EMPOWERING
Communities across Europe, the Middle East and Africa Region
Our Mission is to make a sustainable, long-term difference to human health. We do this by investing in strategic partnerships and innovative solutions that add value to society and make a significant difference to people’s lives.
We welcome feedback!

The Trust welcomes feedback on this report or any matters related to our activities in Europe, the Middle East and Africa region. Your opinion matters to us.

Suggestions and reactions can be sent to csremea@ts.jnj.com or visit www.jicct.org.
Empowering Communities across Europe, the Middle East and Africa Region

Our 2020 Trust Strategy is firmly embedded in our desire to make a long-term, sustainable impact to human health. In 2015, we focussed on three key interventions: People, Partnerships and Impact Investment to empower societal change and make a measurable difference to the health and well-being of others.

Through these three interventions, we have been able to connect, collaborate and innovate with colleagues and with our external partners to address key social issues and, together, seek innovative solutions to health challenges, with each intervention inter-connecting and amplifying the total impact created.

PEOPLE
We believe that by sharing our skills and creating knowledge networks we can empower others to drive positive change. In 2015, we up-scaled the Trust Secondment Strategy Program with eight Johnson & Johnson (J&J) talents successfully sharing their expertise and skills with four of our trusted non-governmental organization (NGO) partners (four talents in 2014). As a result of the impact generated, 12 secondment placements with five NGOs were confirmed for 2016. Many of these secondments are continuing assignments first initiated during earlier placements, increasing the scope and potential long-term impact of these projects, and demonstrating the shared value proposition of this unique program across Europe, the Middle East and Africa (EMEA) region.

In addition, in November 2015, we hosted our inaugural EMEA CSR Educational Program in collaboration with INSEAD Business School, one of the Flagship Partners of the Trust. Using business model canvassing, the program empowered participants to develop innovative ideas to deliver a social impact in health and CSR.

We also recognized and celebrated the winners of the 2015 Trust Awards which, in this year, had two Award categories and increased prizes of £25,600 to be reinvested into the winning programs.

PARTNERSHIP
Empowering strategic and innovative partnerships across EMEA underpins our 2020 Strategy. In 2015, the Trust engaged with 62 partners in 36 countries delivering over £6 million to programs within the EMEA region. This includes donor advised funds, whereby the Trust manages grants on behalf of J&J entities to ensure greater cohesion, and locally-run EMEA Partnerships which are based on the 50/50 Trust funding model. In total, we have committed to 36 EMEA Partnerships across the region.

In 2015, we also saw the addition of a new Flagship Partner of the Trust, with North Star Alliance joining long-term partners INSEAD and the Aga Khan Development Network further expanding our leverage and footprint across EMEA. In 2016, we are also proud to be celebrating 15 years of partnership with the AKDN; a partnership that continues to improve the quality of life and human health.

IMPACT INVESTMENT
An exciting development in 2015 was the launch of the Trust’s Impact investment Strategy, demonstrating our leadership in this new arena. Impact investments are made with the sole intention and purpose of generating a measurable social or environmental impact, alongside a financial return, and have the potential for further scaling.

Two years ago, we began exploring the opportunity to address social issues through impact investment and, at the end of 2015 initial resources were secured by the Trust to launch the implementation of the first phase of the Strategy. In February 2016, we hosted a round table meeting in London, with internal and external stakeholders, to further explore collaborative partnerships and potential investment opportunities.

Sadly, in 2015, we also witnessed human suffering and devastation with the escalating humanitarian refugee crisis sweeping across EMEA. In direct response, we built a cross-sector J&J consortium of partners, coordinated by the Trust, to deliver a total donation of £1.19 million to Save the Children, to provide on-going humanitarian support and aid resilience building activities and programs. Local J&J Operating Companies also mobilized support and J&J employees demonstrated their Credo values through an employee donation site.

We hope you enjoy reading our 2015 Annual Report and learning more about our work across EMEA, and we would like to thank you for your continued support of the Trust and for helping us to make a significant impact to the lives of others. If you have any comments or feedback, please do not hesitate to reach out to us via email csremea@its.jnj.com.
About the Trust  The Johnson & Johnson Corporate Citizenship Trust (Trust) was founded in 2007 as a registered charity and a company limited by guarantee.

It is responsible for managing Johnson & Johnson (J&J) Corporate Social Responsibility (CSR) programs and activities across Europe, the Middle East and Africa (EMEA) to deliver upon the Trust’s mission of making a sustainable, long-term difference to human health.

The Trust is funded by the J&J Family of Companies through J&J Worldwide Corporate Contributions, and J&J Operating Companies in EMEA and is responsible for delivering upon the 2020 Strategy.

In 2015*, the Trust engaged with 62 partners in 36 countries delivering over £6 million to programs within the EMEA region.

*Numbers include donor advised funding partnerships. See page 43.

For Trust Flagship Partnerships and EMEA Partnerships only, the Trust engaged with 34 partners delivering £2,881,240 within the EMEA region.

Operational structure and management

The Trust is managed by a Board of Directors consisting of 12 senior J&J leaders across the Pharmaceutical, Consumer, Medical Devices and Global Supply businesses in the EMEA region. The Directors are responsible for overseeing the affairs of the Trust and ensuring that it delivers upon its mandate.

The Board is chaired by Jane Griffiths, Company Group Chairman, Janssen EMEA and meets twice a year to review the Trust 2020 Strategy. The day to day operations of the Trust are managed by the Trust EMEA Team who have personal responsibilities for specific strategic areas.

The Trust EMEA Team is supported by a wider network of J&J professionals who operate at the local country level and provide support and advice to the Trust on CSR related matters. In addition, J&J employees across EMEA sit on informal CSR committees supporting local partner initiatives and driving community based volunteering programs in line with Our Credo.
Our 2020 Trust Strategy is firmly embedded in our mission to explore measurable and impactful solutions to health care challenges which can deliver sustainable and long-term societal benefits.

The Strategy was launched in 2014 and is regularly reviewed by the Trust Board of Directors to ensure we remain on course and are “fit for purpose” whilst retaining the ability to adapt and respond to a constantly evolving world.

At the end of 2015, the focus areas* of the 2020 Strategy were channelled into three key interventions to bring greater cohesion and unity moving forward. All three interventions are closely interconnected and build-on and amplify the impact and reach generated by each.

By focusing on these interventions, we can accelerate the development and expansion of far-reaching solutions, touching the lives of many more people and transforming and positively impacting their futures.

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Our 2020 Strategy focuses on People, Partnerships and Investment and aims to create greater synergy and more sustainable impact. For example, through our Flagship Partnership with the Aga Khan Development Network (see example below), we have invested in new business models for health improvement programs which have helped to improve health outcomes in three key areas: early childhood development, maternal and child health and nursing and midwifery. For more information, please go to pages 16/17 and 28/29.

Alignment with the J&J Worldwide Corporate Contributions Strategy

The Trust 2020 Strategy is fully aligned with the strategy of the J&J Worldwide Corporate Contributions Group.

- Saving and Improving the Lives of Women and Children
- Preventing Disease in Vulnerable Populations
- Strengthening the Health Care Workforce

This alignment ensures an integrated and consistent approach in all CSR programs and activities, not only just in EMEA, but across One J&J, bringing greater cohesion and helping to deliver a powerful and sustainable impact to the lives of individuals and to communities across the globe.

People

Connecting people and creating networks to share knowledge and skills

Partnerships

Empowering strategic and innovative partnerships across EMEA

INVESTMENT

Addressing social issues in a sustainable way through impact investment

INVESTMENT

EXPLORE NEW BUSINESS MODELS FOR HEALTH IMPROVEMENT PROGRAMS

- Expanding East Africa ECD Program to include health and nutrition for 7,700 families.
- Improved health status of 15,200 people in two regions of Tanzania (2% of women and children under 5).
- Strengthening Nursing Associations
- 1,200 nurses trained in Aswan Governorate, Egypt (50% of total in service nurses).

Partnerships

FLAGSHIP PARTNER SINCE 2001
- Early Childhood Development
- Nursing & Midwifery
- Health Improvement Program

People

7,700 families

Improved health and nutrition

2020

3 interventions

Preventing Disease in Vulnerable Populations

Strengthening the Health Care Workforce
Connecting and empowering people to make a long-term impact. Building inspirational networks and knowledge sharing platforms is a fundamental component of the Trust’s 2020 Strategy.

By connecting and empowering people, both internally within our J&J CSR EMEA community and externally with our partners and stakeholders, we elevate our collective knowledge and learning, to make a significant, long-term impact to the lives of those who most need our help.

Our goal is to foster new ways of collaboration and to support the co-creation of innovative solutions to tackle complex health challenges. Through our people-based initiatives, we are building and strengthening underserved communities and driving forward sustainable and meaningful change that will improve the health and well-being of generations to come.

01 Trust Secondment Strategy Program
Providing a unique opportunity for selected J&J talent in EMEA to give back to society by sharing their knowledge and skills with NGO partners in long-term secondments, based on needs identified by these NGO’s.

02 EMEA CSR Community
A network of dedicated and passionate J&J professionals across EMEA who connect and collaborate to learn and share knowledge, and find innovative solutions to health challenges.

03 Trust Awards
Recognizing the impact of local J&J funded CSR programs and initiatives on improving human health and community engagement, with Trust award money being reinvested into the winning programs.
The Trust Secondment Strategy Program was launched in 2014 and is a key initiative within the Trust 2020 Strategy. It enables selected J&J talent in the EMEA region to give back to society in a unique way, by sharing their expertise and skill sets with NGO partners in long-term assignments, helping to build their organizational capacity and outreach.

Program aims:
• To identify and provide much-needed skill sets to our trusted NGO partners
• To enhance the professional and personal development of J&J employees
• To strengthen the trust and reputation of J&J by bringing Our Credo to life

The program was first piloted in 2014 with four secondments and two Trust Flagship Partners: the Aga Khan Development Network and North Star Alliance. Following its success, it was further upscaled in 2015 to eight secondments with four NGO partners. In 2016, 12 secondment placements with five NGOs have been confirmed, many continuing assignments from earlier secondments.

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CLASSES OF 2015

1. SopHiE BaerT
   FROM J&J Consumer, Belgium
   NGO & LOCATION SOS Children’s Villages
   DURATION February 2015 - February 2016
   SECONDMENT TYPE Expert in Marketing and Communications

2. RiCHaRd BaIRD
   FROM J&J Consumer, UK
   NGO & LOCATION SOS Children’s Villages
   DURATION May - August 2015
   SECONDMENT TYPE Expert in Hospital Management

3. JacQuElIne DiNe
   FROM J&J Consumer, Belgium
   NGO & LOCATION SOS Children’s Villages
   DURATION May - September 2015
   SECONDMENT TYPE Expert in Marketing

4. RichaRd BaIRD
   FROM J&J Consumer, UK
   NGO & LOCATION SOS Children’s Villages
   DURATION May - August 2015
   SECONDMENT TYPE Expert in Hospital Management

5. Corinna RIEGER
   FROM Janssen, Switzerland
   NGO & LOCATION SOS Children’s Villages
   DURATION May - October 2015
   SECONDMENT TYPE Expert in Public Health

6. VICToRA HoLEKAMP
   FROM J&J Consumer, USA
   NGO & LOCATION SOS Children’s Villages
   DURATION August - February 2016
   SECONDMENT TYPE Expert in Business Development

7. lAURENCE MAlLlICK
   FROM Janssen, Spain
   NGO & LOCATION SOS Children’s Villages
   DURATION August - December 2015
   SECONDMENT TYPE Expert in Business Development

8. MARIO RIEGER
   FROM Janssen, Germany
   NGO & LOCATION SOS Children’s Villages
   DURATION July - December 2015
   SECONDMENT TYPE Expert in Business Development

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The Trust Secondment Program is a life-changing experience. It takes employees out of their comfort zone and challenges them to adapt to new cultures, environments and new ways of working in a short period of time; much needed traits for our future leaders.”

Chema Palomo, HR Head North Africa and Near East, Janssen
Meet our Class of 2015

In 2015, eight J&J employees across EMEA undertook a secondment with four NGO partners. For more information: www.jjcct.org

<table>
<thead>
<tr>
<th>Class YEAR</th>
<th>NGO &amp; LOCATION</th>
<th>SECONDMENT TYPE</th>
<th>ROLE TO BE SUCCEEDED IN 2016</th>
<th>SECONDEE</th>
<th>SECONDEE COUNTRY</th>
<th>SECONDEE FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>SOS Children’s Villages International</td>
<td>Secondment not just with “opening doors”</td>
<td>Katja Cramer</td>
<td>Katja Cramer</td>
<td>Germany</td>
<td>Fundraising/Comms Expert</td>
</tr>
<tr>
<td>02</td>
<td>SOS Children’s Villages International</td>
<td>Creation of social media guidelines for corporate fundraising</td>
<td>Sophie Baer</td>
<td>Sophie Baer</td>
<td>Germany</td>
<td>Trust Fundraising/Comms</td>
</tr>
<tr>
<td>03</td>
<td>SOS Children’s Villages Hungary / Czech Republic / Croatia</td>
<td>Development of a loyalty framework for corporate donors</td>
<td>Laurence Mallick</td>
<td>Laurence Mallick</td>
<td>Hungary/Czech Republic/Croatia</td>
<td>Secondment Projects/Communications</td>
</tr>
<tr>
<td>04</td>
<td>SOS Children’s Villages Hungary</td>
<td>Establishing a partnership with Janssen Hungary and SOS Children’s Villages Hungary to improve the early detection of mental disorders in children and young people</td>
<td>Jacqueline Dine</td>
<td>Jacqueline Dine</td>
<td>Hungary</td>
<td>Secondment Projects/Communications</td>
</tr>
<tr>
<td>05</td>
<td>SOS Children’s Villages Hungary</td>
<td>Development of a loyalty framework for corporate donors</td>
<td>Celia Groepe</td>
<td>Celia Groepe</td>
<td>Hungary</td>
<td>Secondment Projects/Communications</td>
</tr>
<tr>
<td>06</td>
<td>SOS Children’s Villages Hungary</td>
<td>Creation of social media guidelines for corporate fundraising</td>
<td>Richard Baird</td>
<td>Richard Baird</td>
<td>Hungary</td>
<td>Trust Fundraising/Comms</td>
</tr>
<tr>
<td>07</td>
<td>SOS Children’s Villages Germany</td>
<td>Development of a loyalty framework for corporate donors</td>
<td>Victoria Holekamp</td>
<td>Victoria Holekamp</td>
<td>Germany</td>
<td>Secondment Projects/Communications</td>
</tr>
<tr>
<td>08</td>
<td>SOS Children’s Villages Germany</td>
<td>Creation of social media guidelines for corporate fundraising</td>
<td>Mario Reger</td>
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SOS Children’s Villages International: Increasing corporate funding to support children in need

SOS Children’s Villages International is a new Trust Secondment partner as of 2015. It is an international NGO that provides services in the areas of care, education, and health for children who have already lost or who are at risk of losing parental care. The work is guided by the spirit of the UN Convention on the Rights of the Child and adheres to the principle that every child grows best in a family environment, with loving parents or care givers, in a place they can call home.

“While we see all our corporate partners as potential advocates and ambassadors for our cause, Katja’s secondment presented a unique opportunity to us. Being both our colleague and an employee of a strong, multinational company, she could convey our vision and mission in an especially profound and credible way.”

Katalin Kovácsné Béres, Corporate Fundraising Advisor, SOS Children’s Villages International

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Kaja was tasked during her six month secondment not only to “open doors” to SOS Villages in Hungary and other locations, but also to improve the early detection of mental disorders in children and young people. She also led a project to strengthen the management and efficiency of medical clinics run by the NGO in Kenya by improving operational processes and systems.

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Victoria Holekamp, Brand Manager Baby, J&J Consumer, Dubai

NGO & LOCATION
AKDN
Uganda

DURATION
June - September 2015

SECONDMENT TYPE
Expert in Business/Org Development
Role to be succeeded in 2016

VICE HOLEKAMP
Brand Manager Baby
J&J Consumer, Dubai

“There were high expectations to achieve tangible outcomes in a short period of time, and through this experience I have developed a much deeper appreciation for diversity and cultural differences, and have gained valuable experience into how to lead change and facilitate stakeholder management.”

Victoria Holekamp

Aga Khan Development Network: Strengthening nursing and midwifery civil society organizations across East Africa

Victoria Holekamp completed a four month secondment with the Aga Khan Development Network (AKDN) in 2015, where she was responsible for strengthening nursing and midwifery civil society organizations (CSOs) across Burundi, Kenya, Rwanda, Tanzania and Uganda.

Nurses and midwives are the main providers of health services in East Africa and the first point of access for most people seeking care, but they face a number of challenges from low pay and poor working conditions to very limited representation in government and policy making.

Initial research completed by Elena Chernyshevich, Market Access Director Janssen Russia, identified barriers facing the nursing and midwifery community during her secondment with the AKDN in 2014. Victoria’s role was to further evaluate these and create a three year strategic plan to build stronger nursing and midwifery CSOs across East Africa to empower the profession and deliver positive change.

SECONDMENT IMPACT

- Establishing networking opportunities for nursing and midwifery professionals to share and collaborate on new ideas and solutions
- Organizing a two day workshop in Nairobi with health care leaders from across East Africa, attended by 30 stakeholders
- Developing a clear action plan with specific country roles and responsibilities

To watch the video and find out more about this story scan the QR code or visit www.vimeo.com/jjcct.
"I had the most amazing time at North Star Alliance and was so warmly welcomed. My stay in Kenya has made me realize just how privileged we are in the Western World, but also how you can make a difference even with limited resources – a great lesson in life!"

Jacqueline Dinie, Digital Marketing Manager, Janssen, Germany

**North Star Alliance: Improving the health of truck drivers in Africa through the Star Driver Program**

Jacqueline Dinie’s role at North Star Alliance was to continue the implementation of the Star Driver Program, first initiated by Thomas Büchel from J&J Consumer during his 2014 secondment placement. See page 33.

The Star Driver Program was developed to encourage long distance truck drivers to regularly visit North Star’s Road Wellness Centres for essential health checks and tests, such as HIV testing, vision and hearing examinations as well as BCC sessions (behaviour change communication) to improve road safety. To qualify as a Star Driver, drivers must attend a clinic four times a year. Only then do they receive a Star Driver certificate which can help boost their job prospects.

North Star’s goal is to gain 13,000 new registered truck drivers across Kenya by the end of 2016 taking part in the Star Driver Program. It currently has eight clinics enrolled in Kenya; and six newly opened clinics in Tanzania need support to implement the program in 2016 and to ensure a high number of new registrations and returning clients.

**SECONDMENT IMPACT**

- Development of implementation plan resulting in all Kenyan centre staff being trained on the Star Driver Program
- Translation of program material, such as flyers and membership cards, into Swahili to make the program more easily accessible to drivers
- Creation of program posters to display outside the centres to increase visibility and awareness
- Adaptation and reutilisation of the SMS reminder service to boost the number of returning clients. Individualized messages are sent out to drivers taking part in the program to remind them of the next visit

**13,000 new registered truck drivers**
“The secondment has been a tremendous learning experience. I was fortunate to be able to work closely with Indian and South African non-profit organizations and better understand the complexity of building a sustainable social enterprise in South Africa. It has been especially rewarding to work with passionate people who are dedicated to improving the lives of the poor.”

Laurence Mallick, New Business Development Manager, Janssen Spain

Dharma Life: Empowering rural entrepreneurs at the base of the pyramid

Dharma Life is a social enterprise based in India and a new partner of the Trust Secondment Strategy Program since 2015. The organization aims to create sustainable livelihoods by creating entrepreneurs at the village level and providing them with socially impactful products at affordable costs. To date, Dharma Life has impacted over 2.5 million lives with a network of some 4,300 village entrepreneurs across India and is keen to expand its business model across Sub-Saharan Africa.

Secondment Spotlight

Laurence Mallick from Janssen Spain embarked on a secondment with Dharma Life to evaluate the organization’s entry into South Africa, with a last mile distribution model of socially impactful products. He gained an in-depth understanding of the macro and micro factors affecting the country, and proceeded to work on three workstreams to evaluate potential partnerships.

SECONDMENT IMPACT

- Contract signed with South Africa’s largest microfinance institution, the Small Enterprise Foundation (SEF), to establish collaboration with Dharma Life, setting out clear actions over the coming months with data gathering as part of a feasibility plan.
- Contract signed between NGO Hand in Hand International and Dharma Life to enter into exploratory phase with Dharma Life, that intends to better understand base of pyramid needs in local context and eventually pilot the model in at least two provinces.
- Development of a strategic plan on behalf of Dharma Life for entry into South Africa including macro and micro factors.
- Pilot project with SaveAct and Reciprocity in Q1 2016 in the Eastern Cape.
- Alignment with Johnson & Johnson Consumer Africa to provide basic logistical and product support.

In 2015, Laurence Mallick from Janssen Spain embarked on a secondment with Dharma Life to evaluate the organization’s entry into South Africa, with a last mile distribution model of socially impactful products. Using skills from his background in new business development, Laurence first analysed the value chain of Dharma Life, made a series of a recommendations for process improvements and organizational changes then mapped out the social innovation space in South Africa.
“Often when companies innovate their business models, they do not look at a broader set of opportunities that might be available to them. One technique we worked on with the group is the notion of templates or stories to get us to think more broadly. We then introduced the Idea Tournament which starts out generating hundreds of ideas before these are narrowed down with each participant championing and pitching their ideas to the group to funnel those with the most impact”.

Professor Stephen Chick, Professor of Technology & Operations Management, INSEAD Business School

EMEA CSR Community: Building strong networks to deliver positive health interventions

Across EMEA, we have a network of over 600 passionate individuals who are at the front line of delivering and supporting our 2020 Trust Strategy. This is our J&J EMEA CSR Community. Though this network, we connect and collaborate to build innovative solutions to health challenges in local communities to make positive and life-changing interventions, or differences, that fulfill and strengthen the mission of the Trust.

Over 40 J&J participants from across EMEA attended the Trust Community Educational Program at INSEAD Business School in Fontainebleau, France in November 2015. This program represented the next step in further developing the knowledge and skill-sharing of our EMEA CSR Community. Representatives from across all J&J business sectors attended the program from a wide range of functions including business development, health care compliance, CSR and communications.

The program entitled ‘Connect - Collaborate - Innovate’ used tools from the Trust/INSEAD’s Innovating Health for Tomorrow program (see page 30) to inspire participants to explore new ways of thinking and shape innovative ideas for social need both in the health and CSR arena.

Facilitated by INSEAD, one of the Trust’s Flagship Partners and one of the world’s leading business schools, the two day session empowered the group to unlock their creativity and to understand the true meaning of value impact by using tools to explore business model innovation.

Over 180 new ideas with the potential to change lives were generated during the session. These ideas were then screened by the group using the Idea Tournament tool which uses ‘crowd sourcing’ evaluation and idea ownership to further drill down and identify potential contenders for future investment and development. As a result, 12 ideas were selected for incubation by the J&J teams and supported by INSEAD hosted webinars during the first half of 2016.

In May 2016, the group will once again reconvene at the INSEAD Campus in Fontainebleau to present their final proposals to a Committee of prestigious internal and external stakeholders. The Committee will then select the three most viable proposals to move forward to the next stage. The Committee will assess the team’s learning journey to date and will take into account the evolution of their innovative idea. Teams will also be asked to provide recommendations on the best way forward and which avenues of exploration could benefit their project post event.

The Trust is evaluating the program and deciding on new courses and training for the future.
Trust Awards: Recognizing the impact made locally across EMEA

The Trust Awards were launched in 2014 to recognize the impact of local J&J funded CSR partnerships and programs across EMEA, with prize money totaling over £12,000 to be reinvested into Gold, Silver and Bronze winning programs.

In 2015, the Awards were up-scaled from one to two award categories, with over £25,600 in prize money to be re-invested by the Trust into six award winning programs.

The 2015 Award Categories

In total, 42 entries were received from 20 countries across EMEA for the 2015 Awards. The entries were judged by an Award Committee Team, before being opened for employee voting. Final selection of the winners in each category was made by the Trust Board of Directors and the Awards were presented at a special ceremony at INSEAD Business School in Fontainebleau, France in November, 2015.

Category 1: HEALTH CARE INITIATIVES

Health care programs or partnerships which demonstrate a strategic, long-term approach to improving health, and which align with the J&J Worldwide Corporate Contributions Strategy.

Category 2: COMMUNITY ENGAGEMENT & VOLUNTEERING

CSR community based initiatives which drive employee engagement in fundraising activities, volunteering and/or mentoring.

WINNERS
HEALTH CARE INITIATIVES

Pepal Uganda Leadership Challenge
Janssen Pharmaceutica NV, Belgium

Play Trailer
Cilag AG, Janssen Supply Chain, Switzerland

Kinderfondsknuffel
Johnson & Johnson Medical B.V., The Netherlands

WINNERS
COMMUNITY ENGAGEMENT & VOLUNTEERING

Caritas Canteen Volunteer Day
Fondazione J&J Italy, Cross sector

Caritas Canteen Volunteer Day is a volunteer campaign which was launched by Fondazione J&J in Italy in 2014. It brings support and relief to underserved communities by offering free hot meals and assistance to those living in poverty, such as the elderly, the homeless, refugees and those who have lost their jobs.

To date, over 140 J&J cross sector employees in Italy have participated in this initiative, working in the front line lunch service, on reception and in the kitchen and laundry rooms.

“The Canteen Volunteer Day program has a great impact and a relevant social value. It’s in places like the canteens that Caritas carries on its legacy of caring for others - offering assistance to the underserved in a city where they usually live unnoticed”.

Mons. Enrico Feroci, President of Caritas Diocesana, Rome

1,950 vulnerable people

Approximately 1,950 vulnerable people have benefitted from this initiative and the Award money will be invested to further improve the common spaces and kitchen area and offer a better service and quality of life to beneficiaries.

WINNERS
COMMUNITY ENGAGEMENT & VOLUNTEERING

Caritas Canteen Volunteer Day
Fondazione J&J Italy, Cross sector

Race to Brazil
Johnson & Johnson UK

From Heart to Heart
Johnson & Johnson Russia, Ukraine & CIS

GOLD AWARD

Pepal Uganda Leadership Challenge
Belgium, Pharma

In Uganda, over 300 out of every 100,000 pregnant women die every year during childbirth. Many of these deaths take place at home as pregnant women are often unwilling to seek health care, due to a lack of quality services. While infrastructure and resources are limited, it is widely recognized that poor leadership and a lack of effective teamwork contributes to poor service delivery.

In response, Janssen Pharmaceutica created the Caring Together project in partnership with Pepal, a foundation that connects NGOs and businesses, and Baylor-Uganda, a leading health care NGO.

“Caring Together addresses the critical leadership gap in our health facilities. With our Janssen colleagues we designed a leadership training program which we are now taking to 270 health facilities and training over 6,000 health workers. Through this we hope to deliver better health services to 2,000,000 people and 170,000 pregnant women.”

Musiime Michael Koima, Baylor-Uganda Rwenzori Project Manager of Caring Together project.

15 Caring Together districts will benefit from the Award money to introduce prizes, enabling district leaders to reward and recognize health workers and facilities which have made a significant contribution to improving service delivery.

GOLD AWARD

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In 2015, the Trust committed £6m to 62 partners in 36 countries in EMEA through three partnership models:

01 Trust Flagship Partners
These are organizations which have a long-standing partnership with the Trust, and who share an aligned mission and values. They are 100% funded by the Trust and have the capacity to achieve a high social impact across the EMEA region.

The Trust has three Flagship Partners: Aga Khan Development Network, INSEAD Business School and North Star Alliance.

02 EMEA Partnerships
These are local country partnerships which are 50% co-funded between the Trust and Johnson & Johnson Operating Companies in EMEA for up to three years sustainable community-based partnerships. Trust funding is awarded through a competitive bidding process measured against program and impact criteria governed by the Trust Board of Directors.

03 Donor Advised Funds
These are funds which are 100% financed by Johnson & Johnson EMEA entities, but which are managed by the Trust to ensure integration and alignment with the Johnson & Johnson Worldwide Corporate Contributions Strategy and a standardized measurement of impact.

Expanding our impact and reach through our partnership strategy. Partnerships are a core focus of our 2020 Trust Strategy. Working closely with our trusted partners we are able to deliver an even greater impact across the EMEA region.

Our partnerships are founded on shared goals and vision, and target areas of high unmet need. Together, we explore and activate innovative long-term solutions to improve health and well-being in under-served communities.
The Aga Khan Development Network (AKDN) operates as a network of private development agencies, covering a wide remit of sectors, including health and education, in some of the poorest countries in the world. It works to improve the welfare and prospects of people in the developing world, particularly in Asia and Africa, supporting marginalized communities to achieve a level of self-reliance through access to tools, knowledge and education.

The Trust has a long-term partnership with the AKDN, working on a number of innovative programs and initiatives to improve community resources within Nursing and Midwifery, Early Childhood Development and Maternal and Newborn Child Health.

Improving the health status of women and children in Southern Tanzania

With a population of 45 million and an annual growth rate of 2.9%, Tanzania continues to have one of the fastest growing populations in the world. However, in southern Tanzania, diarrheal disease, respiratory tract infections, malaria and under-nutrition remain a significant cause of morbidity and mortality in children, whilst malnutrition among children under five is alarmingly high.

The intensity of these problems is more pronounced in the coastal regions of Mtwara and Lindi. Most critical health indicators in the two regions are below national average. An alarmingly low rate of exclusive breastfeeding in the regions is contributing to the high rates of stunting and diarrheal disease in children.

In response, the Government of Tanzania has taken several initiatives to reduce maternal, new-born and child mortality by improving equity and access to health services. With funding from the Trust, the AKDN is working on a long-term, health improvement program with the government to improve maternal, newborn and child health in these areas.

The AKDN is working on a long-term, health improvement program with the government to improve maternal, newborn and child health in these areas. Using the existing network of community health workers, the AKDN is promoting appropriate infant and young child nutrition programs and strengthening health systems through capacity building among health care workers and health facility management teams, and improving community-based health resources for primary health facilities.

Since the program launched in 2012, the AKDN has been working in southern Tanzania to strengthen the management and leadership in 20 health facilities and building capacities of 265 community health workers, resulting in over 15,000 beneficiaries reached with behaviour change communication messages on safe motherhood, newborn care, care for child development, nutrition, importance of vaccination and water sanitation and hygiene. During 2015, the main focus of the program was on building a supportive environment, developing context-appropriate communication strategies (including e-health), and providing mentoring, coaching and supervision to health care teams; a strategy clearly demonstrating the effectiveness of a low-cost high impact approach to improving the health status of children and women.

This program was also supported by a Trust Secondment in 2015.

Staci Frost, Acting CEO, Aga Khan Foundation (UK)
**INSEAD** is one of the world’s leading business schools delivering inspirational and innovative programs to transform lives and create value for organizations and communities.

**The Trust and INSEAD partner to transform health systems.** Within this partnership, INSEAD delivers three health leadership programs that offer senior managers in the health care arena the opportunity to transition leadership and management thinking from the business sector to their complex delivery organizations.

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01 **Innovating Health for Tomorrow (IHT)**

A pioneering program which addresses the practical issues of innovation and change management for senior health care executives; helping them to re-think the challenges of ageing populations, rising expectations and chronic illness and improve the efficiency of health provision.

In 2015, 30 participants from five continents completed the IHT with new materials developed for use in future programs in the areas of value-based medicine in Europe and in novel focused specialty hospitals in India.

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02 **Innovators for Community Wellness (ICW)**

A unique program for senior managers and NGOs in the Middle East and emerging markets who are working in primary care, public health or chronic disease and are faced with the challenge of developing new approaches for better health care service design and delivery in the community setting.

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03 **Middle East Health Leadership Program (MEHLP)**

An executive development program designed to provide executives, policy makers and department heads in the Middle East with techniques and skills to significantly shape leadership and management strategies in order to help health care organizations fulfill their mission.

In 2015, 31 participants from 15 nations working in 10 countries of the Middle East completed the MEHLP. The program continues to reinforce and deepen skills in the areas of strategic thinking, operations strategy, leadership and patient-focused services.

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Expanding the reach of the Innovators for Community Wellness program

In 2015, the Trust expanded its Innovators for Community Wellness (ICW) program to increase participation from emerging markets, such as Sub-Sahara Africa and Eastern Europe.

The ICW program was first launched by the Trust in 2011, in collaboration with INSEAD in Abu Dhabi, to provide a much-needed platform for primary health care professionals to innovate in health delivery and build greater health care capacity.

Previously, it was open to applicants from the Middle East only, but in 2015 the Trust provided additional funding to expand participant outreach across the EMEA region, supporting participants with a newly established scholarship program.

Also in 2015, the program opened for the first time to NGO applicants, further expanding the Trust’s partnership model.

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“Broadening of scope of this program, both in terms of geographical and organizational reach, has been a success in terms of fostering collaboration and cross-learning between different organizations all striving to achieve the same goal of improving human health.”

Professor Stephen Chick, Professor of Technology & Operations Management, INSEAD Business School

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As from 2016 ICW will be known as Strategic Innovation for Community Health (STICH).
"Our partnership with the Trust is a cornerstone in the foundation of our future ambitions. The investment of their time and energy, teamed with their areas of expertise and experience have brought about valuable developments within North Star Alliance. The Trust has helped us get to where we are today, and the future is bright; working together we will continue to bring essential health services to hard-to-reach populations."

Ylse van der Schoot, Executive Director, North Star Alliance

North Star Alliance offers primary health care services, HIV testing and health education to hard-to-reach, mobile populations such as truck drivers and sex workers, through their Blue Box Road Wellness Centres.

Knowledge sharing through the Trust Secondment Program

In 2014, Thomas Büchel from J&J Consumer in Germany developed the Star Driver Program during his secondment with North Star Alliance; a customer facing initiative designed to strengthen the NGO’s brand and reputation and increase its customer base. In Sub-Saharan Africa, transport companies lose many of their long-distance truck drivers through diseases such as HIV. Encouraging more truck drivers to regularly visit North Star’s Road Wellness Centres and access basic health care and health education can help to control the spread of disease. The Star Driver Program incentivises truck drivers to visit the Road Wellness Centres four times a year in return for being rewarded with a Star Driver certificate. This is a document which can greatly boost their job prospects with their employer. Whilst at the clinic, they also receive a health examination to improve safety on the road.

In 2015, Jacqueline Dinie from Janssen Germany joined North Star on a five-month secondment to continue the further development and roll-out of the Star Driver Program in Kenya. You can read more about the impact of her secondment on page 18.

Supporting organizational development

The Trust has also strengthened the organizational structure of North Star Alliance through its secondment program. In 2015, Sara Bureick from Janssen Germany used her HR expertise to develop a harmonized performance management system across North Star’s 150-strong workforce and, in August 2015, Mario Rieger from Janssen Germany joined North Star Alliance on a six-month secondment to develop standardized policies, procedures and working processes across all countries in which they operate.

To watch the video and find out more about this story scan the QR code or visit www.vimeo.com/jjcct.

In 2015, North Star Alliance had 135,938 unique visits to its clinics, and met with 117,042 people through outreach and behavioral change communication sessions.
EMEA Partnerships

EMEA Partnerships are local country partnerships which are aligned with the 2020 Trust Strategy. They are 50% co-funded between the Trust and Johnson & Johnson Operating Companies in EMEA for up to three years sustainable community-based partnerships. Trust funding is awarded through a competitive bidding process measured against program and impact criteria governed by the Trust Board of Directors.

Examples of our EMEA Partnerships are covered in the following pages. For information on all our EMEA partnerships go to our website www.jcct.org.

Improving the quality of life for refugees
Improving Life on Hold is a new partnership between the Norwegian People’s Aid (NPA), the Trust and the Johnson & Johnson Family of Companies in Norway. It is awarded through a competitive bidding process measured against three years sustainable community-based partnerships. Trust funding for activities that promote their mental or physical health with the goal of reaching 3,000 adults and 360 children.

The program focuses on supporting the physical and mental wellbeing of women and children who are living in refugee reception centers. It aims to provide refugees with access to activities that can support their wellbeing as they wait for the outcome of their application for immigration status. In 2015, as the refugee crisis escalated across Europe, the Middle East and Africa, NPA’s main focus was to establish enough reception centers to meet the needs of newly arrived refugees. The partnership supported the reception centers through the donation of hygiene products which started in December 2015 when they reached approximately 460 refugees. In 2016, they aim to deliver 10,960 hygiene products to more than 3,000 adults and 360 children.

The main phase of the program will start in 2016, when the residents of the reception centers will work with NPA to establish self-governing committees. Residents will then be encouraged to apply for funding for activities that promote their mental or physical health with the goal of reaching 1,965 refugees in 2016.

Norwegian People’s Aid (NPA), the Trust and Johnson & Johnson Family of Companies, Norway

Supporting local early childhood development initiatives in Egypt
The three-year Moments of Caring program was launched in 2014 in collaboration with Save the Children, the Trust, Johnson & Johnson Middle East.

It is an early childhood development program (ECD) which focuses on improving the healthy development and survival of newborns and young children in the most vulnerable areas of Egypt. The program takes a holistic approach working with mothers, community members and health care workers to improve local hygiene and health practices.

It is delivered through a series of interventions including local health campaigns, home educational visits, mother and child mobile health clinics and the training and development of health care clinicians and community workers. The program began its roll out in 2015, in the two target areas of Cairo and Assiut. These activities included:

- Understanding the needs of the community through carrying out a baseline study of 541 women in the targeted areas and carrying out five workshops of 53 representatives from NGOs and government officials in both regions.
- Running health care trainings to 268 physicians, nurses and laboratory technicians on topics including ultrasonic technology and infection control, over 17 training days; as well as the training of 34 community workers on the topics of family health, ECD and communication skills.
- Delivering awareness classes to 780 women, which included 91 medical check-ups for participants who registered for classes. During its first medical caravan in Cairo it reached 161 children and mothers.

The program was launched in 2014 in collaboration with Save the Children, the Trust, Johnson & Johnson Middle East.

Minutes of Caring

30 home visits

17 families registered in support program

The goal of the program is to successfully enable at least one parent/carer to return to work and to empower the household to reach a level of self-sufficiency and dignity that it had prior to the financial crisis.

To date, 30 home visits have taken place during 2015. Out of these home visits 17 families have been selected and registered in the support program and three families have now found employment.

PRAKIS
Janssen, Greece

Providing support to families facing poverty in Greece
The Adopting Families Syn sto Plin program is a new partnership launched in 2015 between the Trust and Janssen Greece. It provides holistic one-to-one tailored support to families in Athens who are facing poverty and who are at an immediate risk of homelessness.

The partnership is run by PRAKIS (Programs of Development, Social Support and Medical Cooperation), and it works with Greek households for three to six months, providing families with access to financial, psychological, employment and legal support.

Together with a range of partners, we support programs that help mothers and babies survive childbirth, and help those who struggle to survive reach their full potential and thrive – no matter where they live.
Working with community-based partners, we are educating communities on how to prevent and reduce the risk of chronic diseases such as HIV/AIDS, obesity and diabetes, and fight the stigma of disease and mental illness.

**Improving health and well-being in Italy**

The Susan G. Komen Italia Onlus association was set up in 2000 to advocate for better breast cancer awareness. The partnership between Fondazione Johnson & Johnson in Italy, the Trust and Susan G. Komen Italia Onlus, runs free breast screening, health check-ups and health awareness and prevention campaigns.

In 2015, the program expanded its activities to further focus on the needs of underserved communities, and those who cannot afford access to private health care screenings. It established a mobile conference center to house educational talks and treatment sessions, as well as running four new workshops on disease prevention, healthy diet, exercise, psychological health and wellness. Over the three day Race for the Cure events, 4,000 screenings took place and 10 breast cancer cases were detected. In total, over 100,000 people participated in the races in Italy.

The Susan G. Komen Italia Onlus Association
Fondazione Johnson & Johnson, Italy

In 2015, the program expanded its reach to include communities living in isolated Greek islands who had limited access to health care services as well as expanding its treatment offerings to include vaccinations and fluoridation. These services are delivered through mobile medical clinics that are staffed with volunteer health professionals, social workers and community members.

**Meeting the needs of homeless communities in Paris**

The Samusocial of Paris partnership between the Johnson & Johnson Family of Companies in France and the Trust was launched in 2015. It supports people affected by homelessness through the delivery of psychiatric support, medical consultations and the treatment of skin conditions.

The partnership includes financial funding to support psychiatric and medical services; the provision of Johnson & Johnson products and the donation of employees time to support the Samusocial organization.

In 2015, the program expanded its reach to include communities living in isolated Greek islands who had limited access to health care services as well as expanding its treatment offerings to include vaccinations and fluoridation. These services are delivered through mobile medical clinics that are staffed with volunteer health professionals, social workers and community members.

**Mobile health clinics that aim to deliver preventative health care services to children**

The Smile of the Child partnership with the Johnson & Johnson Family of Companies in Greece and the Trust provides preventative health care services to underprivileged children through the Hippocrates program, which was launched in 2013.

In 2015, the program increased its reach to include communities living in isolated Greek islands who had limited access to health care services as well as expanding its treatment offerings to include vaccinations and fluoridation. These services are delivered through mobile medical clinics that are staffed with volunteer health professionals, social workers and community members.

**10 new patients a week**

The program was launched at the end of 2015. During the first two months of the partnership, 10 new patients a week have been seen by the center’s psychiatrist, contributing to the direction and implementation of treatment for 80 patients in collaboration with referring physicians. In addition, training has been established to support care givers.

Susan G. Komen Italia Onlus Association
Fondazione Johnson & Johnson, Italy

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**Hippocrates program**

The program focuses on providing health education to parents and children on disease, treatment and prevention as well as delivering health examinations and basic health treatment. The organization connects local and state authorities including the ministries of health and education with local doctors, dentists, nurses and volunteers to provide high quality treatment.

Smile of the Child
Johnson & Johnson Family of Companies, Greece

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**95,701 families supported**

The program focuses on providing health education to parents and children on disease, treatment and prevention as well as delivering health examinations and basic health treatment. The organization connects local and state authorities including the ministries of health and education with local doctors, dentists, nurses and volunteers to provide high quality treatment.

Smile of the Child
Johnson & Johnson Family of Companies, Greece

“Greece is going through challenging circumstances with a deep and extended socioeconomic crisis. In 2015 ‘The Smile of the Child’ supported 95,701 children and their families across Greece and we managed to strengthen and expand our services for the benefit of all these children. Today the need for preventive medicine in children is greater than ever. Due to Johnson & Johnson’s continued support we have been able to examine 15,038 children by performing 24,749 preventive examinations in 10 regions.”

Mr. Kostas Giannopoulos, President of The Smile of the Child

Susan G. Komen Italia Onlus Association
Fondazione Johnson & Johnson, Italy

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In 2015, the Johnson & Johnson Family of Companies in Switzerland and the Trust launched a new three year partnership with the Swiss Red Cross (SRC) to support families caring for people with dementia. One of the key initiatives involves the delivery of 67,500 additional hours of relief for dementia patients’ relatives across Switzerland. The initiative provides family members with much needed support and respite through the service of a qualified, SRC-employed carer who takes responsibility for home care and helps with household tasks. In Switzerland, roughly 300,000 people are currently caring for and attending to the needs of an elderly, sick, chronically ill or disabled person at home.

In 2015, the partnership delivered 15,000 hours of additional relief for care givers and recruited new care assistants on a regional level to coordinate and provide professional relief.

The initiative provides family members with much needed support and respite through the service of a qualified, SRC-employed carer who takes responsibility for home care and helps with household tasks. In Switzerland, roughly 300,000 people are currently caring for and attending to the needs of an elderly, sick, chronically ill or disabled person at home.

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**Swiss Red Cross**
Johnson & Johnson Family of Companies, Switzerland

**67,500 hours of relief**

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**Strengthening health care systems across EMEA**

**The Effective Health Care Resource Management program** is a partnership between the Stockholm School of Economics (SSE) in Riga, the Trust and the Johnson & Johnson Medical Companies in Central Eastern Europe. It is an intensive two-module program, which focuses on the disciplines of finance, strategy, and leadership, and aims to equip participants with the knowledge, skills and tools to lead their health care organizations more efficiently and effectively. It also gives participants the opportunity to learn from each other’s experiences.

**The network focuses on strengthening the competencies of patient organizations; increasing civil awareness of the rights of patients and endorsing system based health solutions and health policy. This is achieved through an online portal to connect members, as well as running activities such as lectures, webinars and coaching sessions. In 2015 the project focused on the development of the platform and in organizing a series of inspiring workshops in the areas of health, management, finance and communication.**

In 2015, the website www.siecdlazdrowia.pl was launched, and 920 organizations signed in to the portal. The partnership ran five ‘healthy incentive’ meetings and a training program in Warsaw which was attended by 125 NGOs. To date, 141 leaders of patient organizations have participated in meetings and the program has fostered 25 mentoring relationships.

**Institute for Patient Rights and Health Education**
Janssen, Poland

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**Empowering patients and health organizations in Poland**

The Network 4 Health partnership between Janssen Poland, the Trust and the Institute for Patient Rights and Health Education was launched in 2015.

It is the first professional network of patient organizations and health NGOs in Poland. Its goal is to share skills, knowledge and expertise from across organizations and to work together on joint projects, at both a national and European level, in order to deliver high quality interventions that improve the lives of patients.

**The network focuses on strengthening the competencies of patient organizations; increasing civil awareness of the rights of patients and endorsing system based health solutions and health policy. This is achieved through an online portal to connect members, as well as running activities such as lectures, webinars and coaching sessions. In 2015 the project focused on the development of the platform and in organizing a series of inspiring workshops in the areas of health, management, finance and communication.**

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**Institute for Patient Rights and Health Education**
Janssen, Poland

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**Exploring new ways to support people with dementia and their loved ones**

In 2015, the Johnson & Johnson Family of Companies in Switzerland and the Trust launched a new three year partnership with the Swiss Red Cross (SRC) to support families caring for people with dementia. One of the key initiatives involves the delivery of 67,500 additional hours of relief for dementia patients’ relatives across Switzerland. The initiative provides family members with much needed support and respite through the service of a qualified, SRC-employed carer who takes responsibility for home care and helps with household tasks. In Switzerland, roughly 300,000 people are currently caring for and attending to the needs of an elderly, sick, chronically ill or disabled person at home.

In 2015, the partnership delivered 15,000 hours of additional relief for care givers and recruited new care assistants on a regional level to coordinate and provide professional relief.

**Swiss Red Cross**
Johnson & Johnson Family of Companies, Switzerland

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**JOHNSON & JOHNSON CORPORATE CITIZENSHIP TRuST**
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**Swiss Red Cross**
Johnson & Johnson Family of Companies, Switzerland

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**strengthening health care systems across emeA**

The Effective Health Care Resource Management program is a partnership between the Stockholm School of Economics (SSE) in Riga, the Trust and the Johnson & Johnson Medical Companies in Central Eastern Europe. It is an intensive two-module program, which focuses on the disciplines of finance, strategy, and leadership, and aims to equip participants with the knowledge, skills and tools to lead their health care organizations more efficiently and effectively. It also gives participants the opportunity to learn from each other’s experiences.

**Stockholm School of Economics**
Johnson & Johnson Medical Companies, Central Eastern Europe

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**Institute for Patient Rights and Health Education**
Janssen, Poland

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**We are inspired to help create a world where people, no matter their circumstances, have access to quality health care. We collaborate with respected groups to train doctors, nurses and others who work to keep communities healthy.**

Johnson & Johnson has been working with the SSE since 2009, and in 2015 the program was redesigned to focus on non-clinical stakeholders, and to expand the remit from the Baltic Region to include Central and Eastern Europe.

In 2016, it will be piloted to 24 participants. Since the establishment of the partnership the SSE has run five programs with a total of 103 senior health care professionals participating.

**Stockholm School of Economics**
Johnson & Johnson Medical Companies, Central Eastern Europe

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**“Relatives of people with dementia are doubly under pressure. On the one hand, the changes to the personality of the person in their care can cause enormous emotional stress. On the other, family carers of people with dementia reach their physical limits and run the risk of falling ill themselves. Johnson & Johnson has recognized this social challenge and is the first company to partner with the SRC in respite services for family carers.”**

Sandra Gimmel, Project Manager for Respite Services for Family Carers, The Swiss Red Cross

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*Photo credit: Swiss Red Cross*
DONOR ADVISED Partnerships

In 2015, Janssen EMEA made a three-year £4.2 million commitment to work with the Trust to explore and support innovative programs that will improve the health and well-being of underserved communities. The multi-tiered strategy developed by the Trust for the deployment of this fund includes a focus on Early Childhood Development and Strengthening Community Health Workers, delivered through partner-led health and education programs.

**DONOR ADVISED Partnerships**

**Janssen EMEA funding delivers three year long-term impact**

Examples of how the fund is being deployed

SOS Children’s Villages International (SOS CVI) focuses on supporting children and their families in the areas of education, health care, counselling and vocational skills. One of the new SOS CVI projects is ‘Save my Mother’, a Gambian project developed with SOS CVI and the Female Cancer Foundation, which will run cervical cancer awareness campaigns, screening and training for medical staff and community health workers. Janssen EMEA has committed over £190,000 on a three year basis. The aim is to reach more than 149,100 women, health care professionals and community workers with the ultimate goal of saving the lives of more than 4,000 women. The program will also receive additional support through the Trust Secondment Program. See page 15.

In December 2015, Janssen EMEA, through the support of the Trust, agreed to fund a three year, £440,000 partnership with the Aga Khan Development Network. The program will support early childhood development initiatives in rural communities in Kyrgyzstan and Tajikistan. The partnership aims to support 20,080 children aged from 0 to 3 years, and more than 10,784 parents and care givers. The partnership focuses on the overall cognitive, social, emotional and physical development of children and will be supported by a Trust Secondment placement in 2016.

*Source: SOS Children’s Villages International*

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JOHNSON & JOHNSON CORPORATE CITIZENSHIP TRUST

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DONOR ADVISED Partnerships

Empowering Health Systems in Underserved Regions through Donor Advised Funding. Johnson & Johnson has a long-standing legacy of commitment and partnership to improve global public health for individuals, families and communities worldwide.

Janssen, the Pharmaceutical Companies of Johnson & Johnson, recently launched Connect for Life™. This collaborative new program is part of the Company’s ongoing commitment to global public health and utilizes locally-relevant approaches to enhance detection, treatment, and prevention of diseases affecting vulnerable communities in underserved regions.

Connect for Life™ deploys mobile and digital technologies, demonstration projects, and Academies of independent local experts to generate regional evidence, provide tailored education and training, and bring to scale impactful solutions against some of our time’s greatest public health challenges.

The implementation of Connect for Life™ is through the Ugandan Academy for Health Innovation & Impact - a new program to empower health care workers, academics, and patients to address critical health challenges, including HIV, TB, and maternal and child health in innovative, collaborative, and context-appropriate ways. The initiative is a joint effort between Janssen, the Ugandan Ministry of Health, the Infectious Diseases Institute in Uganda, the Trust, and several other dedicated stakeholders.

In Uganda, it is estimated that 1.6 million people are living with HIV and 58,000 with TB*, a situation which has a long-term health impact for individuals, communities and society.

In April 2015, the Infectious Diseases Institute, the Ugandan Ministry of Health, Janssen, the Pharmaceutical Companies of Johnson & Johnson, and the Trust unveiled the Ugandan Academy for Health Innovation and Impact.

Driving change for the future through Impact Investment
Impact investments are investments made into companies, organizations, and funds with the intention to generate measurable social and environmental impact alongside a financial return.

“Impact Investment is an area where the Trust can play a significant role, acting as a catalyst to bring together a network of partners to unlock resources and capital that will positively impact people’s lives.” Frank Welvaert, Managing Director of the Trust

There is growing evidence that impact investment has become increasingly relevant in today’s economic setting as social challenges have mounted while public funds in many countries are under pressure. Grant making is no longer a sustainable option on its own, and new approaches are needed for addressing social and economic challenges, including new models of public and private partnership which can fund, deliver and scale innovative solutions from the ground up.

The expectation of the millennial generation has accelerated the growth of social entrepreneurship with more people seeking innovative solutions to tackle social challenges. Like their technology predecessors in the early 80s, these new social innovators need capital to realize their potential, but often face obstacles in securing investment, due to their risk profile, compared to more mainstream organizations.

Two years ago, the Trust began exploring the opportunity to build on its existing legacy of community giving through the development of an investment strategy, to address social issues in a sustainable and measurable way, and in 2015 the Trust’s Impact investment Strategy was launched.

The Strategy will focus on a limited number of impact investment opportunities over the next five to ten years, working in collaboration with external partners to offer a flexible investment model to social/health entrepreneurs. The investment portfolio will be decided by the Trust Board of Directors, following expert counsel from the newly created Trust Impact Advisory Committee. The Committee will provide guidance and advice to the Trust on strategic investment decisions and its growth strategy; build and prioritise the investment strategy; and support the Trust on the implementation of their recommendations. They will also closely monitor and measure all investments against social and financial performance targets.

An initial £11m has been secured by the Trust for the initial phase of the Strategy. Exploring potential partnerships and investment opportunities

“Impact Investments are an innovative asset class - presently the most sophisticated and effective investments on offer. Indeed, impact integrates a holistic and engaging approach with an intervention to support a measurable, social effect - a force for good.”

Gamil de Chadarevian, Founder GIST Initiatives Ltd.

“Syria’s neighbours have been struggling under the burden of the conflicts’ refugee crisis for five years, to the point where in Lebanon one third of the population are now Syrian refugees. Clearly these countries cannot bear the burden alone. No child should have to spend their entire childhood in a refugee camp. Lost hope is the trigger which drives people to make perilous journeys.”

Robbie McIntyre, Save the Children’s Humanitarian Communications Team

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Robbie McIntyre, Save the Children’s Humanitarian Communications Team

Provisioning humanitarian interventions to support those in desperate need

The Syria conflict has triggered the world’s largest humanitarian crisis since World War II. According to the UN, over 13.5 million people are in need of humanitarian support including six million children. As a result, an entire generation of young children are being exposed to war and violence and increasingly deprived of basic services, education and protection. Source: European Commission, September 2015

250,000 people have died in Syria since 2011 and the outbreak of the civil war

11,000,000 people have been forced to leave their homes

4,000,000 people, mostly women and children, have fled Syria

6,600,000 people are internally displaced of which 2.8 million are children

Sources: UNHCR, European Commission

Alleviating suffering through immediate and long-term support

The Johnson & Johnson Family of Companies in cooperation with the Trust responded to this humanitarian crisis with multiple health and humanitarian interventions in supporting the plight of the many refugees to find safety and relief from suffering; working in partnership with trusted NGOs to alleviate the immediate suffering of refugees whilst supporting long-term resilience building programs.

01 Corporate Donation

On November 17, 2015, Johnson & Johnson announced a commitment of £1,186,763 million ($1.75 million) further strengthening the overall relationship with Save the Children to support children impacted by the Syrian refugee crisis and to strengthen long-term resiliency in their communities. Save the Children is actively working with neighbouring countries, supporting refugee camps in Jordan, Lebanon and Egypt through the provision of critical protection, education, food and shelter.

£1,186,763 corporate donation

02 Product Donation

Several thousands of units of Johnson & Johnson products have been donated to the value of £2,170,800 to support NGOs operating directly in Lebanon, Jordan and Iraq. (Calculated by EURMED inc. donations to neighbouring countries from January 2013)

£2,170,800 product donation

03 Regional Johnson & Johnson Support

Many Johnson & Johnson Operating Companies across the EMEA region have been actively engaged in supporting refugees through financial donations and employee initiatives. For example, in Austria, Janssen is working with SOS Children’s Villages to enable assistance and education of unaccompanied children, whilst in Norway, Johnson & Johnson companies signed a partnership agreement with Norwegian People’s Aid to support refugee reception centers.

£95,120 regional support

04 Johnson & Johnson Employee Donation

In September 2015, the Trust launched an Employee Donation Platform with all donations made through this platform going directly to Save the Children’s response to the refugee crisis. Until March 2016, a total of £13,047 has been raised by Johnson & Johnson employees, with this money being used to provide nutritious meals to children fleeing conflict zones.

£13,047 employee donation
HELPING CHILDREN REACH THEIR POTENTIAL THROUGH RESILIENCE BUILDING PROGRAMS. The long-term recovery of impacted communities depends on resilience-building activities including mental health support, community-building initiatives for displaced families and education for children in refugee camps.

In Syria and neighbouring countries, it is estimated that almost three million children are unable to go to school, affecting the future potential of an entire generation.

The Trust and Johnson & Johnson are now actively engaging with Save the Children in the Lebanon and Jordan to build resilience capacity in health and education, with a particular focus on mental health and psychosocial care, education and life skills training for parents and care givers. This will allow children to recover faster from their trauma and provide them with the tools they need for a self-sufficient future.

Sources: UNHCR, Save the Children, European Commission

A pilot project in Lebanon, supported by the Trust and Johnson & Johnson Middle East has been launched in February 2016 with Save the Children. The project aims to improve children’s lives through education, mental health and capacity-building of care givers.

“Save the Children is responding to the refugee crisis in the countries of origin, on route and when they arrive. Working along these migration routes, we are providing food, warm clothes and psychological care to children travelling long and dangerous journeys, braving rough seas and bitterly cold winter temperatures along the refugee route. The support from partners like Johnson & Johnson is essential in helping us reach those in need.”

Robbie McIntyre, Save the Children’s Humanitarian Communications Team

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Directors’ Report and Financial Statements
For the year ended 31st December 2015

2015 List of Directors

Directors
Jane Griffiths
Frank Welvaert
Takis Baladis
Trevor Bond (appointed 19 January 2015)
Wim Bosmans
Michelle Brennan (appointed 12 October 2015)
Dirk Collier (resigned 9 July 2015)
Cathy Dalene (resigned 10 March 2016)
Sabine Dandiguian
Angelika Elser (appointed 22 January 2015)
Juan Jose Gonzalez (resigned 17 November 2015)
Jose Justino (resigned 19 January 2015)
Nikos Kefalas
Jacques Peeters (appointed 19 May 2015)
Demet Russ (appointed 28 September 2015)
Neil Wood
Steve Wooding (resigned 14 October 2015)

Finance Advisory Committee
Tanja Bastens
Robert Hardt
Ronnie Tam
Neil Wood

Impact Advisory Committee
Jane Griffiths
Frank Welvaert
Sir Henry Burns (Professor Global Public Health, Strathclyde University Glasgow, UK)
Gamal de Chadarevian (Founder GIST Initiatives Ltd, Italy)
Benny Landers (Managing Director CDC Group Ltd, UK)
Dato’ Dr. Kim Tan (Chairman SpringHill Management Ltd, UK)
Martin Taylor (External member, Financial Policy Committee, Bank of England, UK)

Company Secretary
Gillespie MacAndrew LLP
5 Atholl Crescent
Edinburgh EH3 8EJ
United Kingdom

Registered Office
5 Atholl Crescent
Edinburgh EH3 8EJ
United Kingdom

Auditor
Scott-Moncrieff
Exchange Place 3
Semple Street
Edinburgh EH3 2BL
United Kingdom

Banker
Royal Bank of Scotland
96 St. Andrews Square
Edinburgh EH2 2TB
United Kingdom

Solicitor
Gillespie MacAndrew LLP
5 Atholl Crescent
Edinburgh EH3 8EJ
United Kingdom

Company Number:
SC327028
Charity Number:
SC017977

Johnson & Johnson Corporate Citizenship Trust
Directors’ Report (including the Directors’ Strategic Report) and
Financial Statements
For the year ended 31st December 2015

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Directors’ responsibilities

Independent Auditor’s Report to the Members and Directors
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For EMEA and Flagship Partnerships only, the Trust engaged with 34 partners delivering £2,881,240 within the EMEA region.

In 2015, the Trust engaged with 62 partners

The Trust was founded in 2007 and is a Johnson & Johnson (J&J) Corporate Social Responsibility (CSR) programs across Europe, the Middle East and Africa (EMEA). The Trust was founded in 2007 and is a registered charity and a company limited by guarantee. It is an independent organization that reflects the J&J Family of Companies’ commitment to improve the quality of life of the communities that its employees live and work in. The Trust is funded by the J&J Family of Companies through J&J Operating Companies in EMEA.

Our 2020 strategy

The Trust 2020 Strategy brings greater clarity, accountability and transparency to our operations and guides the future direction of the Trust. The Trust focuses on three interventions which are all closely interconnected and build on and amplify the impact and reach generated by each:

People: Connecting people and creating networks to share knowledge and skills

Partnerships: Empowering strategic and innovative partnerships across EMEA

Impact Investment: Addressing social issues in a sustainable way through impact investment.

Mission

The mission of the Johnson & Johnson Corporate Citizenship Trust (Trust) is to make sustainable, long-term differences in human health. It does this by investing in strategic partnerships and innovative solutions that add value to society and impact people’s lives.

About us

The Trust is responsible for managing all Johnson & Johnson (J&J) Corporate Social Responsibility (CSR) programs and activities in EMEA that sit within the J&J Worldwide Corporate Contributions function. It is unique in its status as a Trust. The Trust 2020 Strategy is fully aligned with the J&J Worldwide Corporate Contributions Strategy which focuses on:

- Saving and improving the lives of women and children
- Preventing disease in vulnerable populations
- Strengthening the health care workforce

For more information, please visit the Partnerships section on page 53.

Grant making policy

The Trust Board of Directors has developed a Grant Making Policy to ensure that grant making decisions are made effectively and transparently. Given the geographical spread of the Trust, consideration and thought is given to the individual needs and challenges of each country. To this end, the Trust supports both cross border programs and initiatives (Flagship Partnerships) and national programs and initiatives (EMEA Partnerships).

With respect to Trust Flagship Partnerships, the Aga Khan Development Network, INSEAD Business School and North Star Alliance have been approved by the Board of Directors as the current Flagship Partners. The work-plan includes specific milestones with clear impact, output and outcomes over respective three year program frameworks. Progress and results are presented to the Trust Board on an annual basis. The Flagship Partnerships are entirely funded by the Trust.

The EMEA Partnerships are co-funded 50% by the Trust and 50% by J&J entities in the EMEA region. Programs and respective partners are scored against criteria that include relevance to the local context, strategic fit, projected outcomes data, sustainability and geographical spread. Every approved national and cross-border grant requires approval against strategic priorities and health care compliance. Each program supported by the Trust has a dedicated Program Leader, Health Care Business Integrity Officer and Grant Coordinator, all of whom have a role in the grant application process. The Board of Directors gives final approval.

For more information, please visit the Partnerships section on page 26.

Alignment with the J&J Worldwide Corporate Contributions Strategy

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For more information, please visit the Partnerships section on page 26.
**Structure, Governance and Management**

**Governing document**
The Trust is governed by its Memorandum and Articles of Association. The liability of the members of the charity is limited and every member undertakes to contribute such amount as may be required (not exceeding £1) in the event of the charity winding up.

**Relationship to Johnson & Johnson Family of Companies**
The Trust is funded by the J&J Family of Companies as part of its commitment to CSR in the EMEA region. The J&J Family of Companies’ commitment to the Trust extends to the provision of office space, facilities and the release of its employees to sit on local, informal CSR committees that provide advice to the Trust.

In 2010, the Trust signed a trademark licensing agreement with the J&J Family of Companies for the use of the Johnson & Johnson name and logo.

As of the 31st of December 2015, all 13 Directors are employees of the J&J Family of Companies.

**Recruitment and appointment of directors**
The Trust is managed by a Trust Board of Directors consisting of senior J&J leaders across the Pharmaceutical, Consumer, Medical Device and Global Supply organization in the EMEA region. The Directors are responsible for directing the affairs of the Trust and ensuring that it delivers on its mandate of public benefit.

The Trust has the capacity to appoint 15 Directors to its Board. Nominations for new appointees are made to and approved by the Board. The aspiration is to build a balanced and diverse board. Therefore, the following factors are taken into consideration when recruiting new Board members: an interest in the health and societal challenges of the EMEA region, relevant business track record, cultural background and gender.

Upon appointment, new Directors are provided with training and information on their role and responsibilities, the mission of the Trust, and the J&J Corporate Contributions Strategy which the Trust adheres to. They are also invited to meet and discuss their role, responsibilities and areas of interest with the Managing Director of the Trust.

**Directors** that formally and contractually leave the Johnson & Johnson Family of Companies must tender their resignation to the Board.

The Directors are the decision making body on the Trust commitments. None of the Directors in place receive any remuneration for this.

**Organization and decision making**
The Board of Directors meets biannually and presides over the strategic direction of the charity, having responsibility and control of its affairs and activities. The directors of the Trust, who are the only Key Management Personnel, are not remunerated by the Trust.

**Program operations committee**
Whilst overall management of the Trust is decided by collective decision of the Board, much of the Trust’s functioning is undertaken by the Program Operations Committee. The nine people (five under J&J contract cross charged to the Trust) on this committee oversee the day-to-day coordination of the Trust’s activities. Two employees (one replacing the other midway) were under a contract with an intermediary agency. The Committee is made up of employees of the J&J Family of Companies. The activities of the Program Operations Committee during 2015 were aligned to the three interventions (People, Partnerships, Impact Investment) of the Trust 2015 Strategy.

**Final advisory committee**
The Finance Advisory Committee was created in January 2014. The role of the Finance Advisory Committee is to provide expert counsel to the Board on strategic finance decisions, build and prioritize the 2015 - 2020 Finance Strategy, and support the Trust on the implementation of their recommendations. The Committee is made up of senior internal and external experts from the field of impact investment.

**People**
Building inspirational networks and knowledge sharing platforms is a fundamental component of the Trust’s 2020 Strategy. By connecting and empowering people, both internally within our EMEA CSR Community and externally with our partners and stakeholders, we elevate our collective knowledge and learning, and make a significant, long-term impact to the lives of those who most need our help. In 2015, eight secondments were successfully completed. Additionally, the Trust / INSEAD Educational Program and the second edition of the Trust Awards took place. For more information, please see page 9.

**Partnerships**
Partnerships are a core focus of our 2020 Trust Strategy. They help us to expand our geographical reach and to deliver an even greater impact across the EMEA region.

Our partnerships are founded on shared goals and vision, and target areas of high unmet need. Together, we explore and activate innovative long-term solutions to improve health and well-being in underserved communities. For more information see page 26.

**Impact Investment**
In 2013, the Trust began exploring the opportunity to build on its existing legacy of community giving through the development of an investment strategy, to address social issues in a sustainable and measurable way, and by 2020 2015’s Trust’s resources were received in the form of a donation.

The impact investment strategy will focus on a limited number of impact investment opportunities over the next five to ten years, working in collaboration with external partners to offer a flexible investment model to social/health entrepreneurs. The investment portfolio will be decided by the Trust Board of Directors, following expert counsel from the newly created Trust Impact Advisory Committee.

**Communications**
In 2015, the Trust undertook a number of communication activities to strengthen the reputation of the Trust and to increase awareness for CSR programs and activities across the region amongst J&J employees and external partners. These activities included continuous improvements to the J&J Trust Intranet and Internet, quarterly newsletters and webinars for the EMEA CSR Community and several events bringing together CSR practitioners from Johnson & Johnson in EMEA to share knowledge and skill sets.

**Risk management and assessment**
A risk matrix is reviewed on an annual basis ensuring the Directors have considered the major risks faced by the Trust and to ensure the necessary steps are taken to mitigate against the risks.

One of the risks which has been identified by the Directors relates to the appropriate use of funds. The Trust regularly reviews its grant making policy and controls to monitor this risk and to ensure funds are spent according to highest standards of diligence and transparency. An example of one of the controls in place is the right to audit clause allowing the Trust to ensure that funding was used for the intended purposes.

The directors are responsible for preparing the Directors’ Report and financial statements in accordance with applicable law and regulations. Company law requires the Directors to prepare financial statements for each financial year. Under this law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the Trust’s state of affairs of the Trust and of the incoming resources and application of resources, including the income and expenditure of the Trust for the period. In preparing these financial statements, the directors are required to:

• Select suitable accounting policies and then apply them consistently;
• Observe the methods and principles of the charities SORP;
• Make judgements and accounting estimates that are reasonable and prudent;
• State whether applicable accounting UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
• Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

As far as each of the directors, at the time the report is approved, are aware, the records must also enable the directors to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. In addition, the directors are responsible for safeguarding the assets of the Trust, and hence for taking reasonable steps towards the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditor**

As far as each of the directors, at the time the report is approved, are aware:

• There is no relevant information of which the organization’s auditor is unaware, and
• The directors have taken all steps needed to make themselves aware of any relevant audit information, and to establish that the auditor is aware of that information.

The Directors’ report and Strategic Report is approved by the Directors on 3 June 2016, and signed on their behalf by:

Jane Griffiths
Chairman, Johnson & Johnson Corporate Citizenship Trust
Independent Auditor’s Report to the Members and Directors

We have audited the financial statements of Johnson & Johnson Corporate Citizenship Trust for the year ended 31 December 2015 which comprise the Directors’ Report (incorporating the Strategic Report), Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”.

This report is made exclusively to the members, as a body, in accordance with Sections 496 and 498 of the Companies Act 2006 and to the charitable company’s Directors, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and section 44 (1) (c) of the Charities and Voluntary Organisations (Scotland) Regulations 2006 (as amended).

Our audit report is based on the financial statements which the Directors are responsible for the preparation of, and the application of resources, including its income and expenditure for the year ended 31 December 2015 and of its incoming resources and expenses for the year ended 31 December 2015 and the Charities and Trustee Investment (Scotland) Act 2005 and of its incoming resources and expenses for the year ended 31 December 2015 and of its incoming resources and expenses for the year ended 31 December 2015 and the Charities and Trustee Investment (Scotland) Regulations 2006 (as amended).

The notes on pages 59 to 64 form part of these financial statements.

Respective responsibilities of Directors and auditor

As explained more fully in the Statement of Directors’ Responsibilities set out on page 55, the Directors (who are also the Trustees of the Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (United Kingdom and Ireland). Those standards require us to comply with the Auditing Practices Board’s (APB’s) Ethical Standards for Auditors. In addition, we read all the financial and non-financial information in the Directors’ Report (incorporating the Strategic Report) to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of theTrust’s affairs as at 31 December 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2006 and the Charities and Trustee Investment (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Directors’ Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the Trust has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Authorized for issue and approved by the Board on 3 June 2016, and signed on their behalf by:

Jane Griffiths
Company Registration No: SC327028
Charity Number: SC017977

For and on behalf of Scott-Moncrieff,
Statutory Auditor

Scott-Moncrieff
Senior Statutory Auditor
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Exchange Place 3
Semple Street
Edinburgh
EH3 1BQ

Statement of Financial Activities

(Incorporating the Income and Expenditure Account, For the year ended 31 December 2015)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from endowments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Donations and legacies</td>
<td>4</td>
<td>-</td>
<td>162,964</td>
<td>27,856,860</td>
<td>28,019,824</td>
<td>8,588,004</td>
</tr>
<tr>
<td>&gt; Investments</td>
<td>175</td>
<td>-</td>
<td>14,513</td>
<td>14,688</td>
<td>12,029</td>
<td></td>
</tr>
<tr>
<td>&gt; Other</td>
<td>-</td>
<td>-</td>
<td>176,482</td>
<td>176,482</td>
<td>12,519</td>
<td></td>
</tr>
<tr>
<td>Total incoming resources</td>
<td>175</td>
<td>162,964</td>
<td>28,047,855</td>
<td>28,210,994</td>
<td>8,612,552</td>
<td></td>
</tr>
<tr>
<td>Expenditure on:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Charitable activities</td>
<td>5</td>
<td>-</td>
<td>146,994</td>
<td>7,509,679</td>
<td>7,656,673</td>
<td>4,150,454</td>
</tr>
<tr>
<td>&gt; Net income</td>
<td>-</td>
<td>-</td>
<td>146,994</td>
<td>7,509,679</td>
<td>7,656,673</td>
<td>4,150,454</td>
</tr>
<tr>
<td>Net movement in funds</td>
<td>-</td>
<td>15,970</td>
<td>20,538,176</td>
<td>20,554,321</td>
<td>4,462,098</td>
<td></td>
</tr>
<tr>
<td>Total resources expended</td>
<td>175</td>
<td>15,970</td>
<td>20,554,321</td>
<td>8,612,552</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reconciliation of funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Total funds brought forward</td>
<td>13</td>
<td>102,564</td>
<td>28,047,855</td>
<td>28,210,994</td>
<td>8,612,552</td>
<td></td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td>13</td>
<td>102,564</td>
<td>15,970</td>
<td>29,008,380</td>
<td>29,126,814</td>
<td>8,572,493</td>
</tr>
</tbody>
</table>

There are no recognised gains or losses other than those shown in the statement of financial activities above.

All the activities relate to continuing activities.

Balance Sheet

As at 31 December 2015

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>10</td>
<td>1,437,165</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>28,032,211</td>
<td>13,225,435</td>
</tr>
<tr>
<td>29,469,376</td>
<td>16,161,782</td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>11</td>
<td>(342,562)</td>
</tr>
<tr>
<td>Net current assets</td>
<td>29,126,814</td>
<td>8,572,493</td>
</tr>
<tr>
<td>Net assets</td>
<td>29,126,814</td>
<td>8,572,493</td>
</tr>
<tr>
<td>Funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment funds</td>
<td>13</td>
<td>102,564</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>14</td>
<td>15,970</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>13</td>
<td>18,470,406</td>
</tr>
<tr>
<td>Designated funds</td>
<td>15</td>
<td>18,567,874</td>
</tr>
<tr>
<td>Total funds</td>
<td>29,126,814</td>
<td>8,572,493</td>
</tr>
</tbody>
</table>

The notes on pages 59 to 64 form part of these financial statements.
Cash Flow Statement
As at 31 December 2015

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash inflow from operating activities</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>1</td>
<td>14,620,814</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest receivable</td>
<td>14,688</td>
<td>12,029</td>
</tr>
<tr>
<td>Net cash provided by investing activities</td>
<td>14,688</td>
<td>12,029</td>
</tr>
<tr>
<td>Change in cash and cash equivalents in the year</td>
<td>14,635,502</td>
<td>9,381,436</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>13,225,435</td>
<td>3,832,249</td>
</tr>
<tr>
<td>Change in cash and cash equivalents due to exchange rate movements</td>
<td>171,274</td>
<td>11,750</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the reporting period</td>
<td>28,032,211</td>
<td>13,225,435</td>
</tr>
</tbody>
</table>

Notes to the Financial Statements
For the year ended 31 December 2015

1. Charity information
The charity is a UK charitable company limited by guarantee incorporated in Scotland.

2. Accounting policies
Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard 102, as issued by the Financial Reporting Council (effective 1 January 2015) the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)” and the Companies Act 2006. They are prepared on the historical cost basis.

Deferred income
Where the charity has received income in the current year that has time related restrictions for future years, this income is deferred to be released in the year to which it relates.

Recognition and allocation of expenditure
Expenditure is recognized when the trust has entered into a legal or constructive obligation. Expenditure is allocated to the function to which it relates. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Recognition and allocation of income
Income includes grants, gifts, legacies, bequests and other donations. The recognition of income is consistent with the definitions in the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities” and the Companies Act 2006 and refers to below as ‘previous UK GAAP’. The financial effects of the transition to FRS 102 are set out in note 19 below.

Going concern
The directors are of the opinion that the Trust can continue to meet its obligations as they fall due for the foreseeable future. The Trust has sufficient levels of unrestricted funds to support ongoing activities. As a consequence they have prepared the financial statements on the going concern basis.

Financial instruments are all classified as ‘basic’ in accordance with Chapter 11 of FRS102.

At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective rate method.

Financial assets are derecognized when the contractual rights to the cash flows from asset to expire, or when the Trust has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognized only once the liability has been extinguished through discharge, cancellation or expiry.

Cash and cash equivalents
Cash and cash equivalents consist of cash on hand and balances with banks and are measured at fair value.

Debtors
Accrued donation income includes donations due in the year but not received until the next financial year. Accrued donations are recognized at the undiscounted amount of cash receivable, which is normally the amount per the donation letter.

Creditors
Grants payable and accruals are obligations to pay for commitments made before the year end. They are recognized at the undiscounted amount owed to the grantee or supplier, which is normally the amount per the grant agreement or the invoice price.

Pension costs
The Trust is charged the costs of a defined contribution pension scheme for employees. The cost of providing pensions is charged to expenditure in the period in which contributions are made.

Taxation and Value Added Tax (VAT)
The Trust is a charity and is recognized as such for taxation purposes, therefore no corporation tax is payable. The Trust is not registered for VAT and therefore all costs are shown inclusive of VAT.
Notes to the Financial Statements
For the year ended 31 December 2015

3. Critical judgements and estimates
The preparation of financial statements in compliance with FRS 102 may require the use of certain critical accounting estimates. It also requires the directors to exercise judgement in applying the company’s accounting policies.

The directors are satisfied that the accounting policies are appropriate and applied consistently and that there are no critical accounting judgements or significant estimates required in preparing these accounts.

4. Donations and legacies

<table>
<thead>
<tr>
<th>DONATIONS</th>
<th>2015 TOTAL £</th>
<th>2014 TOTAL £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations – Lifescan</td>
<td>6,742,976</td>
<td>5,552,194</td>
</tr>
<tr>
<td>Donations – Janssen EMEA fund</td>
<td>-</td>
<td>2,928,350</td>
</tr>
<tr>
<td>Donations – Clag GmbH International</td>
<td>13,905,945</td>
<td>-</td>
</tr>
<tr>
<td>Donations – Global Public Health</td>
<td>7,206,073</td>
<td>-</td>
</tr>
<tr>
<td>Donations – Matched funding</td>
<td>162,964</td>
<td>107,460</td>
</tr>
<tr>
<td>Donations – Other</td>
<td>1,866</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>28,019,824</strong></td>
<td><strong>8,588,004</strong></td>
</tr>
</tbody>
</table>

5. Charitable activities – grant making

<table>
<thead>
<tr>
<th>PROGRAM NAME</th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSEAD Business School</td>
<td>Innovating Health for Tomorrow</td>
<td>£877,046</td>
</tr>
<tr>
<td>Aga Khan Foundation</td>
<td>Phase IV Partnership: East Africa &amp; Aga Khan University Advanced Nursing Studies Scholarships &amp; Egypts ECD and nursing &amp; Humanitarian support Health Improvement Program Supporting child development in Kyrgyzstan and Tajikistan</td>
<td>£745,745</td>
</tr>
<tr>
<td>Infectious Diseases Institute Limited</td>
<td>The Ugandan Academy for Health Innovation and Impact</td>
<td>£300,016</td>
</tr>
<tr>
<td>Health Strategy and Delivery Foundation (HSDF)</td>
<td>Strengthening data-driven stewardship of PMTCT programs</td>
<td>£385,027</td>
</tr>
<tr>
<td>Aquity Innovations</td>
<td>Mass Advocacy, Communication and Social Mobilisation Strategy</td>
<td>£292,059</td>
</tr>
<tr>
<td>Save the Children</td>
<td>Refugee Crisis Emergency Appeal &amp; Families and Schools Together</td>
<td>£253,894</td>
</tr>
<tr>
<td>Tropical Health and Education Trust</td>
<td>THET support &amp; Management fee</td>
<td>£240,900</td>
</tr>
<tr>
<td>Romanian Angel Appeal Foundation</td>
<td>Monitoring for HIV patients in Romania</td>
<td>£138,247</td>
</tr>
<tr>
<td>Liverpool School of Tropical Medicine</td>
<td>Support to the provision of essential maternal and newborn health care service in Nigeria</td>
<td>£175,591</td>
</tr>
<tr>
<td>eMoyoDotNet</td>
<td>Building capacity in diagnostic and prevention of hearing loss in TB patients in South Africa</td>
<td>£123,573</td>
</tr>
<tr>
<td>Fia Foundation</td>
<td>South Africa Safe Schools Project</td>
<td>£108,512</td>
</tr>
<tr>
<td>International Health Partners</td>
<td>Eurmed</td>
<td>£107,492</td>
</tr>
<tr>
<td>North Star Alliance</td>
<td>Health care solutions for hard-to-reach populations</td>
<td>£107,492</td>
</tr>
<tr>
<td>The Aurum Institute NPC</td>
<td>Data Capturer for WHO report and maintenance of EDR Web</td>
<td>£106,134</td>
</tr>
<tr>
<td>Other grants below £100,000 in the current year</td>
<td>£1,692,977</td>
<td>£2,202,382</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£6,061,791</strong></td>
<td><strong>£3,147,934</strong></td>
</tr>
</tbody>
</table>

7. Analysis of grants
The Trust does not make grants to individuals and the total cost of making grants is disclosed on the face of the Statement of Financial Activities. An analysis has been provided below of each of the main grants paid by beneficiary noting all projects that are included within the payment.

<table>
<thead>
<tr>
<th>BENEFICIARY</th>
<th>PROGRAM NAME</th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSEAD Business School</td>
<td>Innovating Health for Tomorrow</td>
<td>£877,046</td>
<td>£782,232</td>
</tr>
<tr>
<td>Aga Khan Foundation</td>
<td>Phase IV Partnership: East Africa</td>
<td>£745,745</td>
<td>£163,320</td>
</tr>
<tr>
<td>Infectious Diseases Institute Limited</td>
<td>The Ugandan Academy for Health Innovation and Impact</td>
<td>£300,016</td>
<td>Nil</td>
</tr>
<tr>
<td>Health Strategy and Delivery Foundation (HSDF)</td>
<td>Strengthening data-driven stewardship of PMTCT programs</td>
<td>£385,027</td>
<td>Nil</td>
</tr>
<tr>
<td>Aquity Innovations</td>
<td>Mass Advocacy, Communication and Social Mobilisation Strategy</td>
<td>£292,059</td>
<td>Nil</td>
</tr>
<tr>
<td>Save the Children</td>
<td>Refugee Crisis Emergency Appeal &amp; Families and Schools Together</td>
<td>£253,894</td>
<td>Nil</td>
</tr>
<tr>
<td>Tropical Health and Education Trust</td>
<td>THET support &amp; Management fee</td>
<td>£240,900</td>
<td>Nil</td>
</tr>
<tr>
<td>Romanian Angel Appeal Foundation</td>
<td>Monitoring for HIV patients in Romania</td>
<td>£138,247</td>
<td>Nil</td>
</tr>
<tr>
<td>Liverpool School of Tropical Medicine</td>
<td>Support to the provision of essential maternal and newborn health care service in Nigeria</td>
<td>£175,591</td>
<td>Nil</td>
</tr>
<tr>
<td>eMoyoDotNet</td>
<td>Building capacity in diagnostic and prevention of hearing loss in TB patients in South Africa</td>
<td>£123,573</td>
<td>Nil</td>
</tr>
<tr>
<td>Fia Foundation</td>
<td>South Africa Safe Schools Project</td>
<td>£108,512</td>
<td>Nil</td>
</tr>
<tr>
<td>International Health Partners</td>
<td>Eurmed</td>
<td>£107,492</td>
<td>Nil</td>
</tr>
<tr>
<td>North Star Alliance</td>
<td>Health care solutions for hard-to-reach populations</td>
<td>£107,492</td>
<td>Nil</td>
</tr>
<tr>
<td>The Aurum Institute NPC</td>
<td>Data Capturer for WHO report and maintenance of EDR Web</td>
<td>£106,134</td>
<td>Nil</td>
</tr>
<tr>
<td>Other grants below £100,000 in the current year</td>
<td>£1,692,977</td>
<td>£2,202,382</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£6,061,791</strong></td>
<td><strong>£3,147,934</strong></td>
<td></td>
</tr>
</tbody>
</table>

8. Surplus for the year

<table>
<thead>
<tr>
<th>THIS IS STATED AFTER CHARGING</th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchange gain (171,274)</td>
<td>(11,750)</td>
<td>(11,750)</td>
</tr>
<tr>
<td>Auditor’s remuneration in respect of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; audit</td>
<td>13,344</td>
<td>10,632</td>
</tr>
<tr>
<td>&gt; non audit – audit related assurance services</td>
<td>14,388</td>
<td>7,366</td>
</tr>
<tr>
<td>&gt; non audit – other non-audit services</td>
<td>26,214</td>
<td>16,320</td>
</tr>
<tr>
<td>&gt; non audit – tax advisory</td>
<td>1,920</td>
<td>156</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>£156,116</strong></td>
<td><strong>£143,882</strong></td>
</tr>
</tbody>
</table>
The directors are deemed to be the only key management personnel. None of the directors received any remuneration during the current or prior period. During 2015 expenses of £1,173 were reimbursed to 2 directors (2014: £nil) for travel and accommodation for attendance at board meetings. None of the staff carrying out work for the Trust are employees of Johnson & Johnson Corporate Citizenship Trust (2014: none). The salaries and associated costs relate to Johnson & Johnson Corporate Citizenship Trust and are recharged on a quarterly basis.

The Endowment Fund is for the benefit of the College of Surgeons West, East and Central Africa.

Notes to the Financial Statements
For the year ended 31 December 2015

10. Debtors

<table>
<thead>
<tr>
<th>Date</th>
<th>Debtors (Note 9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>595,717</td>
</tr>
<tr>
<td>2014</td>
<td>382,476</td>
</tr>
</tbody>
</table>

11. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th>Date</th>
<th>Creditors (Note 11)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1,437,165</td>
</tr>
<tr>
<td>2014</td>
<td>2,936,347</td>
</tr>
</tbody>
</table>

12. Financial instruments

<table>
<thead>
<tr>
<th>Date</th>
<th>Financial Instruments (Note 12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Basic financial assets: 28,489,376</td>
</tr>
<tr>
<td>2014</td>
<td>Basic financial liabilities: (342,965)</td>
</tr>
</tbody>
</table>

13. Analysis of reserves

<table>
<thead>
<tr>
<th>Date</th>
<th>Reserves (Note 13)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 January 2015</td>
<td>BALANCE AT 1 JANUARY 2015</td>
</tr>
<tr>
<td></td>
<td>INCOMING RESOURCES</td>
</tr>
<tr>
<td>Endowment funds</td>
<td>£102,389</td>
</tr>
<tr>
<td>Restricted funds (note 14)</td>
<td>£102,964</td>
</tr>
<tr>
<td>Designated funds (note 15)</td>
<td>£6,255,779</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>£2,114,325</td>
</tr>
<tr>
<td>Total funds</td>
<td>£8,572,493</td>
</tr>
</tbody>
</table>

The endowment fund is for the benefit of the College of Surgeons West, East and Central Africa.

14. Restricted funds

<table>
<thead>
<tr>
<th>Date</th>
<th>Restricted Funds (Note 14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 January 2015</td>
<td>BALANCE AT 1 JANUARY 2015</td>
</tr>
<tr>
<td></td>
<td>INCOMING RESOURCES</td>
</tr>
<tr>
<td>Matched Partnership Fund</td>
<td>£162,964</td>
</tr>
<tr>
<td>Total</td>
<td>£162,964</td>
</tr>
</tbody>
</table>

15. Designated funds

<table>
<thead>
<tr>
<th>Date</th>
<th>Designated Funds (Note 16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 January 2015</td>
<td>BALANCE AT 1 JANUARY 2015</td>
</tr>
<tr>
<td></td>
<td>INCOMING RESOURCES</td>
</tr>
<tr>
<td>Janssen EMEA Fund</td>
<td>£9,895,969</td>
</tr>
<tr>
<td>Lifescan Scotland Community Fund</td>
<td>£87,318</td>
</tr>
<tr>
<td>UK Corporate Social Responsibility Fund</td>
<td>£50,068</td>
</tr>
<tr>
<td>Designated Budget</td>
<td>£242,651</td>
</tr>
<tr>
<td>Middle East Fund</td>
<td>£89,773</td>
</tr>
<tr>
<td>Global Public Health Innovation Fund</td>
<td>£6,355,779</td>
</tr>
<tr>
<td>Total</td>
<td>£29,126,814</td>
</tr>
</tbody>
</table>

16. Analysis of net assets among funds

<table>
<thead>
<tr>
<th>Date</th>
<th>Funds (Note 17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net current assets</td>
<td>£102,564</td>
</tr>
<tr>
<td>Total</td>
<td>£102,564</td>
</tr>
</tbody>
</table>

17. Related party transactions

During the year there were no related party transactions.

18. Membership

The Trust is a company limited by guarantee. The liability of the members is limited to £1 each.

19. FRS 102 transition

These financial statements for the year ended 31 December 2015 are the charity’s first financial statements that comply with FRS 102. The charity’s date of transition to FRS 102 was 1 January 2014. The charity’s first financial statements prepared in accordance with previous UK GAAP were for the year ended 31 December 2014.

In preparing the financial statements, the directors have considered whether, in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102), the restatement of comparative items was required. There were no restatements required.

The transition to FRS 102 has not affected the financial position or financial performance of the charity.
Notes to the Financial Statements
For the year ended 31 December 2015

20. Comparative Statement of Financial Activity

<table>
<thead>
<tr>
<th></th>
<th>ENDOWMENT 2014 £</th>
<th>RESTRICTED 2014 £</th>
<th>UNRESTRICTED 2014 £</th>
<th>TOTAL 2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from endowments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and legacies</td>
<td>-</td>
<td>107,460</td>
<td>8,480,544</td>
<td>8,588,004</td>
</tr>
<tr>
<td>Investments</td>
<td>298</td>
<td>-</td>
<td>11,731</td>
<td>12,029</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>12,519</td>
<td>12,519</td>
</tr>
<tr>
<td>Total</td>
<td>298</td>
<td>107,460</td>
<td>8,504,794</td>
<td>8,612,552</td>
</tr>
<tr>
<td>Expenditure on:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>-</td>
<td>107,775</td>
<td>4,042,679</td>
<td>4,150,454</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>107,775</td>
<td>4,042,679</td>
<td>4,150,454</td>
</tr>
<tr>
<td>Net income</td>
<td>298</td>
<td>(315)</td>
<td>4,462,115</td>
<td>4,462,098</td>
</tr>
<tr>
<td>Transfers between funds</td>
<td>-</td>
<td>315</td>
<td>(315)</td>
<td>-</td>
</tr>
<tr>
<td>Net movement in funds</td>
<td>298</td>
<td>-</td>
<td>4,461,800</td>
<td>4,462,098</td>
</tr>
</tbody>
</table>

The Trust EMEA Team

Frank Welvaert
Managing Director, CSR EMEA Executive Director, Johnson & Johnson

Ben Davies
Director, Partnerships

Annet Eijkelkamp
Director, Knowledge Transfer & People Engagement

David Higgins
Finance Manager (as of April 2016)

Julia Wolfer
Manager, Knowledge Transfer & People Engagement (as of July 2015)

Christine O’Gorman
Manager, Trust Services (until November 2015)

Marion Birstoll
Manager, Partnerships

Ailbhe Timmons
Project Manager, Partnerships

Nathalie Van Den Bosch
Grant Coordinator (as of July 2015)

Bhavna Mehta
CSR Manager Middle East (until September 2015)

Leila Polomé
Administrative Assistant (until June 2015)

Jasmién Hufkens
Administrative Assistant (as of June 2015)

Credits
Registered Charity
Charity Number SC017977

Company Limited by Guarantee
Registered Number SC327028

Registered Office
5 Atholl Crescent, Edinburgh EH3 8EJ, Scotland

Correspondence Office
Turnhoutseweg 30, 2340 Beerse, Belgium

Tel: +32 471 63 30 62
Email: csremea@its.jnj.com
Website: www.jjcct.org

Bankers
Royal Bank of Scotland PLC, 36 St. Andrew Square, Edinburgh EH2 2YB, Scotland

Company Secretary
Gillespie MacAndrew LLP, 5 Atholl Crescent, Edinburgh EH3 8EJ, Scotland

Auditors
Scott-Moncrieff Chartered Accountants, Registered Auditors, Exchange Place 3, Semple Street, Edinburgh, EH3 8BL, Scotland

Editors
Annet Eijkelkamp, Director Knowledge Transfer & People Engagement / Trust
Julia Wolfer, Manager Knowledge Transfer & People Engagement / Trust

Copy Writer:
Sally Robinson, Director, Wavelength PR Ltd

Design & Production
Quadrant Communications, UK
Website: www.quadcom.co.uk

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Our Credo

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers’ orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent management, and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens – support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

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