14401 for environmental factors and ISO 27001 for cybersecurity) and go through certification audits. Our Johnson & Johnson and external contract manufacturing sites are also subject to local certifications required by specific jurisdictions, including, but not limited to, National Medical Products Association (China), Human Tissues Licence (UK) and INMETRO (Brazil).
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	<a href="#">Position on Counterfeit Healthcare Products</a> <a href="#">Counterfeiting &amp; Illicit Trade</a>
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	<a href="#">Position on Conflict Minerals</a> <a href="#">Supplier Engagement</a> <a href="#">Responsible Sourcing</a>
HC-MS-520a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with corruption and bribery are included in the <a href="#">2021 Annual Report, Legal Proceedings</a> , page 39
HC-MS-520a.2	Description of code of ethics governing interactions with healthcare professionals	<a href="#">Position on Ethics and Compliance</a> <a href="#">Position on Ethical Sales and Marketing</a> <a href="#">Position on Responsible Interaction with Healthcare Professionals</a>
HC-MS-000.A	Number of units sold by product category	Not reported

## SASB Index (continued)

SASB Standard	Indicator	2021 Disclosure
<b>Household &amp; Personal Products Standard, Version 2018-10</b>		
CG-HP-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a> Johnson & Johnson received a CDP Water Security A- rating in 2021. <a href="#">CDP Water Security 2021</a>
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	<a href="#">Water &amp; Waste Management</a> <a href="#">Position on Water and Waste Management</a>
CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	<a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Responsible Chemical Management</a>
CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	<a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Responsible Chemical Management</a>
CG-HP-250a.3	Discussion of process to identify and manage emerging materials and chemicals of concern	<a href="#">Position on Consumer Safety and Care</a> <a href="#">Position on Responsible Chemical Management</a>
CG-HP-250a.4	Revenue from products designed with green chemistry principles	Not reported
CG-HP-410a.1	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable and/or compostable	<a href="#">The New Plastics Economy Global Commitment Progress Report</a> (2021 Report at Linked Landing Page) <a href="#">Position on Sustainable Products and Packaging</a> <a href="#">Consumer Health</a>
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	<a href="#">Position on Sustainable Products and Packaging</a> <a href="#">Consumer Health</a>
CG-HP-430a.1	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance or (d) Book & Claim	<a href="#">Responsible Palm Oil Sourcing Policy</a>
CG-HP-000.A	Units of product sold, total weight of products sold	Not reported
CG-HP-000.B	Number of manufacturing facilities	Johnson & Johnson's subsidiaries operate 85 manufacturing facilities across our three business sectors: Pharmaceutical, MedTech and Consumer Health. <a href="#">Form 10-K</a> , page 8.

# Task Force on Climate-related Financial Disclosures (TCFD)

We are committed to transparency and continued improvement of our climate disclosures. To address the evolving information needs of our stakeholders, we have provided a Task Force on Climate-related Financial Disclosures (TCFD)-aligned summary below. It builds on existing TCFD-aligned disclosures in our annual [CDP Climate Change Report](#).

Recommended Disclosure	External References	Disclosure
Governance		
<p>Disclose the organization’s governance around climate-related risks and opportunities.</p> <p>a) Describe the Board’s oversight of climate-related risks and opportunities.</p> <p>b) Describe management’s role in assessing and managing climate-related risks and opportunities</p>	<p>CDP C1.1a, C1.1b, C1.2a</p>	<p><b>a) Describe the Board’s oversight of climate-related risks and opportunities.</b></p> <p><b>Position of the individual on the Board with responsibility for climate-related issues</b></p> <p>Johnson &amp; Johnson’s corporate governance structure is comprised of a Board of Directors, represented by independent Directors and the Executive Chairman and CEO as Johnson &amp; Johnson employees, and an internal management leadership group — the Executive Committee. The individual with responsibility for climate-related issues is the Executive Vice President &amp; Chief Global Supply Chain Officer. As a member of the Executive Committee, and a management representative on the Johnson &amp; Johnson Board of Directors’ Regulatory Compliance Committee (RCC) and Science, Technology &amp; Sustainability Committee (STSC), this position has direct oversight of the Environmental Health and Safety and Enterprise Sustainability Departments. Responsibility for climate-related issues resides with this position because it has direct responsibility for many inter-related climate change risks and opportunities, including all aspects of supply chain and procurement for Johnson &amp; Johnson’s business segments (Consumer Health, MedTech and Pharmaceutical).</p> <p><b>Details on Board oversight of climate-related issues</b></p> <p>Monitoring and overseeing progress against goals for addressing climate-related issues is a scheduled agenda item on the Board of Directors’ relevant Committees (e.g., STSC). The Chief Sustainability Officer (CSO), who leads the Enterprise Sustainability Department, presents updates on the progress toward climate-related goals and targets to the STSC at least annually. The CSO provides regular updates (at least quarterly) to the Executive Vice President &amp; Chief Global Supply Chain Officer, who is a member of the Company’s Executive Committee, and a management representative of the Board of Directors on the STSC and the RCC. The Executive Vice President &amp; Chief Global Supply Chain Officer has ultimate approval over the climate risk strategy, policies and release of climate-related information. Key milestones toward our climate goals are included in the scorecard that is used to hold our CEO and senior executives accountable for business performance and is reviewed with our Board of Directors on a quarterly basis. This scorecard is used as part of the process to determine executive compensation and includes both financial (such as sales and earnings per share) and non-financial (such as product quality, product, patient and consumer safety, diversity and climate) goals.</p> <p><b>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</b></p> <p>The highest management-level positions with responsibility for climate-related issues are the CSO and the Executive Vice President &amp; Chief Global Supply Chain Officer. The CSO reports to the Executive Vice President &amp; Chief Global Supply Chain Officer (the highest level of responsibility for climate-related issues), who is a member of the Company’s Executive Committee. The CSO is invited to STSC meetings at least annually for environmental sustainability agenda items. Several teams directly responsible for environmental sustainability issues, including energy management, waste, water risk and product stewardship compliance, report to this position or other supply chain functions such as Environmental Health &amp; Safety or Engineering &amp; Property Services. While these teams own direct management of their programs, the CSO position has management oversight of areas identified as priority impacts. Climate change-related issues reside with this position because of its responsibility for managing environment-related goals, including Health for Humanity Goals.</p>



Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Strategy		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning where such information is material.</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</p> <p>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>a) CDP C2.1a, C2.3a, C2.4a</p> <p>b) CDP C3.1, C3.3</p> <p>c) CDP C3.2, C3.2a</p>	<p><b>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</b></p> <p><b>Description of time horizons</b> For the purposes of climate disclosure,</p> <ul style="list-style-type: none"><li>• Short-term is defined as 1 – 3 years (aligned with a general financial planning time horizon)</li><li>• Medium-term as 3 – 10 years (aligned with Johnson &amp; Johnson’s broader strategy and vision used for long-term goals)</li><li>• Long-term as 10 – 40 years (aligned with long-term projections of climate change and a transition to a low-carbon economy)</li></ul> <p><b>Climate-related issues for each time horizon that could have substantive financial or strategic impact</b></p> <p><i>Description of Risks</i></p> <p>Short-term/Medium-term/Long-term</p> <ul style="list-style-type: none"><li>• <b>Transition risks from emerging carbon pricing regulations in our direct operations and extended supply chain:</b> As a global company with 260+ operating companies conducting business in virtually all countries of the world, Johnson &amp; Johnson has facilities in areas with current and pending carbon tax or carbon cap and trade schemes. Emerging carbon pricing regulations to mitigate climate change in some or all of the countries in which we operate could increase Johnson &amp; Johnson’s operating costs.</li><li>• <b>Market risks of changing customer behavior:</b> Customer preferences are changing because of increased awareness of the impacts of climate change. This in turn impacts our various businesses in different ways—for example, in 2021, at the UN Climate Change Conference in Glasgow (COP26), a group of 50 countries committed to develop climate-resilient and low-carbon health systems in response to growing evidence of the impact of climate change on personal health. New procurement policies from health system customers could impact our Pharmaceutical or MedTech business. Similarly, many customer segments of our Consumer Health business have voiced concerns over the carbon footprint and sustainable sourcing of the products that they procure. Sustainable sourcing inquiries can include a number of concerns over climate change impacts such as water scarcity, pollution, environmental practices and deforestation. Failure to effectively communicate sustainability-related improvements with consumers, or failure to provide environmentally/climate change-friendly products, could cede market space to competitors.</li><li>• <b>Chronic physical risk associated with changes in precipitation patterns and extreme variability in weather patterns:</b> Changes to global climate, extreme temperature and natural disasters could affect demand for Johnson &amp; Johnson’s products and services, cause disruptions in manufacturing and distribution networks, and force alterations to certain products and operations. Global warming from the increased concentration of greenhouse gases (GHGs) in the atmosphere is causing frequent extreme temperature conditions, with direct impacts on facilities, operations, transport, and employee health and productivity. We have identified chronic physical risks—including extreme temperature, water stress and drought—as a substantive strategic climate-based risk to our operations and supply chain that has the potential to cause disruptions in operations or increase operational costs.</li></ul>



Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Strategy		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning where such information is material.</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</p> <p>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>a) CDP C2.1a, C2.3a, C2.4a</p> <p>b) CDP C3.1, C3.3</p> <p>c) CDP C3.2, C3.2a</p>	<p><i>(Description of Risks continued)</i></p> <p>Long-term</p> <ul style="list-style-type: none"><li>● <b>Acute physical risks of increased severity and frequency of extreme weather events:</b> Increased severe weather events such as storms and flooding could lead to higher costs from damage to Johnson &amp; Johnson’s operations, decreased revenue due to disruptions in supply chain and operations, and potential incurred costs for supporting workers pre- and post-event. Coastal flooding and fluvial flooding were identified as the primary drivers of financial impact on our operations. As a result of more extreme cyclone, hurricane and storm events and changes in sea level over time, it is likely that both coastal flooding and fluvial flooding will steadily increase.</li></ul> <p><i>Description of Opportunities</i></p> <p>Short-term/Medium-term</p> <ul style="list-style-type: none"><li>● <b>Resource efficiency and resilience through the adoption of energy- and water-efficiency measures and the utilization of renewable energy:</b> An increase in cost from climate change regulation can make the capital investment in renewable energy and energy and water efficiency more attractive, which may reduce costs over a longer period of time. While energy costs as a percent of sales is very low for Johnson &amp; Johnson (&lt;1% in 2021), we continuously evaluate and implement efficiency and renewable energy projects that reduce our energy consumption and costs.</li><li>● <b>Development and/or expansion of low-emission goods and services:</b> With the increase in the general public’s awareness of climate change, the demand for sustainable products is growing each year. Increasingly, our customers—hospitals, government healthcare systems and retailers—are considering environmental attributes of products in their procurement decisions. For example, in 2021, at the UN Climate Change Conference in Glasgow (COP26), a group of 50 countries committed to develop climate-resilient and low-carbon health systems in response to growing evidence of the impact of climate change on people’s health, which could present opportunities for more sustainable products from our Pharmaceutical and MedTech businesses. Similar opportunities are increasing within our Consumer Health business, where there is a growing market for responsible products with sustainable packaging and other climate-related product attributes.</li></ul> <p>Long-term</p> <ul style="list-style-type: none"><li>● <b>Development of new products or services through R&amp;D and innovation:</b> According to <i>The Lancet</i> Commission on Health and Climate Change, the impacts of climate change threaten to undermine decades of progress in healthcare. Shifting weather patterns, changes in air quality and spread of vector-borne diseases pose significant risks for people’s health and well-being, particularly in resource-limited settings (Africa, Latin America and Asia, where they have the potential to spread more quickly). We anticipate that climate change could impact the progress society has made in global health in many ways, whether through air pollution, how infectious diseases emerge and spread (including Neglected Tropical Diseases [NTDs] and pandemic threats such as Ebola and Zika) or shifting weather patterns impacting allergies. Given its far-reaching implications and associated public health costs, combating climate change could be a significant opportunity to protect public health. Emerging shifts in global disease profiles can be expected to require new products and services to help increase human resilience to disease.</li></ul>

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Strategy		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning where such information is material.</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</p> <p>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>a) CDP C2.1a, C2.3a, C2.4a</p> <p>b) CDP C3.1, C3.3</p> <p>c) CDP C3.2, C3.2a</p>	<p><b>Description of the process(es) used to determine which risks and opportunities could have a substantive financial or strategic impact on the organization:</b></p> <p>Financial risks are categorized according to their ability to impact the achievement of strategic and business decisions, including in the context of financial targets based upon our global growth drivers and overall business performance. We define substantive financial risk at the Enterprise level in the context of Securities and Exchange Commission-required disclosures around “Risk Factors,” which are publicly disclosed annually in our Form 10-K. These risk factors consider both qualitative and quantitative variables in assessing the potential financial impact on the Enterprise.</p> <p>While climate change can be expected to have profound implications on health for humanity, it is not known with precision the exact magnitude or probability of future risks and how those may impact Johnson &amp; Johnson. As a result, we use a definition for “substantive strategic impact” that enables us to analyze possible futures and put in place programs to increase the resilience of our organization in the face of uncertainty. Substantive strategic impacts are disclosed in this Report, which are risks/opportunities with a meaningful impact on reputation and/or public trust, potential for action that could impede Johnson &amp; Johnson from manufacturing or distributing some product volume, and are considered possible, likely, more likely or highly likely in the short- to long-term future.</p> <p><b>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</b></p> <p><b>Impacts on businesses and strategy</b></p> <ul style="list-style-type: none"><li>• <b>Products and Services:</b> Risks from climate change could impact products and services in several ways: regulatory risks (e.g., carbon taxes); the availability of raw materials; and supply chain disruptions from chronic or acute physical climate change events that could increase the costs of raw materials and energy. This could be passed along to the consumer and change the price competitiveness of our products and services, or cause disruptions in supply. Similarly, there are climate-related opportunities for our business segments as our customers—hospitals, government healthcare systems and retailers—are giving more consideration to environmental attributes of products in their procurement decisions. We also anticipate that climate change will impact global health in many ways, including how infectious diseases emerge and spread, which may increase the need for new products and services in areas such as NTDs and pandemic preparedness. Our Health for Humanity Goals and ESG strategy address several aspects of these risks. To address price competitiveness specifically related to energy, we are implementing goals to reduce our emissions (e.g., our Science Based Target to reduce Scope 1 and 2 by 60% by 2030 from a 2016 baseline), which has energy-saving implications.</li><li>• <b>Supply Chain and/or Value Chain:</b> We believe that improving supply chain transparency and sustainability creates value by reducing sourcing risks and protecting our brand reputation, and can have far-reaching positive impacts on society and the natural environment. As the world’s largest and most broadly based healthcare company, Johnson &amp; Johnson maintains operations in many countries of the world and works with more than 45,000 suppliers across our three business segments. We manage a highly complex network of supplier relationships that are critical to business success and our ability to fulfill our obligations to those we serve. Risks from climate change could impact our supply chain in several ways: regulatory risks that could increase the cost of materials used in our products; physical risks (such as droughts and extreme weather events) that have the potential to interrupt supply chains; and reputational risks that could arise from climate issues in our supply chain. Our Health for Humanity Goals address sustainable procurement from multiple angles, including reporting and performance. Our participation in the CDP Supply Chain program (climate and water) also helps us understand where there are risks and opportunities in our supply chain.</li></ul>

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Strategy		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.</p> <p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>a) CDP C2.1a, C2.3a, C2.4a</p> <p>b) CDP C3.1, C3.3</p> <p>c) CDP C3.2, C3.2a</p>	<p><b>Impacts on businesses and strategy (continued)</b></p> <p>• <b>Operations:</b> Risks from climate change may impact operations in several ways, including rising operational costs from carbon regulation and/or rising energy costs and chronic/acute physical risk impacts such as water scarcity and/or increased frequency or intensity of hurricanes. In response to these risks, we have implemented measures to have capital funding available to reduce current and long-term exposure to operational costs, such as a CO<sub>2</sub> Capital Relief Program of up to \$40 million per year for carbon- and water-reducing projects that has been in place for over 15 years. We have also updated operational processes to assess and mitigate impacts from water risk by implementing a program to thoroughly assess and address many aspects of water risk in our operations. Additionally, we performed a site risk assessment initiative to identify opportunities and investments required to enhance the resilience of our highest-impact sites located in areas where there is an elevated likelihood of disruptive severe weather events (notably flood, earthquake, tsunami, extreme wind and wildfire).</p> <p><b>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</b></p> <p><b>Climate-related scenarios and associated time horizon(s) considered</b></p> <p>In 2018, Johnson &amp; Johnson undertook a qualitative climate-related scenario analysis in line with the TCFD recommendations. Nine existing climate scenarios were evaluated covering transitional and physical risks, with the International Energy Agency's 2018 World Energy Outlook selected as a reference for transitional risks and the IPCC AR5 selected as reference for physical risks. Business as Usual (BAU) scenarios included the Current Policies Scenario (6C) for transition risks and Representative Concentration Pathway (RCP) 8.5 for physical risks; Low Carbon Scenarios included the Sustainable Development Scenarios for transitional risks and RCP 4.5 for physical risks. Time horizons considered were up to 2040 for transitional risks, and up to 2100 for physical risks. Indicators were developed and assessed under a BAU and Low-Carbon scenario in order to categorize overall impact and preparedness to mitigate risk or capitalize opportunity. Johnson &amp; Johnson considered both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation.</p>

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) CDP C2.1, C2.2a	a) <b>Describe the organization’s processes for identifying and assessing climate-related risks.</b>
a) Describe the organization’s processes for identifying and assessing climate-related risks.	b) CDP C2.2	b) <b>Describe the organization’s processes for managing climate-related risks.</b>
b) Describe the organization’s processes for managing climate-related risks.	c) CDP C2.2	c) <b>Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.</b>
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.		<p>The values that guide our decision-making are spelled out in <a href="#">Our Credo</a>, written over 75 years ago. Our Credo challenges us to put the needs and well-being of the people we serve first and sets the tone and values of our organization.</p> <p>Johnson &amp; Johnson’s process to identify, assess and respond to climate-related risks and opportunities is integrated into a multi-disciplinary Company-wide risk management process that covers all stages of the value chain (direct operations, upstream and downstream) for climate-related risks such as current regulation, emerging regulation, technology, legal, market, reputation, acute physical and chronic physical impacts. This assessment covers short-, medium-, and long-term horizons and is integrated into the <a href="#">Johnson &amp; Johnson Enterprise Risk Management (ERM) Framework</a>.</p> <p>The Johnson &amp; Johnson ERM framework helps identify potential events that may affect the Enterprise, manage the associated risks and opportunities, and provide reasonable assurance that our Company’s objectives will be achieved. Our approach to ERM is informed by principles outlined by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. Climate-related risks are integrated into this Company-wide risk management process.</p> <p>The Johnson &amp; Johnson ERM Framework comprises five intertwined components:</p> <p><b>1) Strategy &amp; objective-setting:</b> The Executive Committee (EC) establishes overarching strategic goals and sets financial targets based upon our Global Growth Drivers. These goals are cascaded to our businesses around the world, ensuring alignment across the Enterprise. Senior management is accountable for meeting these goals and objectives. Business unit, Enterprise function and individual employee goals and objectives are typically aligned to those of the overall organization.</p> <p><b>2) Performance:</b> Internal and external issues and events affecting our ability to achieve established objectives are typically identified at various points in the business cycle. During planning and review processes, business unit management assesses the marketplace and competitive environment, including megatrends, to identify risks and opportunities facing their business. The various ERM functions provide expertise, support and input into the process as needed. Business leaders, in partnership with the applicable ERM functions, determine the appropriate way to address identified risks. The activity or situation posing the risk may be avoided, accepted, reduced, shared or transferred, depending on the facts and circumstances. To help ensure risk responses are consistently implemented, ERM functions may set policies, define minimum standards and/or issue guidelines that apply to Johnson &amp; Johnson business activities. ERM functions help support the implementation of these policies, standards and guidelines through monitoring tools, including self-assessments, that enable local leaders to understand where controls are necessary as well as where improvement may be required.</p>

Task Force on Climate-related Financial Disclosures (TCFD) (continued)


Recommended Disclosure	External References	Disclosure
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.  a) Describe the organization’s processes for identifying and assessing climate-related risks.  b) Describe the organization’s processes for managing climate-related risks.  c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	a) CDP C2.1, C2.2a  b) CDP C2.2  c) CDP C2.2	<p><b>The Johnson &amp; Johnson ERM Framework comprises five intertwined components (continued):</b></p> <p><b>3) Review &amp; revision:</b> Critical to our ERM framework is a review and reporting process to ensure risks are effectively assessed and appropriate risk responses and controls are in place. Testing, auditing and assessments are typically performed by personnel who don’t report into the business in order to provide assurance that risk responses are being implemented, procedures are understood and followed, and appropriate controls are in place.</p> <p><b>4) Information, Communication &amp; Reporting:</b> Information and communication channels are in place, so business leaders and employees are aware of risks that fall into their area of responsibility. Key Enterprise risk functions meet regularly with the Johnson &amp; Johnson Board of Directors, the EC, each business segment leadership team and select other senior leadership teams to ensure visibility and ownership of critical risks. Policies and procedures are in place that require incidents of noncompliance, adverse events, control failures or critical unmitigated risks to be escalated to senior management and, if appropriate, the proper authorities in a timely manner. Corrective and preventive actions are determined as appropriate to reduce the likelihood of recurrence.</p> <p><b>5) Governance &amp; Oversight:</b> Our Board of Directors provides oversight of senior leadership’s management of the various risks the Company faces. The Board meets at regular intervals with EC members, other senior business leaders and leaders of Enterprise risk functions to discuss risk factors related to the Company. It also receives regular reports from senior representatives of the Company’s independent auditor. The EC establishes overarching strategic goals and oversees the business segments as well as the Enterprise risk functions, which are functionally independent from commercial interests. Johnson &amp; Johnson business leaders are accountable for managing risks affecting their respective business segments and the overall Enterprise. Enterprise risk functions are responsible for identifying and assessing risks to business leaders and collaborating with them to find effective ways to manage identified risks.</p>

Task Force on Climate-related Financial Disclosures (TCFD) (continued)

Recommended Disclosure	External References	Disclosure
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<div>a) CDP C4.2, C4.2a</div> <div>b) CDP C5, C6, C7, C8</div> <div>c) CDP C4.1, C4.1a, C4.2, C4.2a</div>	<div>a) <b>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</b></div> <div>Johnson &amp; Johnson provides annual updates to metrics on climate-related risks associated with emissions, energy, water, energy and deforestation in public reports such as our CDP Climate Change Questionnaire, CDP Water Security Questionnaire and Health for Humanity Report (available on <a href="#">our website</a>). These metrics include Scope 1, 2 and 3 emissions; total energy consumption by fuel; renewable energy consumption; % of facilities exposed to water risk; % of facilities undergoing a water risk assessment; and sustainable sourcing commitments for forest-derived products.</div> <div>b) <b>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</b></div> <div>Johnson &amp; Johnson provides annual updates to Scope 1, 2, and 3 emissions in our CDP Climate Change Questionnaire (C5 Emissions Methodology, C6 Emissions Data, C7 Emissions Breakdown, C8 Energy) and our Health for Humanity Report.</div> <div>c) <b>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></div> <div>Johnson &amp; Johnson has several targets to manage climate-related risks and opportunities, including the following:</div> <div><ul style="list-style-type: none"><li>• By 2025, source 100% of our electricity needs from renewable sources</li><li>• 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</li><li>• By 2030, reduce absolute upstream value chain (Scope 3) emissions 20% from 2016 levels</li></ul></div> <div>Annual progress toward these targets is disclosed each year in our <a href="#">CDP Climate Change Questionnaire</a> (C4 Targets &amp; Performance) and in our <a href="#">Health for Humanity Report</a>.</div>

# UNGC Communication on Progress

Johnson & Johnson has been a member of the United Nations Global Compact (UNGC) since 2013. We remain committed to aligning our business practices to the 10 UNGC principles in the areas of human rights, labor, environment and anti-corruption. This Report serves as our annual UNGC Communication on Progress. The table below shows the location of our disclosures against the UNGC principles.

  
**Joaquin Duato**  
Chief Executive Officer

UN Global Compact Principles	Response Locations
Human Rights	
1. Businesses should support and respect the protection of internationally proclaimed human rights.	<a href="#">Our Credo</a> <a href="#">Human Rights</a> <a href="#">Ethics &amp; Compliance</a> <a href="#">Employee Attraction &amp; Development</a> <a href="#">Diversity, Equity &amp; Inclusion</a> <a href="#">Employee Health, Safety &amp; Wellness</a> <a href="#">Supplier Engagement</a> <a href="#">Product Quality &amp; Safety</a> <a href="#">Frontline Healthcare &amp; Communities</a>
2. Businesses should make sure that they are not complicit in human rights abuses.	
Labour	
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<a href="#">Human Rights</a> <a href="#">Ethics &amp; Compliance</a> <a href="#">Diversity, Equity &amp; Inclusion</a> <a href="#">Responsible Supply Base</a>
4. Businesses should uphold the elimination of all forms of forced and compulsory labour.	
5. Businesses should uphold the effective abolition of child labour.	
6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	

UNGC Communication on Progress

UN Global Compact Principles	Response Locations
Environment	
7. Businesses should support a precautionary approach to environmental challenges.	<a href="#">Climate Change</a>
8. Businesses should undertake initiatives to promote greater environmental responsibility.	<a href="#">Water &amp; Waste Management</a>
9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	<a href="#">Product Sustainability</a>
	<a href="#">Consumer Health</a>
	<a href="#">Supplier Engagement</a>
Anti-Corruption	
10. Businesses should work against corruption in all its forms, including extortion and bribery.	<a href="#">Ethics &amp; Compliance</a>
	<a href="#">Supplier Engagement</a>



# Norges Bank Investment Management

Stakeholders are increasingly interested in a business’s broader role in society, beyond financial returns, and want to know more about a company’s policies, practices, and disclosures that may impact its ability to generate long-term value for all stakeholders. Responsible business practices serve as the foundation of our Company’s success and are imperative to protect the broader healthcare system and the communities in which we live and work. It starts with a culture of ethical leadership and integrity delivered by a diverse, skilled workforce committed to serving the patients, customers, consumers and all others who count on us to provide high-quality, safe and reliable products; operate with integrity; and engage in responsible business practices.

In 2020, Norges Bank Investment Management (NBIM) published a guidance note containing a set of indicators that companies may wish to consider when reporting on the effectiveness of their anti-corruption efforts to external stakeholders. The indicators cover: culture, risk management, third parties, compliance function and oversight. The guidance note, which includes additional information on supporting indicator descriptors, can be found [here](#).

To continue building and sustaining the trust earned over the course of 135 years of business operations, we are disclosing how Our Credo values and purpose-driven approach to change the course of human health are reflected in in our performance on anti-corruption efforts in line with NBIM guidance and indicators.

Indicator	Description	Disclosure
Culture		
1.1	A baseline has been established to identify perceptions of the ethical culture/culture of integrity in the company. There is a methodology to measure/gauge changes to the culture over time.	<p>We have established a baseline to measure integrity through a question in our biennial “Our Voice Survey,” which asks employees to rate the statement, “Leaders in my organization demonstrate that integrity, quality and compliance are top priorities through their words and actions.” We augment this survey’s findings with results of the “Our Credo Survey,” which is fielded in alternate years, where employees are asked to rate how Johnson &amp; Johnson “acts responsibly to the communities in which we live and work and the world community as well.” Crafted in 1943, <a href="#">Our Credo</a> spells out the values that guide our decisions and actions in conducting business.</p> <p>These surveys are administered in 78 countries and made available in 36 languages. Following analysis of the detailed results of these surveys, which is communicated to all employees, we develop plans to address the main areas of opportunity identified by our employees’ feedback, both at the Enterprise level and within individual teams.</p>
1.2	The frequency (could be a percentage or absolute number) of references to ethics and compliance communicated internally and/or externally by the defined C-level persons.	<p>Ethical business conduct is a core part of Our Credo and is underscored at every level of the organization, from the Board of Directors and Executive Committee to our employees. It is reinforced and included in the annual goals and objectives, which serve as a guide for our operating companies, and communicated at all levels of Johnson &amp; Johnson, both internally and externally.</p> <p><b>Internal</b></p> <ul style="list-style-type: none"><li>• Our Chief Compliance Officer (CCO), who leads our Health Care Compliance organization, presents to the Johnson &amp; Johnson Board of Directors on a quarterly basis, and provides updates to the Executive Committee twice per year.</li><li>• Annually, we send reminders to all global employees regarding their obligation to raise concerns related to ethics and compliance via the Our Credo Integrity Line and other channels.</li></ul>

Norges Bank Investment Management (continued)

Indicator	Description	Disclosure
Culture		
1.2	The frequency (could be a percentage or absolute number) of references to ethics and compliance communicated internally and/or externally by the defined C-level persons.	<p><b>Internal</b></p> <ul style="list-style-type: none"><li>• We also send an annual reminder to employees about our Escalation Procedure, which specifies responsibilities for all employees relating to what should be reported, in what timeframe, and the process for reporting. It includes reporting requirements and guidance for the full range of actual or potential ethical conduct or compliance violations such as those related to travel and expenses; accuracy of books and records; theft or fraud in any form; noncompliance with our government contracts or pricing obligations; misconduct of any kind; conflict of interest or data privacy breaches; and more.</li><li>• Our CCO highlights our commitment to business integrity in our annual assigned required Enterprise Health Care Compliance training and communications surrounding this mandated training.</li><li>• Annually across the Enterprise, the CCO supports and participates in “Compliance Week” activities. To prepare for Compliance Week, the CCO sends a memo to all Health Care Compliance employees providing resources they can use to host events and activities for their business partners. He also participates in events such as fireside chats during this week and throughout the year with Health Care Compliance employees and with those of other Enterprise groups and businesses to talk about the importance of compliant business practices.</li></ul> <p><b>External</b></p> <ul style="list-style-type: none"><li>• The CCO is a key participant in Johnson &amp; Johnson’s annual Investor Relations ESG Update webinar. Through the years of participation, via various ways of engagement including a pre-recorded message and live presentation and Q&amp;A, our CCO helps investors and stakeholders understand how we manage our compliance program and hold each other accountable to the highest standards of ethical behavior.</li><li>• The CCO is actively engaged with peer organizations in benchmarking groups to help shape industry-wide discussions, positions and disclosures on ethics and compliance-related topics.</li></ul>
1.3	Does your performance management framework incorporate how ethics and integrity objectives are achieved (Y/N)?	<p>Yes. Employee performance at Johnson &amp; Johnson is measured in two dimensions: the “what” they achieved and the “how” they achieved those results. Our Leadership Imperatives set the performance behavioral expectations for all employees—the “how.” Business integrity, ethics and compliance are integrated into all ways “how” our employees achieve their goals and objectives, and play a special role in the Our Credo &amp; Our Purpose Leadership Imperative. All employees have individual performance development plans whereby the Leadership Imperatives give our employees across all geographies, businesses, roles and levels a clear and consistent way to lead Johnson &amp; Johnson into the future. Both “what” and “how” factor equally in determining an individual’s compensation.</p> <p>All our employees formally discuss their progress and plan their professional development with their managers five times each year, in our “5 Conversations” framework; this is in addition to informal, ongoing discussions throughout the balance of the year. Year-end conversations about overall performance include assessing business results achieved and the degree to which our leadership behaviors were demonstrated in how those results were achieved.</p>
1.4	Ethics and integrity are integral components in leadership decisions.	<p>Our performance management process incorporates integrity in “how” an individual achieves goals and objectives. Compliance and ethical leadership are also part of the performance assessment, including for our most senior leaders. Senior leaders are also required to certify the compliance of their organizations with the <a href="#">Johnson &amp; Johnson Code of Business Conduct</a>. Certifiers include senior leaders at Vice President 2 level and above, selected Managing Directors and General Managers based on country or business segment risk profile, and executives of recently acquired companies. We also embed business integrity and ethics questions into our hiring practices and critical talent assessments to determine a candidate’s judgment and alignment with Our Credo values of ethics and integrity.</p>

Norges Bank Investment Management (continued)

Indicator	Description	Disclosure
Culture		
1.5	The company actively engages in anti-corruption Collective Action.	<p>We engage in numerous collective action efforts to tackle corruption and bribery, and to raise standards of business integrity among business and other industry partners. We collaborate and maintain sustained cooperation between stakeholders in the private and public sectors, civil society and other international organizations. Johnson &amp; Johnson has committed to engaging in anti-corruption collective action initiatives, including Transparency International UK and the United Nations Global Compact (signatory since 2013), and to following industry association codes, including:</p> <ul style="list-style-type: none"><li>• The International Federation of Pharmaceutical Manufacturers &amp; Associations (IFPMA) Code of Practice</li><li>• The European Federation of Pharmaceutical Industries and Associations (EFPIA) Code of Practice</li><li>• The Pharmaceutical Research and Manufacturers of America (PhRMA) Codes and Guidelines</li><li>• The Advanced Medical Technology Association (AdvaMed) Code of Ethics</li><li>• The MedTech Europe Code of Ethical Business Practice (for which Johnson &amp; Johnson helped to create, and now chairs, a Code committee at MedTech Europe)</li><li>• Mecomed, the medical devices, imaging and diagnostics trade association for the Middle East and Africa</li><li>• The Asia Pacific Medical Technology Association (APACMed), where Johnson &amp; Johnson led the work to develop its Code of Ethical Conduct and whose Company Group Chairman for Medical Devices, Asia Pacific, chairs the APACMed Legal, Ethics and Compliance Committee.</li></ul> <p>Johnson &amp; Johnson also participates in the annual Transparency International UK Corporate Anti-Corruption Benchmark Survey and Quarterly Deep Dive Workshops with peer companies. The Benchmark Survey measures and compares our anti-corruption program performance against our best practice standards—including compliance regulations—and also against best practice standards across the entire business community. Our survey results are also validated by an independent third party. The Quarterly Deep Dive Workshops enable practice-sharing and learning opportunities with other companies. Our participation in the Benchmark Survey and Quarterly Deep Dive Workshops supports our review and oversight of our global anti-corruption compliance program and enables identification and prioritization of compliance program improvement opportunities.</p>
Risk Management		
2.1	The company has an anti-corruption compliance risk programme which it uses to give regular updates to senior management and board on how risks are being managed.	Johnson & Johnson’s anti-corruption compliance program is governed by the Anti-Corruption Program Office, which is housed within the Company’s Health Care Compliance organization. The Anti-Corruption Program Office works cross-functionally using the Johnson & Johnson Enterprise Risk Management Framework to guide its efforts to identify, prioritize, manage, mitigate and remediate Enterprise risks. Results of risk assessments, monitoring and audits are shared regularly with relevant operating company management, Johnson & Johnson leadership, the Board of Directors and its Regulatory Compliance Committee.
2.2	The percentage of business functions that are included in the anti-corruption risk assessment.	Our anti-corruption risk assessments cover all Johnson & Johnson operating companies and business functions.
2.3	The company has established anti-corruption compliance KPIs that are used to measure the compliance programme	All Johnson & Johnson operating companies and business functions have established mechanisms and measures to ensure anti-corruption compliance program elements are in place to identify risks and prevent non-compliance. These key performance indicators are captured and tracked on a regular basis. Examples include tracking of risk assessment results and related mitigation activities, training completion and knowledge transfer results, and tracking of remediation.

## Norges Bank Investment Management (continued)

Indicator	Description	Disclosure
<b>Third Parties</b>		
3.1	Percentage of third-party reviews conducted.	We broadly assess risk across all third-party intermediaries (TPIs), and then have a more focused and detailed annual risk assessment process for the higher-risk TPIs that determines which of them are selected for Foreign Corrupt Practices Act (FCPA) process reviews by our Global Audit & Assurance organization. Additional information on our process for risk assessments is in our <a href="#">Position on Anti-Corruption</a> .
3.2	How the findings from third-party reviews are addressed.	Health Care Compliance, Law Department and Global Audit & Assurance staff work directly with operating company management to address findings from third-party reviews.  Johnson & Johnson provides the third-party intermediary (TPI) with an indication of the findings and recommendations for remediation efforts. Where needed, Johnson & Johnson will facilitate compliance program development for the TPI by providing both training and a compliance program toolkit or an app to support TPI field staff.
3.3	Percentage of third parties that improve their anti-corruption compliance programmes.	A majority of third parties with whom we are engaging are responsive to our findings for improvement of their anti-corruption compliance programs. Doing so is a critical factor for a continuing relationship between Johnson & Johnson and a third party. Results of due diligence, ongoing monitoring, red flag mitigation and internal audits are shared with third-party intermediaries, and will be tracked regularly for on-time completion by various teams in the Johnson & Johnson compliance functions, including our Third-Party Intermediary Ethics & Compliance organization.
<b>Compliance Function</b>		
4.1	The organisational structure of the company is transparent, including the location of the compliance function within the structure, and it identifies where the Chief Compliance Officer is situated.	Our Chief Compliance Officer (CCO) is a key member of the General Counsel's Organizational Leadership Team, with accountability to the Chief Executive Officer and the Regulatory Compliance Committee of the Board of Directors. Our CCO's role is detailed on our Company's external website and in our Johnson & Johnson Enterprise Risk Management Framework. Our CCO co-leads the Johnson & Johnson Corporate Compliance Committee, along with our Chief Quality Officer. The Corporate Compliance Committee is the primary governance structure for coordinating compliance-related risks across core risk functions. The CCO also chairs the Company's Triage Committee, which investigates compliance-related allegations.
4.2	The governance structure of the company enables the Chief Compliance Officer to execute her/his responsibilities impartially.	The Chief Compliance Officer (CCO) has direct and unencumbered access to the Chief Executive Officer and the Regulatory Compliance Committee (RCC) of the Board of Directors, and also meets privately with the RCC. Such access allows our CCO to act independently and in the best interest of ethical business conduct.  Our compliance structure comprises experienced and qualified professionals across the organization, who are functionally independent from commercial interests and report to members of our Executive Committee and Board of Directors. The RCC of the Board of Directors reviews and discusses with management the implementation and enforcement of policies, standards, procedures and risk management programs—and also compliance with applicable laws and regulations—in the areas of healthcare compliance and anti-corruption, among other regulatory risks. <a href="#">See here</a> for details on this Committee's oversight.

## Norges Bank Investment Management (continued)

Indicator	Description	Disclosure
<b>Compliance Function</b>		
4.3	Ethics and integrity are integral components in all talent and leadership development programmes.	<p>Compliance and ethical leadership are part of the performance assessment, including for our most senior leaders. Senior leaders are also required to certify the compliance of their organizations with the <a href="#">Johnson &amp; Johnson Code of Business Conduct (CBC)</a>. Certifiers include senior leaders at Vice President 2 level and above, selected Managing Directors and General Managers based on country or business segment risk profile, and executives of recently acquired companies. All new employees are assigned and required to complete CBC training.</p> <p>In addition to senior leader performance assessments, guided by Our Credo that “[employee] actions must be just and ethical,” we know that fostering a culture that is values-based, responsible, ethical and inclusive motivates and empowers our employees. Our Leadership Imperatives provide a framework for our annual goals and objectives, development programs and training materials. As outlined in the Leadership Imperatives, our employees globally are expected to live Our Credo and pursue Our Purpose by advancing the highest standards of quality, safety, compliance and ethics. Our performance and evaluation process are grounded in assessing progress and performance toward achieving these goals and objectives.</p>
4.4	The program is adequately resourced and empowered to function effectively.	Each Johnson & Johnson operating company exercises compliance oversight, and management ensures adequate compliance resources are in place. Johnson & Johnson Health Care Compliance Officers (HCCOs) are assigned to help lead, oversee and monitor the implementation of the compliance program at each operating company. Budgets are evaluated several times during the year and adjusted as needed. Each HCCO maintains direct and unencumbered access to the operating company’s General Manager (i.e., President or Managing Director, or most senior leader of the company), and to our Law Department, Global Audit & Assurance, the Johnson & Johnson Chief Compliance Officer and other Health Care Compliance leaders
4.5	The frequency of the board actively reviewing the sufficiency of resources allocated to the global anti-corruption and bribery programme including the compliance function.	Our Chief Compliance Officer (CCO) presents to the Regulatory Compliance Committee (RCC) of the Board of Directors twice each year per the RCC Charter to discuss specific substantive healthcare compliance risks and issues, as well as trends in healthcare compliance and the Company’s plans to address them. And at least annually, the CCO reviews with the RCC the (a) implementation and effectiveness of the Company’s healthcare compliance programs; (b) adequacy of the resources for those programs; (c) organizational talent and process improvements; and (d) healthcare compliance programs of newly acquired companies. For additional details, <a href="#">see here</a> for this Committee’s Charter.
<b>Oversight</b>		
5.1	Access by the Chief Compliance Officer to the board including the board committees (i.e. the supervisory level of the company) on a formalised basis and the actual frequency of that access in practice.	Our Chief Compliance Officer (CCO) presents to the Regulatory Compliance Committee (RCC) of the Board of Directors twice each year, per the RCC Charter, and at least annually, the CCO reviews with the RCC the (a) implementation and effectiveness of the Company’s healthcare compliance programs; (b) adequacy of the resources for those programs; (c) organizational talent and process improvements; and (d) healthcare compliance programs of newly acquired companies. In 2021, the CCO attended four RCC meetings, presenting at each, and had one private session with the RCC. For additional details, <a href="#">see here</a> for this Committee’s Charter.