Johnson & Johnson
CORPORATE CITIZENSHIP TRUST

2010 Annual Report
Europe    Middle East    Africa
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Foreword – A Year of Growth

The Johnson & Johnson Corporate Citizenship Trust aims to make sustainable and long-term differences in the health care domain. By investing in strategic partnerships and innovative solutions, we want to add sustainable value to society and improve people’s lives in line with the Johnson & Johnson credo. Our activities are carried out in over 35 countries across Europe, the Middle East and Africa (EMEA). They focus on building health care capacity, saving and improving lives, preventing disease, reducing stigma and advancing and innovating in corporate social responsibility.

2010 has been a year of growth for the Trust. We have expanded our activities while at the same time deepening our strategy to deliver fewer, larger and more impactful programmes with partners such as INSEAD Business School, Aga Khan Development Network and Fundacion Tomillo. As we develop and grow as an organisation, we are constantly striving to find new and innovative ways to serve society. In 2010, we embarked on the Deep Blue Ocean initiative, a pilot programme that looked at partnering with education, business and NGOs to develop sustainable solutions to critical health care challenges in Tanzania, Egypt and the United Arab Emirates. In 2011, the Trust is exploring and investing in some of the outcomes of the initiative, as well as running a second Deep Blue Ocean programme.

We firmly believe that one of the most valuable assets that we can share with our partners are the skills, expertise and experiences of the employees of the Johnson & Johnson Family of Companies. In 2010, we launched the Magellan Fellowship, an initiative to match their skills with the needs of communities in developing countries. In ‘Moving Forward’ we outline our plans to expand our activities in this area.

Our initiatives are built on collaboration and it is only through the passion, commitment and dedication of our partners that we are able to report these results. We would like to extend a sincere thank you to them for their efforts to improve the lives of people across the EMEA region.

We greatly look forward to the future and hope that – with your support – we can further explore new and innovative ways to deliver sustainable health care solutions across EMEA.

Dirk Collier
Chairman

Frank Welvaert
Managing Director
Puente

Therapy adherence is crucial for patients suffering from schizophrenia. Relapse rates have been shown to be up to four times higher in patients who do not take their medication.* The Trust partners with non-profit organisation and long-standing partner Remissie on the Puente programme to promote therapy adherence and reduce the relapse rate of schizophrenic patients. Puente provides a bridge function to ensure continuity of care for schizophrenic patients once they are released from hospital.

Patients can choose between follow-up care from their own home or from a remission house. Treatment includes telephone checkups, educational tools, motivational and emotional support and long-lasting antipsychotics. Providing patients with the flexibility to choose their own course of care gives them control over their own illness and allows them to lead an independent life.


Partner: Remissie
Country: Belgium
Facts & Figures:
• A 2010 Puente home care case control study found the relapse rate of Puente patients to be 23% while the relapse rate of non-Puente patients was 37%, resulting in 14% less re-admissions for Puente patients
• In 2010, 863 patients were enrolled in the programme
• This number included 275 new patients who joined the programme in 2010
• The programme is run in 45 hospitals in Belgium

“Puente is a companion in my journey through life.”
A Puente patient
Safe Pregnancy Passport

In 2010, the Trust and the Saudi Ministry of Health launched the Safe Pregnancy Passport, a programme that prompts a series of health checkups and vaccinations to reduce the risks of maternal, neonatal and child mortality and morbidity.

The Safe Pregnancy Passport allows mothers to better monitor and document their own health as well as the health and growth of their children from conception until six years of age.

With the passport, a woman can record checkups during and after pregnancy and supervise her newborn’s development. Recording changes and stages of pregnancy is expected to help decrease birth-related fatalities and illnesses in both mothers and babies. Keeping accurate records also helps in the early detection of disabilities and medical conditions.

Partner: Al Mahalliyya on behalf of the Saudi Ministry of Health
Country: Kingdom of Saudi Arabia
Facts & Figures:
• 400,000 health passports have been distributed
• 2 training sessions and 4 workshops were organised to provide in-depth training for 47 health care professionals
• The Mother and Child Health Passport is an officially certified document and is in use in Ministry of Health hospitals and health care centres across the Kingdom of Saudi Arabia

“One of the main objectives of the project is to increase the communication and relationship between doctors and mothers, in addition to upgrading the level of health services for expectant mothers in the (Saudi) Kingdom.”

Dr Ageel Al-Ghamdi, Assistant Undersecretary of Therapeutic Medicine at the Saudi Ministry of Health
Junior Achievement (JA) Ireland was established in 1995 to encourage Irish young people to complete their education, learn business skills and gain an understanding of the world of work. JA provides Irish students from socially and economically disadvantaged areas with an understanding of business, an education on setting goals and planning for their future and role models to look up to.

The Trust has supported JA for ten years through funding and employee volunteerism. The aims of JA are long term: programmes begin in primary school, teaching children how they can impact the world around them and continue through secondary school right up to the age of 18, preparing students for their future careers.

Partner: Junior Achievement  
Country: Ireland  
Facts & Figures:  
• In 2010, 81 Johnson & Johnson employees worked with 1,669 primary and secondary school students  
• Employee volunteers were active in 34 schools in Dublin, Cork, Limerick and Cashel

“I really enjoyed Junior Achievement this year – we built our own city, became reporters in a newspaper, looked at how banks work, it was great, please come back again next year!”
Sarah, 3rd class student, Scoil Barra Naofa, Monkstown
With its track record in the United States and as a result of its success in Ireland and Scotland, the Trust launched the Bridge to Employment (BTE) programme in Madrid in 2010. BTE works with promising students who are faced with social and economic obstacles preventing them from building a solid future. It assists them to take ownership of their learning, avoid failure and drop-out and gain experience in professional courses that imitate real-world work. BTE aims to increase the number of students enrolling in higher education and introduces them to a broad array of careers in health care. The programme also invests in strengthening the collaboration between business, education and community and improving the Vocational Training Education System in Spain.

In 2010, BTE Spain organised eight training courses, six internships, six professional guest lectures and one networking event.

**Partner:** Fundacion Tomillo (Thyme Foundation)

**Country:** Spain

**Facts & Figures:**
- The BTE programme operates in 11 communities around the world
- In 2010, 57 students became actively involved in the Spanish programme
- 3 schools participated
- 180 family members, community members and friends of the BTE students attended the Spanish launch event

“I thought it was impossible for me to be chosen for BTE; I have never been the best student and nobody has ever relied on me,” Jesus Sanchez – Brunete, BTE student.

“I couldn’t believe it … and now, look, I want to become a doctor.”
INSEAD Social Innovation Centre (ISIC) brings together leading research teams from INSEAD Business School to develop innovative and sustainable solutions to environmental and social challenges. The ISIC approach is quite unique as it utilises the expertise of different academic areas, including medical, sociopolitical, development, supply chain and marketing.

The Trust supports ISIC through its Social Innovation Fund, a designated fund created to support innovative and collaborative CSR initiatives.

In 2010, the Trust supported five ongoing research projects in Europe and Africa focusing on humanitarian issues and drug supply chains. An example of one such project is ISIC’s collaboration with the North Star Alliance, an organisation created by TNT and the United Nations World Food Programme, to help combat HIV/AIDS in truck drivers. The organisation works with governments, humanitarian organisations and businesses to establish a network of roadside health clinics throughout Africa, Asia and India. North Star has co-operated with ISIC to develop a case study on how their approach has managed to reduce the numbers of sexually transmitted illnesses in treated populations by up to 17%.*

* North Star Alliance - Paving the Way to Healthy Highways, INSEAD Social Innovation Centre, 2008

**Partner:** INSEAD Social Innovation Centre (ISIC)

**Country:** France

**Facts & Figures:**

- In 2010, 5 ongoing research projects were carried out in 6 countries: Kenya, Zambia, Ukraine, Belgium, Switzerland and the UK
- 5 research fellows have undertaken the research and between 2009 and 2010, their findings appeared in 12 publications
- ISIC develops case studies from the research it conducts to be published in academic articles and shared at conferences

“This research enables us to find ways to better manage supply chains to improve global health and humanitarian response.”

Luk Van Wassenhove, Professor of Operations Management, The Henry Ford Chaired Professor of Manufacturing and Stephen Chick, Professor of Technology and Operations Management, The Novartis Chaired Professor of Health Care Management, INSEAD
Positive Project

Among the challenges faced by people living with HIV and AIDS is the stigma attached to the disease. In 2010, the Trust partnered with the Croatian Association for HIV and Viral Hepatitis (CAHIV) to promote education and raise awareness of AIDS and HIV in Croatia. CAHIV specifically targeted its educational activities at future health care professionals so that they could better understand, support and care for people living with HIV.

During the week of World Aids Day, CAHIV ran training sessions and workshops in HIV awareness, prevention and education. On World Aids Day itself, the organisation reached over 5,000 people through a series of activities including an information tent and a concert with leading rock musicians. The event attracted positive media coverage providing greater visibility to CAHIV’s message.

“Our aim (this year) was to educate future medical workers, we organised lectures and workshops around problems which they will be facing as soon as they begin their medical career.”

Latica Mirjanic, Psychologist at the Croatian Association for HIV and Viral Hepatitis (CAHIV)

**Partner:** Croatian Association for HIV and Viral Hepatitis (CAHIV)

**Country:** Croatia

**Facts & Figures:**
- In 2010, Positive Project held 6 training sessions and 2 workshops in HIV awareness, prevention and education during the week of World Aids Day
- 300 students received HIV awareness and prevention education
- 2,000 people visited the HIV information tent during World Aids Day
- 5,000 people attended the HIV awareness concert
- More than 10,000 condoms and HIV information brochures were distributed
Antea Palliative Care Unit

The Trust works with the Fondazione Johnson & Johnson in Italy on a programme that provides a 24 hour play and relaxation centre for terminally ill children. Located at the Antea Hospital in Rome, the centre was built to ensure terminally ill children can enjoy ordinary childhood activities while going through their treatment. The centre includes a gym, a games room, a garden and a common area where patients, family members and nurses listen to music, make crafts, garden and play games. It is also equipped with an area that functions as a traditional home with a living room, dining room and 25 single bedrooms.

In addition to providing medical care, the centre offers psychological, physiotherapeutic, spiritual, social and economic support for the children and their families free of charge. In this way it wants to ensure the best possible quality of life for patients and their families.

The Antea centre is recognised as a centre of expertise, it offers assistance and training on palliative care and pain management to doctors and caregivers across Italy.

**Partner:** Fondazione (Foundation) Johnson & Johnson  
**Country:** Italy  
**Facts & Figures:**
- In 2010, 120 children benefited from the play and relaxation centre built at Antea Hospital
- 150 family members benefited from the various types of care services that the centre provides
- 12 workshops were organised to offer psychological, physiotherapeutic, spiritual and social support for children and their families
- 9 training sessions were set up to provide instruction to doctors and caregivers on administering therapeutic care and medical treatment
- The Antea programme has received recognition from both the Italian and the Swedish governments for the work that it does to improve the quality of life of children living with terminal illness

“I knew that nothing could be done for my son, but Antea to me and my husband meant moving from a dark night to a bright day. I felt as if my son could finally find a way out through the darkness of the disease, spending his last moments of life in the light.”

Mother of former Antea patient
In 2010, the Trust, through its Social Innovation Fund, developed the Magellan fellowship. Magellan matches the skills and knowledge of mid-level managers in Johnson & Johnson with the needs of organisations and community groups. It aims to be mutually beneficial, providing skills to communities and offering the fellows an insight into the needs and challenges of developing countries.

The Trust partnered with the Aga Khan Foundation (AKF) to send the first Magellan fellow, Pygmalion Anastasopoulos (Janssen EMEA Product Manager), to Tanzania to work for the Raha Leo Community Health Programme (RLCHP). The RLCHP is a public-private partnership between the AKF and the Ministry of Health and Social Welfare (MoHSW) in Zanzibar.

The Magellan fellow supported a local team of community health care workers to improve the capacity of the centre. He used his business expertise to design a system by which the centre can measure the effectiveness of their activities. At the end of the three-month assignment, the fellow provided the Raha Leo community with a report outlining lessons learned, tools for evaluation, challenges and recommendations for the future success of the health centre.

**Partner:** Aga Khan Foundation (AKF)

**Country:** Tanzania

**Facts & Figures:**
- The Raha Leo Community Health Programme (RLCHP) received a report with recommendations for improving effective and sustainable services in 4 key operational areas:
  1. Health Service Management Information Systems
  2. Community Governance
  3. Medical Supplies
  4. Health Financing and Cost Sharing
- The report also outlined lessons learned, tools for evaluation, challenges and recommendations for the future.
- The Magellan Fellow further supported the RLCHP by designing customer satisfaction surveys, workshops open to the community and contributing to the development of a business plan.

“Magellan is a very new programme, the first fellow was enthusiastic, gifted in his field and provided a very high level of technical assistance to the Raha Leo Community Health Programme.”

John B. Tomaro, Director, Health Programme, Aga Khan Foundation
Scholarships for Malawian Surgical Trainees

The Trust partners with medical organisations to provide training and education to African surgical and nursing professionals to improve access to surgical care, safety and the quality of perioperative services. One of the 2010 initiatives supported by the Trust, was a partnership with the Royal College of Surgeons of Edinburgh and the University of Edinburgh to provide Malawian surgical students with an internationally recognised qualification, the Edinburgh Surgical Sciences Qualification (ESSQ).

The three-year online course provides trainee surgeons with case studies, reference tools, interactive activities, discussion boards and access to a network of international surgical experts to support them during their practical training.

The format of the course allows trainees to work for the Malawian Health Service enabling them to continue to support themselves and their families, while at the same time ensuring that the health service is not depleted of their valuable skills.

In 2010, two students enrolled in the ESSQ programme, making them the programme’s first Malawian surgical trainees.

“It’s interesting to hear what my colleagues are able to do in a resource-rich country like the UK and I am also able to share with them the limitations I have.”

Takondwa Itaye, 2010 surgical trainee
Pakistan Flood Relief 2010

In 2010, Pakistan suffered colossal flooding that caused the death of more than 2000 people and left more than 20 million people displaced*. UN Secretary General Ban Ki-Moon termed the flooding in Pakistan one of the biggest, most complex natural disasters. As part of the immediate relief and rehabilitation effort the Trust partnered with two organisations: the Children Health & Education Foundation (CHAEF) and The Citizens Foundation (TCF). The objective was to provide relief assistance to flood survivors by offering food, shelter and health care over the initial four months of the disaster, between August and December 2010. In the aftermath of the disaster the Trust created a designated fund to specifically support the short, medium and long-term relief and reconstruction efforts in Pakistan.

*Children Health & Education Foundation (CHAEF), 2010 Aid Report

Partners: Children Health & Education Foundation (CHAEF), The Citizens Foundation (TCF)
Country: Pakistan

Facts & Figures:
With the support of the Trust, CHAEF provided:
• Shelter to over 4,000 flood survivors
• 500 families received tents, mats, quilts and eating utensils
• Over 100,000 meals were cooked for the flood survivors
• Over 25,340 patients received medical treatment
• 57 Johnson & Johnson employees volunteered

Overall, the 2010 Citizens Foundation’s relief effort reached 100,000 families with food packages sufficient for a family of 5-6 members for 1 month.

“The volunteers let me take matters into my own hands by working as a volunteer myself in return for my food rations, so I could keep my self-respect and still feed my family.”
Umar Draz, 2010 Pakistan flood survivor
Deep Blue Ocean Pilot Programme

The Trust believes that one way to make significant, sustainable and long-term progress with critical health care issues is through collaboration between business, government and civil society. In 2010, the Trust and INSEAD Business School in collaboration with the Aga Khan Development Network piloted the Deep Blue Ocean programme, an initiative that matched the skills of Johnson & Johnson employees with INSEAD undergraduate MBAs. Their mission was to explore new and collaborative ideas to tackle major health care issues impacting Tanzania, Egypt and the United Arab Emirates.

The teams developed six projects (see Deep Blue Ocean concepts) that addressed unmet needs in the areas of poverty, health care access and chronic disease, using the innovative tools and processes of the Blue Ocean Strategy*. At the end of 2010, the Trust decided to carry out further research on the viability of three of the concepts: TB or Not TB, Transform and First Line Care. The Trust also committed to running a second Deep Blue Ocean programme in 2011.


Partner: INSEAD Business School
Countries: Tanzania, Egypt, United Arab Emirates

Facts & Figures:
- 21 Johnson & Johnson employees and 8 INSEAD undergraduate MBA students participated in the 3-month programme
- They applied the innovate tools and processes of the Blue Ocean Strategy to unmet health care needs
- 6 teams in 3 countries addressed the issues of:
  - Poverty and Health Care Access in Tanzania
  - Poverty and Chronic Disease in Egypt
  - Chronic Disease and Health Care Access in the United Arab Emirates (UAE)
- The Teams developed 6 projects (see project concepts) and the Trust committed to carrying out further research on the viability of 3 of the concepts: TB or Not TB, Transform and First Line Care

“With the Deep Blue Ocean Pilot Programme, Johnson & Johnson participants and INSEAD students challenged the status quo in health care and developed original solutions in response to health care needs.”
Loic Sadoulet, Academic Lead, INSEAD Africa Initiative
6 Deep Blue Ocean Concepts

1. Bringing Health to Life: Diabetes in the UAE
   › Bringing Health to Life focuses on improving awareness, prevention and treatment of diabetes. The project works to reframe the current health care system in a way Emiratis can relate to by associating it with activities they enjoy and practice daily: watching TV and shopping. The project proposes to address awareness and treatment by using a popular cartoon to disseminate health messages and tackle prevention through mall walking initiatives.

2. First Line Care: Poverty and Access to Health Care in Egypt
   › First Line Care proposes upgrading pharmacy services to deliver quality first-line care at a low cost. The programme delivers clinical training to pharmacists, providing the know-how, tools and protocols to refer, diagnose and treat most common diseases. The long-term programme is supported with a standardised first-line kit containing easy-to-use protocols, small diagnostic devices, supplies and branded generic products.

3. Pharmacy iARET: Cardiovascular Disease in Egypt
   › Pharmacy iARET focuses on improving the health and awareness of low and middle-income people by leveraging the trust between existing pharmacists and their patients. The project proposes to train pharmacists to create awareness of cardiovascular disease and risk factors. Screening facilities are provided within the pharmacy where pharmacists can detect early signs of cardiovascular disease, refer patients to specialised physicians and carry out suitable follow-up.

4. SanaGlobe: Access to Health Care in the UAE
   › SanaGlobe is a unique family entertainment experience with health care at its heart, all under one roof. Its mission is to create a positive mindset towards leading a healthy lifestyle, improving family well-being and building a fun and stimulating atmosphere for accessing primary health care. Services are all focused on healthier living and are provided in four major areas: Health Care Services, Entertainment, Food, and Sports and Activities.

5. TB or Not TB: Poverty and Tuberculosis (TB) in Tanzania
   › TB or Not TB proposes to use a proactive approach to identifying TB patients by using a quick and inexpensive process to screen and diagnose TB through:
     • Education and awareness to de-stigmatise TB patients and encourage them to take a TB test when they have symptoms
     • Actively find TB patients by using local health centres to collect sputum samples, transporting them to a central lab for diagnosis and sending results to patients by SMS within one week
     • Using a quick and reliable TB diagnosis system by partnering with APOPO, a social enterprise that trains rats to identify TB on sputum samples.

   › Transform addresses the challenges of maternal health and the economic empowerment of women. The project identifies three initiatives where the skills and knowledge of Johnson & Johnson employees can directly add value: partnering with a women’s soap cooperative, with an NGO on health screening initiatives and initiating a longer-term project to upgrade the skills of traditional birth attendants.
Nil Nocere (Do No Harm)

Nil Nocere is a three-year programme designed to improve patient safety at health institutions in the Czech Republic. The programme helps establish a network of health care managers who develop processes to improve the identification and reporting of Adverse Events (AE). These are events that risk patient safety with potentially devastating results.

The Trust partners with Project HOPE to help address the causes behind poor reporting of AE by involving health care managers in the design of strategies to improve patient safety in their institutions. In 2010, 64 health care managers participated in the programme and made 16 recommendations to better identify and report AE. They also engaged in the development of prevention methods.

Partner: Project HOPE  
Country: Czech Republic  
Facts & Figures:
- 16 hospitals in the Czech Republic are participating in the 3-year programme  
- In 2010, 64 health care managers participated in the programme  
- There are 4 working groups consisting of 4 hospitals each, that share best practice and information within their workplaces  
- In 2010, the working groups made 16 recommendations on how to better identify and report harmful events

“Improving the reporting systems of Adverse Events furthers the understanding of how harmful events are caused and is the first step in addressing the issue of patient safety.”  
Helena Jungova, Director of Project HOPE, Czech Republic
According to the World Health Organisation, immigrants in Germany face higher risks of poverty and ill health than German natives. In partnership with the Ethno-Medical Centre in Hannover, the government of North Rhine-Westphalia and the Federal Association of Company Health Insurance Funds, the Trust assists immigrants with health care needs through a programme called With Migrants for Migrants (MiMi).

MiMi’s goal is to empower immigrants to actively engage with the German health care system and to make informed health care choices. Through MiMi, the Trust helps to improve the lives of immigrants by providing funding for the recruitment and training of intercultural health mediators. The mediators teach other immigrants about the German health care system and the importance of a healthy lifestyle. MiMi mediators run community health campaigns to educate migrants on the health risks associated with lack of exercise, poor diet, smoking and alcohol abuse. They also deliver educational programmes on child, elderly and mental health.

Facts & Figures:
- MiMi has reached 48,000 immigrants living in Germany since 2008
- More than 1,600 intercultural health mediators from 136 countries have been trained
- They run health care campaigns and distribute health care guides in over 15 languages
- MiMi mediators are active in 53 cities in Germany
- MiMi also provides training programmes for health care professionals and carries out research studies on health and migration
- In 2009, MiMi was featured as a World Health Organisation best practice case study

“The training has raised my awareness of how to take my health into my own hands, specifically how to benefit from preventive medical screenings and check-ups.”
Yasemin Kader, MiMi Health Mediator from Essen, Germany
HIV Education and Treatment for Women in Prison

The Trust works with communities in Russia to prevent the spread of HIV and reduce the burden of AIDS on women and their families. One of the organisations supported in 2010 was Aids, Statistics & Health.

The organisation works with one of the most under-served communities in Russia, HIV positive women in prison. It provides women and their families with education on HIV treatment and ways to prevent the spread of the infection. The programme offers individual counselling sessions, HIV education workshops and social and legal assistance to the women and their families.

Once they are released from prison, an after-care programme supports their re-integration into the community and encourages them to continue their treatment. Assistance is also provided to women who become pregnant, to ensure the birth of a healthy child.

**Partner:** Aids, Statistics & Health  
**Country:** Russia  
**Facts & Figures:**
- In 2010, 500 HIV positive female prisoners participated in the treatment programme  
- 250 women received individual counselling from medical and social workers  
- 120 family members requested and received 1-to-1 consultations  
- 100 family members attended educational seminars  
- 50 women and their representatives received legal advice  
- The number of women who enrolled in the after-care programme on their release increased from 12% to 30%

“When I got my test results, I thought that my life was over. During the trainings, I became convinced that my life is in my own hands and I can still give birth and raise my own child.”

Participant in the Aids, Statistics & Health programme
The mission of the Johnson & Johnson Corporate Citizenship Trust is to make sustainable, long-term differences in human health.

We do this by investing in strategic partnerships and innovative solutions that add value to society and impact people’s lives.
How we operate

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

The Trust is an independent organisation that reflects the Johnson & Johnson Family of Companies’ commitment to improve the quality of life in the communities that its employees live and work in. It is a company limited by guarantee and a registered Scottish charity.

The Trust’s activities are focused in four key areas:

**Building Health Care Capacity**
In many areas of the world, people cannot get even basic health care services. Often, there are not enough health clinics or health care workers to meet communities’ growing needs. In places where clinics and workers do exist, many health care teams do not have access to training programmes to build their skills.

The Trust partners with organisations to provide leadership and development training for doctors, nurses and other health care professionals and to give students opportunities to further their studies in health.

It specifically supports organisations:
- Addressing global health care worker shortages
- Supporting leadership and management training
- Providing skills-based training for health care workers
- Providing health education and development opportunities for community members

**Saving & Improving Lives**
Each day around the world, women and children struggle to survive in places with limited access to health care, education or social support. Often, they face a life of abuse, mistreatment, chronic illness and premature death. Fortunately, community groups large and small are trying to change this.

The Trust supports organisations and community groups that are working to tackle some of the critical and complex issues that are impacting communities.

It invests in programmes:
- Promoting safe, healthy pregnancies, deliveries and infant care
- Supporting life-skills education for young people
- Reducing abuse and violence against women and children
- Fostering economic empowerment for women
Preventing Diseases & Reducing Stigma
The Trust partners with community groups on programmes to prevent HIV/AIDS infections, diabetes and other chronic diseases. It helps individuals and their families cope with social stigmas and suffering associated with disease and mental illness.

The Trust’s community partners understand the needs of their communities best. It works with them to make the greatest possible impact.

It partners with organisations:
- Supporting programmes to prevent HIV/AIDS
- Donating products to reduce impact of disease among the poor
- Promoting hygiene and environmental stewardship
- Reducing the impact of chronic diseases and obesity-related conditions
- Supporting community programmes that reduce stigma related to diseases and mental illness

Advancing & Innovating in Corporate Social Responsibility
The Trust believes that by promoting collaboration between business, government and society, it can contribute to the creation of long-term and sustainable solutions for communities across EMEA.

It partners with organisations to develop innovative approaches, research and solutions focused on improving health care and advancing Corporate Social Responsibility (CSR).

It supports organisations:
- Developing and fostering networks that promote the CSR agenda
- Improving the capacity for CSR research and development
- Investing in innovative multi-stakeholder solutions to drive health and society platforms

In 2010, the Trust invested £4,225,120 in 111 projects in over 35 countries across Europe, the Middle East and Africa.
The road map for the future of the Trust is based on four key building blocks: partnerships, innovation, communication and process improvement.

**Partnerships**

The Trust has adopted the strategy of fewer, larger and more impactful programmes ensuring that its partnerships are sustainable, measurable and deliver real value to people’s lives. The Trust’s partnering framework focuses on developing long-term partnerships with organisations that address major health care issues in an innovative and collaborative way.

Moving forward and in the spirit of learning, the Trust is looking to build on the success of its current partnerships, as well as foster new partnerships with organisations that share the same values and principles.

In 2011, the Trust is exploring new territory in its relationship with INSEAD Business School. It is expanding its Building Health Care Capacity Leadership Programmes to focus on primary care. It has launched the Innovators for Community Wellness programme, aimed at community health care workers in the Middle East. After a very successful run of the European Health Leadership programme, which will end in 2011, the Trust is excited to be working with INSEAD on new programmes that address the changing needs of the health care environment. The new programmes are due to be piloted in 2012.

The Trust has embarked on a new partnership with the Academy of Business in Society and Rutgers University. The Advancing Global Health Decision Making initiative seeks to create an interdisciplinary, international, collaborative process across private, public, governmental and nongovernmental sectors, to further the global health decision making agenda.

**Innovation**

At the heart of the partnerships is the concept of innovation and collaboration. It is through collaboration between governments, civil society and companies that real progress can be made in addressing the serious issues impacting society. This multi-stakeholder approach lies at the heart of the Deep Blue Ocean initiative (pp. 12-13), which looks at connecting the skills and competencies of organisations to build and
develop new health care solutions. In 2011, the Trust is working to further develop some of the outcomes of the pilot and is running a second programme.

The Deep Blue Ocean programme is funded through the Trust’s Social Innovation Fund. This was created in 2010, to act as an incubator in which the Trust can experiment and further develop CSR inspired initiatives.

Matching skills and competencies with the needs of communities is another core element of the innovation strategy. In the coming years, the Trust will work to develop a set of initiatives by which the skills of Johnson & Johnson employees can be matched with the needs of communities. In 2010, the Trust piloted the first Magellan fellowship (p. 9). In 2011, it will initiate five Magellan fellowships and will look to expand this number in 2012.

**Communication**

Transparency is critical to the operations of the Trust and it constantly strives to increase its communication activities. In 2011, the Trust will distribute the 2010 annual report more widely among its partners and the employees of Johnson & Johnson companies and will launch an internet site.

One of the key aims of the Trust’s communication strategy is to strengthen and further develop the communication channels with Johnson & Johnson companies. Stronger communication channels will enable the Trust to inform employees on its activities and on its skills matching initiatives. Moving forward the Trust will develop a standard platform where Johnson & Johnson employees can make direct donations to the Trust.

**Process Improvement**

The Trust is further improving its operations and developing the skills and competencies of its staff. In 2011, the Trust has realigned staff members’ responsibilities, giving each member a strategic, programmatic and country responsibility. New responsibilities have been assigned taking into consideration skills and experiences, as well as providing staff with the opportunity to develop and grow their expertise.
2010 Beneficiaries

**Austria**
Pro Mente Wien > www.promente-wien.at

**Belgium**
Belgian Patient Council for Urinary Incontinence > www.pirus.be
The Academy for Business in Society > www.eabis.org
European Foundation Centre > www.efc.be
Remissie > (no website)

**Croatia**
Ana Rukavina Foundation > www.zaklada-ana-rukavina.hr
Autonomous Women’s House Zagreb > www.azkz.net
Blue Phone > www.plavi-telefon.hr
Charity for Cancer Patients and their Families and Friends > www.zanovidan.hr
Children’s House Borovje > www.hrabritelefon.hr
Club of Women Suffering from Breast Cancer > www.klubzenalijecenihnadjojciisplit.hr
Croatic Association for HIV and Viral Hepatitis (CAHIV) > www.huhiv.hr
Sierra Foundation > www.hrabro-srce.hr
SOS Children’s Village > www.sos-dsh.hr
The Woman to Woman Association of Sisak > www.rak-dojke.hr
Multiple Sclerosis Association of Krapina-Zagorje > www.dmskzz.hr

**Czech Republic**
Association Onz > www.poradnaprozyen.eu
Civic Association Three > www.centrum-cercany.cz
Czech Epilepsy Association > www.spolecnost-e.cz
Hospice of St. Jana N. Neumana > www.hospicpt.cz
Kontakt bB > www.kontaktbb.cz
Junior Achievement Czech Republic > www.jacr.cz
Project HOPE Czech Republic > www.projecthope.cz

**Estonia**
Healthy Estonia Foundation > www.terve-eesti.ee

**France**
A Chacun son Everest > www.achacunsoneverest.com
AFJ3M > www.afj3m.org
Coup de Pouce Humanitaire > www.cdepouce.com
Dessine-moi un Mouton > www.dessinemoiunmouton.org
Fondation Greffe de Vie > www.greffedevie.fr
Ikambere > www.ikambere.com
INSEAD Business School > www.insead.edu
L’Envol > www.lenvol.asso.fr
Mecenat Chirurgie Cardiaque > www.mecenat-cardiaque.org
Victimes & Citoyens > www.victimes.org

**Germany**
APS - Institute for Patient Safety > (no website)
Ärztliche Gesellschaft zur Gesundheitsförderung der Frau > www.aeggf.de
Gesellschaft für psychosoziale Einrichtungen > www.gpe-mainz.de
Ethno Medizinisches Zentrum > www.ethno-medizinisches-zentrum.de
German Coalition for Patient Safety > www.aktionsbuendnis-patientensicherheit.de
German Red Cross Youth > www.jrk-nordzheim.de
Kindernetzwerk > www.kindernetzwerk.de
Safe Kids Germany > www.kindersicherheit.de
Child Health Foundation > www.kindergesundheit.de

**Greece**
Association of Families and Friends for the Mental Health of the County of Serres > (no website)
Institute of Social and Preventative Medicine > www.neahygeia.gr
Kalipso Psoriasis Association > www.kalipso.gr
Theotokos Foundation > www.theotokos.gr
Hungary
Camp of Courage Foundation > www.batortabor.hu
Foundation for the Treatment and Rehabilitation of Patients with Tumors > (no website)
Foundation for our Life, Health and for the Population of Hódmezővásárhely > www.evp.hu
Hungarian Association of Infant Massage > www.magye.hu
Hungarian Association of Mother, Child and Public Health Nurses > www.mave.hu
Hungarina Interchurch Aid > www.segelyszervezet.hu

Ireland
Business in the Community Ireland > www.bitc.ie
Junior Achievement Ireland > www.juniorachievement.ie
Special Olympics Ireland > www.specialolympics.ie

Latvia
Ronald MacDonald House Charities, Latvia > www.rmhc-latvia.lv

Lithuania
Mykolas Romeris University > www.mruni.eu/en

Netherlands
Netherlands Foundation for Mental Health > www.psychischegezondheid.nl
Pelvic Patients Foundation > www.bekkenbodem.net

Poland
Institute of Patient’s Rights and Health Education > www.prawapacjenta.eu

Portugal
Association SOL > www.sol-criancas.pt

Russia
Kalin Fund > www.kalinfund.ru
Keystone Human Services > www.keystonehumanservices.org
KidSave International > www.kidsave.org
Perspektiva > www.perspektiva-inva.ru
Quality of Life Russia > www.kachestvo-zhizni.ru
Aids, Statistics & Health > www.aidsjournal.ru
Social Partnership Development Fund > www.spdfund.org
Steps Fund > www.hiv-aids.ru

Saudi Arabia
Al Dar Al Mahalliyyah > www.al-mahalliyyapa.com

Slovakia
Open the door, Open your Hearts > www.tawfik@ie-eg.com

Slovenia
Association SOS Help-line for Women and Children - Victims of Violence > www.drustvo-sos.si
Zavod Emma > www.zavod-emma.si

Spain
Foundation for the Suppression of Communication and Language Barriers > www.fundacioncnse.org
Theodora’s Children’s Trust > www.theodora.org
Vicente Ferrer Foundation > www.fundacionvicenteferrer.org
Spanish Confederation of Groupings of Families and People with Mental Illness > www.feafes.com
Tomillo Foundation > www.tomillo.org

Switzerland
Swiss Health Foundation Radix > www.radix.ch

Ukraine
Odessa Charity Fund The Way Home > (no website)
Poltava Public Health Fund > (no website)

United Kingdom
Aga Khan Development Network > www.akdn.org
Hearts & Minds > (no website)
Edinburgh International Science Festival > www.sciencefestival.co.uk
Ethicon in the Community > (no website)
European Child Safety Alliance > www.childsafetyeurope.org
Friends of African Nursing > www.foan.org.uk
Hamlin Fistula UK > www.hamlinfistulauk.org
International Business Leaders Forum > www.iblf.org
Royal College of Surgeons of Edinburgh > www.rcsed.ac.uk
Waverley Housing > www.waverley-housing.co.uk
2010 List of Directors

Directors
Dirk Brinckman
Dirk Collier
Birgit Conix
Jane Griffiths
Nikolaos Kefalas
Jose Antonio Justino
Colin Morgan (OBE)
Johannes Pattermann
Pericles Stamatiades
Staffan Ternström
Christian Verbeeck
Neil Wood
Frank Welvaert

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

Registered Office
5 Atholl Crescent
Edinburgh EH3 8EJ
Scotland

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

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

Solicitors
Gillespie MacAndrew LLP
5 Atholl Crescent
Edinburgh EH3 8EJ
Scotland

Company Number
SC327028

Charity Number
SCO17977

Objectives of the Trust

Mission

The mission of the Johnson & Johnson Corporate Citizenship 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.

The Trust is an independent organisation that reflects the Johnson & Johnson Family of Companies’ commitment to improve the quality of life of the communities that its employees live and work in. It is a company limited by guarantee and a registered Scottish charity.

The activities of the Trust as outlined in its Memorandum of Association are:
a) the prevention or relief of poverty,
b) the advancement of education,
c) the advancement of health,
d) the saving of lives,
e) the advancement of citizenship or community development,
f) the advancement of the arts, heritage, culture or science,
g) the advancement of public participation in sport,
h) the provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended,
i) the advancement of human rights, conflict resolution or reconciliation,
j) the promotion of equality and diversity,
k) the advancement of environmental protection or improvement,
l) the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage,
m) the advancement of animal welfare,
n) any purpose that may reasonably be regarded as analogous to any of the preceding purposes.

Strategies

The Trust supports partnerships and programmes in four key strategic areas:

1. Building Health Care Capacity

The Trust believes that an investment in health education today will have a powerful impact on the quality of health care systems in the future. Through its partnerships, the Trust provides leadership and development training to doctors, nurses, health care professionals and community members to enable them to build their skills and competencies to improve the quality of lives of the people that they serve. Specifically the Trust supports organisations:
  > Addressing global health care worker shortages
  > Supporting leadership and management training
  > Providing skills-based training for health care workers
  > Providing health education and development opportunities for community members

2. Saving and Improving Lives

Each day around the world, women and children struggle to survive in places with limited access to health care, education or social support. The Trust supports organisations and community groups that are working to tackle some of the critical and complex issues that are impacting communities across Europe, the Middle East and Africa (EMEA). The Trust in-
1. Fostering Empowerment and Development

The Trust is committed to fostering development and economic empowerment. It partners with organisations to:

- Promoting safe, healthy pregnancies, deliveries and infant care
- Supporting life-skills education for young people
- Supporting programmes that reduce abuse and violence against women and children
- Fostering economic empowerment for women

2. Advancing and Innovating in Corporate Social Responsibility (CSR)

The Trust is driven by a commitment to create and add value to society. It believes that by fostering and promoting the development of multi-stakeholder partnerships from government, business and society it can contribute to the development of long-term and sustainable solutions to many of the issues impacting health care and society. CSR is about creating win-win situations for both business and society and the Trust is committed to advancing the further development of CSR across EMEA.

3. Preventing Diseases and Reducing Stigma

The Trust partners with community groups on programmes to prevent diseases such as HIV/AIDS, diabetes and other chronic conditions. It works to help people and their families cope with the social stigmas and suffering associated with disease and mental illness. The Trust believes that its community partners understand the needs of their people best and supports them in their efforts to make the greatest possible impact. It partners with organisations:

- Supporting programmes to prevent HIV/AIDS
- Donating products to reduce impact of disease among the poor
- Promoting hygiene and environmental stewardship
- Reducing the impact of chronic diseases and obesity-related conditions
- Supporting community programmes that reduce stigma related to diseases and mental illness

4. Advancing and Innovating in Corporate Social Responsibility (CSR)

The Trust is driven by a commitment to create and add value to society. It believes that by fostering and promoting the development of multi-stakeholder partnerships from government, business and society it can contribute to the development of long-term and sustainable solutions to many of the issues impacting health care and society. CSR is about creating win-win situations for both business and society and the Trust is committed to advancing the further development of CSR across EMEA.

To do this it supports organisations:

- Developing and fostering networks that promote the CSR agenda
- Improving the capacity for CSR research and development
- Investing in innovative multi-stakeholder solutions to drive health and society platforms

Grant Making Policy

The Directors have developed a Grant Making Policy in order to ensure the effective and transparent process of grant making decisions. 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 national and international initiatives. With respect to national initiatives, the Trust consults informal Corporate Social Responsibility Country Committees, which are made up of local representatives from the Johnson & Johnson Family of Companies.

The Committees explore and manage partnerships with organisations that meet the needs of the local population while at the same time adhering to the mission and objectives of the Trust. Each country supported by the Trust has a dedicated Country Leader, Health Care Business Integrity Officer and Grant Coordinator, all of whom have a role in the grant application process. International Programmes are managed by the Programme Operations Committee and follow the same process. Every national and international grant approved requires sign-off by two Directors of the Board.

In 2010, the Programme Operations Committee introduced an additional sign-off for all grants equal to or above €100,000 and €500,000. The changes were implemented in order to ensure that the Trust’s processes comply with internal Johnson & Johnson Family of Companies Health Care Business Integrity guidelines.

National CSR Country Committees and the Programme Operations Committee meet regularly with their partners and are required to provide progress reports to the Board.
Performance Against Objectives
Set: An analysis of the public benefit provided

In 2010, grant giving totalled £4,225,120. Funding was used to support 111 projects in over 35 countries across EMEA.

The following chart maps the distribution of funding across the four main strategies:

- **32% Building Health Care Capacity**
- **19% Saving & Improving Lives**
- **10% Advancing & Innovating in CSR**
- **39% Preventing Disease & Reducing Stigma**

**2010 Significant Areas of Activity**

For an overview of some of the programmes supported in 2010 see pp. 2-16.
ing, microfinance and sanitation and hygiene services.

*European Health Leadership Programme, INSEAD, France*

Given the changing health care environment, the Committee felt it was necessary to carry out a full evaluation of the European Health Leadership Programme, one of its flagship programmes. The Trust contracted an independent consultant to carry out a thorough review. The findings are expected in 2011, when the committee will review the recommendations made by the report.

2. Communication

In 2010, the Trust continued its strategy to raise awareness of its activities both internally among the Johnson & Johnson Family of Companies employees and externally, through the distribution of the 2009 Annual Report.

3. Innovation

In 2010, through its Social Innovation Fund, the Trust successfully ran two initiatives aimed at innovating in the area of CSR: the Deep Blue Ocean pilot (pp. 12-13) and the Magellan Programme (p. 9). Both programmes were managed by the Programme Operations Committee, and in the case of the Deep Blue Ocean pilot, a leadership and development consultant was contracted to work on the project.

4. Process Improvement

In 2010, the Programmes Operations Committee carried out a review of its structure and governance, which resulted in the implementation of a new organisational chart providing greater clarity on roles, responsibilities and accountability. In order to promote employee development and ensure balance across portfolios, each employee was assigned a regional, strategic and programmatic responsibility in line with their skills and expertise.

*Audit and Finance Committee*

The role of the Audit and Finance Committee is to manage the Trust’s approach to investment policies, reserve funds and risk management. As in previous years, the committee took a cautious approach towards the Trust’s investment and reserve policies. In 2010, the Committee continued to work on areas of risk, see further details in the Risk Management and Assessment section.

*Trademark Management Committee*

The primary function of the Trademark Management Committee is to manage the relationship between the Trust and the Johnson & Johnson Family of Companies. The Trademark Management Committee is responsible for collaborating with the Johnson & Johnson Family of Companies on matters including trademark usage and communications.

In accordance with the Trademark License, the Committee developed a set of templates to be used by the Trust to communicate its activities externally and internally, among the Johnson & Johnson Family of Companies. The templates have been shared with the corporate communications department of Johnson & Johnson.

*Risk Management and Assessment*

The Board of Directors are currently examining the Trust’s compliance with applicable rules and anti-corruption laws, including the UK Bribery Act 2011.
Financial Review

The Statement of Financial Activities is reported on p. 33 of the accounts.

Results for the Period

The overall number of grants made in 2010 was lower than 2009, as a result of a number of pre-payments made to beneficiaries in 2009.

2010 saw a return to a healthy surplus, as previously forecasted. Surplus funding was planned in order to ensure the availability of appropriate funds for future investment in the outcomes of the Deep Blue Ocean initiative.

As a result of new strategic developments in the Middle East and the United Kingdom, in 2010, the Board decided to defer new activities in these countries until strategic plans have been developed and agreed by the Board.

Principal Funding Sources

The Trust’s activities are funded through donations from the Johnson & Johnson Family of Companies.

Within the portfolio of the Trust a number of funds have been created to effectively manage donations.

1. Capital Endowment Fund

*College of Surgeons of East, Central and Southern Africa (COSECSA) Endowment Fund*

*Donated by Johnson & Johnson Medical*

COSECSA is an independent body that promotes postgraduate education in surgery and provides surgical training throughout the region of East, Central and Southern Africa. No grants were paid out of this fund in 2010 and the capital sum remains.

2. Donor Advised Funds

*LifeScan Scotland Fund*

*Donated by LifeScan Scotland*

As part of its commitment to communities in the Highlands and Islands, LifeScan Scotland, a Johnson & Johnson Family of Companies entity made a donation to the Trust in 2010. The Trust fulfilled the wishes of the donation by making grants to the following organisations:

- **Hearts & Minds**
  Hearts & Minds works to increase the quality of life of sick and hospitalised children, their families and elderly people suffering from dementia. The goal of the Clowndoctors programme is to bring entertainment and laughter to help to ease their suffering.

- **Edinburgh International Science Festival**
  The Edinburgh Science Festival is an educational charity whose mission is to inspire and educate people of all ages and backgrounds in science and technology.

3. Designated Funds

In 2010, the Directors agreed to the creation of the following designated funds:

*Social Innovation Fund*

*Funds donated by Janssen EMEA and Johnson & Johnson Medical*

The Social Innovation Fund has been developed to enable the Trust to support projects and programmes that develop and promote new and innovative approaches to some of the major health care issues impacting society. In 2010, the Fund invested in two initiatives:

- The Deep Blue Ocean pilot programme (pp. 12-13)
- Magellan Programme (p. 9).

*Mental Health in Belgium*

*Funds donated by Janssen EMEA*

In 2010, Janssen EMEA donated funding to the Trust to invest in programmes and projects that work to alleviate the suffering and stigma of people living with mental illness in Belgium. The fund made a donation to Remissie, to continue its work with the Puente programme (p. 2).
Additional Resources from Johnson & Johnson Corporate Contributions Worldwide

Skills and Education for Young People  
Funds donated by Johnson & Johnson Corporate Contributions, New Jersey, United States  
Johnson & Johnson established the Bridge to Employment (BTE) programme to help young people build solid futures by introducing them to a broad array of careers in health care. The idea is to engage students through real world experiences to demonstrate that learning can be meaningful, engaging, and relevant to their future. In 2010, grants were made to two organisations:  
- Junior Achievement in the Czech Republic  
- Fundacion Tomillo (Thyme Foundation) in Spain (p. 5).

Both grants were made to facilitate the running of the BTE programme in Spain and the Czech Republic.

HIV/AIDS Pathways  
Funds donated by Johnson & Johnson Corporate Contributions, New Jersey, United States  
The Trust works with communities to prevent the spread of HIV and reduce the burden of AIDS on women and their families. Specifically it works to prevent mother to child transmission, prevent infections in women and youth, strengthen support and care services and provide care for orphans and vulnerable children. In 2010, it awarded three grants to organisations in Russia working to achieve these aims:  
- Aids, Statistics and Health (p. 16)  
- The Social Partnership Development Fund, working to increase education around the treatment options for people living with HIV  
- ‘Steps’ the Regional Public Foundation, an education, awareness and support network working to raise the visibility and understanding of HIV.

Training Programmes for African Health Care Professionals  
Funds donated by Johnson & Johnson Corporate Contributions, New Jersey, United States  
The Trust supports training and education initiatives for African surgical and nursing professionals in order to improve access to surgical care, safety and the quality of perioperative services. In 2010, grants where made to three organisations:  
- The Royal College of Surgeons of Edinburgh for the delivery of the Edinburgh Surgical Sciences Qualification to two students in Malawi (p. 10)  
- The Friends of African Nursing which provides education programmes to theatre nurses at Mulago Hospital in Uganda  
- Hamlin Fistula UK to support improvements in the response to obstetric emergencies at the midwifery college of Addis Ababa Fistula hospital in Ethiopia.

Investment Policy  
The Trustees have full power of investment.

In 2010, the Directors continued to take a cautious approach towards investment, preferring not to establish a longer-term investment policy for its charitable funds. The Audit and Finance Committee are exploring investment opportunities that reflect its low-risk policy.

Reserves Policy  
The Directors recognise that overall reserves have increased in 2010. It is the Trust’s policy to hold approximately four months current running costs in unrestricted reserves which in the current year would amount to £1.5m.

The Directors have agreed that the Trust will run the Deep Blue Ocean Programme in 2011. Funding from unrestricted reserves was designated to the Social Innovation Fund for this initiative at the first Board meeting of 2011.

The Directors also intend to designate a considerable amount of unrestricted funding to manage possible wind-up costs incurred by the Trust as part of its risk management strategy.

Plans for the Future  
See Moving Forward pp. 20-21.
The directors are responsible for preparing the Directors’ Report and the financial statements in accordance with applicable law and regulations. Company law requires the directors to prepare financial statements for each financial year. Under that 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 state of affairs of the company and of the net movement in funds of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company’s transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee investment (Scotland) Act 2005. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of Information to Auditors**

To the knowledge and belief of each of the persons who are directors at the time the report is approved:

a) So far as the director is aware, there is no relevant information of which the organisation’s auditors are unaware; and

b) he/or she has taken all steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by the Directors on July 12th, 2011 and signed on their behalf by:

Dirk Collier
We have audited the financial statements of Johnson & Johnson Corporate Citizenship Trust for the year ended 31 December 2010 which comprise the Directors’ Report, Statement of Financial Activities, Balance Sheet and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made exclusively to the members, as a body, in accordance with Sections 495 and 496 of the Companies Act 2006 and to the charitable company’s trustees, as a body, in accordance with section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company’s trustees those matters we are required to state to them in an auditors’ report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditors
As explained more fully in the Statement of Directors’ Responsibilities set out on page 31, the directors (who are also the trustees of the charitable company for the purposes of charity 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, including “APB Ethical Standard – Provisions Available for Smaller Entities (Revised)”, in the circumstances set out in note 12 to the financial statements.

Scope of the Audit of the Financial Statements
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Directors’ Report to identify material inconsistencies with the audited financial statements. 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 the charitable company’s affairs as at 31 December 2010 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 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on Other Matter Prescribed by the Companies Act 2006
In our opinion the information given in the Directors’ annual 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 charitable company 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.

Gillian Donald
Senior Statutory Auditor

For and on behalf of Scott-Moncrieff,
Statutory Auditor
Chartered Accountants
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Exchange Place 3, Semple Street,
Edinburgh, EH3 8BL

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### Statement of Financial Activities
for the Year Ended 31 December 2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming resources</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Incoming resources from generated funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; Voluntary income</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>5,643,734</td>
<td>5,643,734</td>
<td>5,670,747</td>
</tr>
<tr>
<td>&gt; Activities for generating funds</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,619</td>
</tr>
<tr>
<td>&gt; Investment income</td>
<td></td>
<td>-</td>
<td>-</td>
<td>3,516</td>
<td>3,516</td>
<td>6,991</td>
</tr>
<tr>
<td>Other incoming resources</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7315</td>
</tr>
<tr>
<td>Total incoming resources</td>
<td></td>
<td>-</td>
<td>-</td>
<td>5,647,250</td>
<td>5,647,250</td>
<td>5,688,672</td>
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<tr>
<td>Resources expended</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities in furtherance of the charity’s objects</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>4,721,161</td>
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<td>7,026,047</td>
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<tr>
<td>Governance costs</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>43,206</td>
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<td>63,899</td>
</tr>
<tr>
<td>Total resources expended</td>
<td></td>
<td>-</td>
<td>-</td>
<td>4,764,367</td>
<td>4,764,367</td>
<td>7,089,946</td>
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<tr>
<td>Surplus/(deficit) for the year</td>
<td></td>
<td>-</td>
<td>-</td>
<td>882,883</td>
<td>882,883</td>
<td>(1,401,274)</td>
</tr>
<tr>
<td>Net movement in funds</td>
<td></td>
<td>-</td>
<td>-</td>
<td>882,883</td>
<td>882,883</td>
<td>(1,401,274)</td>
</tr>
<tr>
<td>Funds balances brought forward at 1 January 2010</td>
<td>10</td>
<td>100,025</td>
<td>45,050</td>
<td>589,433</td>
<td>734,508</td>
<td>2,135,782</td>
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<tr>
<td>Fund balances carried forward at 31 December 2010</td>
<td>10</td>
<td>100,025</td>
<td>45,050</td>
<td>1,472,316</td>
<td>1,617,391</td>
<td>734,508</td>
</tr>
</tbody>
</table>

All the activities relate to continuing activities.
Financial Report and Accounts
Balance Sheet as of 31 December 2010

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>8</td>
<td>9,770</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank</td>
<td>1,750,206</td>
<td>1,125,500</td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>9</td>
<td>(142,585)</td>
</tr>
<tr>
<td>Net current assets</td>
<td>1,607,621</td>
<td>721,074</td>
</tr>
<tr>
<td>Total assets less current liabilities</td>
<td>1,617,391</td>
<td>734,508</td>
</tr>
<tr>
<td>Net assets</td>
<td>1,617,391</td>
<td>734,508</td>
</tr>
</tbody>
</table>

Funds
Endowment funds | 10 | 100,025 | 100,025 |
Restricted funds | 10 | 45,050 | 45,050 |
Designated funds | 10 | 106,226 | - |
Unrestricted | 10 | 1,366,090 | 589,433 |
Total funds | 1,617,391 | 734,508 |

Approved by the Board on July 12th, 2011 and signed on its behalf by:

Dirk Collier

Company Registered by Guarantee in Scotland No: 327028

Notes to the Financial Statements for the Year Ended 31 December 2010

1. Accounting policies

Basis of accounting
The financial statements have been prepared on the historical costs basis in accordance with applicable UK accounting standards, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities, revised 2005 (SORP 2005).

Depreciation
All fixed assets are included at cost. Depreciation of fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful lives as follows:
Fixtures and fittings 20% straight line

Incoming resources
Incoming resources are recognised when the Trust has legal entitlement, the amount is quantifiable and there is reasonable certainty of receipt.

Resources expended
Expenditure is recognised 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.

Governance costs are those incurred in connection with setting and monitoring the strategic direction of the Trust and compliance with constitutional and statutory requirements.
Foreign currency transactions
Foreign currency transactions are translated at the exchange rate in operation on the date on which the transaction occurred. All exchange gains and losses are reported as part of the surplus or deficit for the year.

Fund accounting
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Trust. Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

Grants awarded
Grants awarded are recognised in full when there is a constructive obligation on the Trust to make the payment.

Gifts in kind
Gifts in kind are included in the financial statements based on a reasonable estimate of their open market value.

2. Voluntary income

<table>
<thead>
<tr>
<th></th>
<th>2010 Total £</th>
<th>2009 Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>5,311,301</td>
<td>5,426,380</td>
</tr>
<tr>
<td>Donations</td>
<td>332,433</td>
<td>244,367</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,643,734</strong></td>
<td><strong>5,670,747</strong></td>
</tr>
</tbody>
</table>

3. Activities in furtherance of the charity’s objects

<table>
<thead>
<tr>
<th></th>
<th>2010 Total £</th>
<th>2009 Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>4,225,120</td>
<td>6,612,544</td>
</tr>
<tr>
<td>Staff Costs</td>
<td>192,355</td>
<td>74,079</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>303,686</td>
<td>339,424</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,721,161</strong></td>
<td><strong>7,026,047</strong></td>
</tr>
</tbody>
</table>

4. Governance costs

<table>
<thead>
<tr>
<th></th>
<th>2010 Total £</th>
<th>2009 Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal fees</td>
<td>27,867</td>
<td>45,654</td>
</tr>
<tr>
<td>Audit &amp; Accountancy fees</td>
<td>13,955</td>
<td>9,459</td>
</tr>
<tr>
<td>Trustee costs to attend board meetings</td>
<td>1,384</td>
<td>8,786</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43,206</strong></td>
<td><strong>63,899</strong></td>
</tr>
</tbody>
</table>
5. Analysis of grants
The charity 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 awarded.

<table>
<thead>
<tr>
<th>Beneficiary</th>
<th>Project Name 2010</th>
<th>2010 £</th>
<th>Project Name 2009</th>
<th>2009 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethno-Medizinisches Zentrum</td>
<td>MiMi 2010</td>
<td>68,644</td>
<td>MiMi 2009</td>
<td>73,961</td>
</tr>
<tr>
<td>Fundacion Tomillo</td>
<td>Bridge to Employment Year 1 &amp; 2</td>
<td>35,163</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>INSEAD Business School</td>
<td>European Health Leadership (January &amp; July Session)</td>
<td>58,624</td>
<td>European Health Leadership (January &amp; July Session)</td>
<td>54,465</td>
</tr>
<tr>
<td>INSEAD Business School, Middle East</td>
<td>Middle East Health Leadership Programme</td>
<td>45,955</td>
<td>Middle East Health Leadership Programme Tuition Fees 2009 &amp; 2010</td>
<td>367,303</td>
</tr>
<tr>
<td>Project HOPE</td>
<td>Nil Nocere</td>
<td>158,663</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>Royal College of Surgeons Edinburgh</td>
<td>Edinburgh Surgical Sciences Qualification for Africa</td>
<td>20,000</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>Al Dar Al Mahalliyah Public Affairs Agency on behalf of the Saudi Ministry of Health</td>
<td>Safe Pregnancy - Training Component</td>
<td>64,135</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>Al Dar Al Mahalliyah Public Affairs Agency on behalf of the Saudi Ministry of Health</td>
<td>Safe Pregnancy - Printing of Passports</td>
<td>66,072</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>European Child Safety Alliance, Johnson &amp; Johnson Pakistan</td>
<td>ECSA 2010</td>
<td>76,767</td>
<td>ECSA 2009</td>
<td>81,199</td>
</tr>
<tr>
<td></td>
<td>Children Health and Education Foundation &amp; The Citizens Foundation</td>
<td>65,674</td>
<td>Children Health and Education Foundation &amp; The Citizens Foundation</td>
<td>0</td>
</tr>
<tr>
<td>Junior Achievement Ireland</td>
<td>Junior Achievement 2010 Programme</td>
<td>37,032</td>
<td>Junior Achievement 2009 Programme</td>
<td>36,321</td>
</tr>
<tr>
<td>Safe Kids Germany</td>
<td>Safe Kids Germany 2010</td>
<td>64,184</td>
<td>Safe Kids Germany 2009</td>
<td>86,641</td>
</tr>
<tr>
<td>A Chacun Son Everst</td>
<td>A Chacun Son Everst 2010</td>
<td>81,893</td>
<td>A Chacun Son Everst 2009</td>
<td>92,432</td>
</tr>
<tr>
<td>Croatian Association for HIV and Viral Hepatitis - CAHIV</td>
<td>Positive Project 2010</td>
<td>7,379</td>
<td>Positive Project 2009</td>
<td>6,257</td>
</tr>
<tr>
<td>FEAFES</td>
<td>FEAFES 2010</td>
<td>70,452</td>
<td>FEAFES 2009</td>
<td>75,845</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>QoL 2010</td>
<td>98,582</td>
<td>QoL 2009</td>
<td>83,639</td>
</tr>
<tr>
<td>Reach 4 Dance</td>
<td>Reach 4 Dance 2010</td>
<td>0</td>
<td>Reach 4 Dance 2009</td>
<td>58,000</td>
</tr>
<tr>
<td>Steps Fund</td>
<td>Steps Hotline 2010</td>
<td>46,111</td>
<td>Steps Hotline 2009</td>
<td>86,796</td>
</tr>
<tr>
<td>Remissie</td>
<td>Puente Programme</td>
<td>129,280</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>Theotakas Foundation</td>
<td>Project Inclusion 2010</td>
<td>58,877</td>
<td>Project Inclusion 2009</td>
<td>91,302</td>
</tr>
<tr>
<td>Netherlands Foundation for Mental Health</td>
<td>Netherlands Foundation for Mental Health 2010</td>
<td>88,391</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>Aga Khan Foundation</td>
<td>Magellan Programme</td>
<td>25,000</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>EABIS</td>
<td>EABIS 2010</td>
<td>107,288</td>
<td>EABIS 2009</td>
<td>110,346</td>
</tr>
<tr>
<td>INSEAD Foundation</td>
<td>INSEAD Social Innovation Centre 2009</td>
<td>112,876</td>
<td>INSEAD Social Innovation Centre 2009</td>
<td>107,087</td>
</tr>
<tr>
<td>INSEAD Foundation</td>
<td>Deep Blue Ocean Programme Tuition Fees</td>
<td>120,843</td>
<td>NA</td>
<td>0</td>
</tr>
</tbody>
</table>
6. Surplus/(deficit) for the year

This is stated after charging:
- Auditors’ remuneration in respect of audit: £9,540 (2009: £9,459)
- Auditors’ remuneration in respect of non-audit: £4,415 (2009: £13,860)
- Depreciation on tangible fixed assets: £3,664 (2009: £3,664)

7. Salaries

<table>
<thead>
<tr>
<th></th>
<th>2010 £</th>
<th>2009 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>168,295</td>
<td>86,546</td>
</tr>
<tr>
<td>Social Security</td>
<td>4,671</td>
<td>2,073</td>
</tr>
<tr>
<td>Pension costs</td>
<td>1,966</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>174,932</td>
<td>88,619</td>
</tr>
</tbody>
</table>

None of the directors received any remuneration during the current or prior period. During 2010, expenses of £nil were reimbursed to one director (2009: £1,083 to one director) in relation to travel costs. One employee’s emoluments exceeded £60,000 during 2010 (2009: 0).

Staff numbers

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time equivalents</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

Two of the staff listed above are employees of Johnson & Johnson Corporate Citizenship Trust. The remaining three staff members are employed by Johnson & Johnson (two) and Manpower (one). The costs relating to Johnson & Johnson Corporate Citizenship Trusts are re-charged on a quarterly basis.

8. Tangible fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Fixtures &amp; Fittings £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2010</td>
<td>18,319</td>
<td>18,319</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2010</td>
<td>18,319</td>
<td>18,319</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2010</td>
<td>4,885</td>
<td>4,885</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>3,664</td>
<td>3,664</td>
</tr>
<tr>
<td>At 31 December 2010</td>
<td>8,549</td>
<td>8,549</td>
</tr>
<tr>
<td>Net book value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 December 2010</td>
<td>9,770</td>
<td>9,770</td>
</tr>
<tr>
<td>At 31 December 2009</td>
<td>13,434</td>
<td>13,434</td>
</tr>
</tbody>
</table>

9. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2010 £</th>
<th>2009 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants payable</td>
<td>73,097</td>
<td>335,661</td>
</tr>
<tr>
<td>Accruals</td>
<td>69,488</td>
<td>68,765</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>142,585</td>
<td>404,426</td>
</tr>
</tbody>
</table>
10. Analysis of reserves

<table>
<thead>
<tr>
<th></th>
<th>Balance at 1 January 2010</th>
<th>Incoming resources</th>
<th>Transfers</th>
<th>Resources expended</th>
<th>Balance at 31 December 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment funds</td>
<td>100,025</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100,025</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>45,050</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>45,050</td>
</tr>
<tr>
<td>Designated funds</td>
<td>-</td>
<td>576,740</td>
<td>-</td>
<td>470,514</td>
<td>106,226</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>589,433</td>
<td>5,070,510</td>
<td>-</td>
<td>4,293,853</td>
<td>1,366,090</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>734,508</strong></td>
<td><strong>5,647,250</strong></td>
<td><strong>-</strong></td>
<td><strong>4,764,367</strong></td>
<td><strong>1,617,391</strong></td>
</tr>
</tbody>
</table>

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

Included in restricted funds is £45,050 (2009: £45,050) in relation to the HIV/AIDS Pathways programmes.

Included within the designated funds is £106,226 in relation to the Social Innovation Fund which is created in partnership with and sourced by operating companies to fund social initiatives.

The unrestricted funds represent the value of approximately four months current running costs.

11. Analysis of net assets among funds

<table>
<thead>
<tr>
<th></th>
<th>Endowment funds</th>
<th>Designated funds</th>
<th>Restricted funds</th>
<th>Unrestricted funds</th>
<th>Total 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,770</td>
<td>9,770</td>
</tr>
<tr>
<td>Net current assets</td>
<td>100,025</td>
<td>106,226</td>
<td>45,050</td>
<td>1,366,090</td>
<td>1,607,621</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100,025</strong></td>
<td><strong>106,226</strong></td>
<td><strong>45,050</strong></td>
<td><strong>1,366,090</strong></td>
<td><strong>1,617,391</strong></td>
</tr>
</tbody>
</table>

12. Non audit services

In common with many other organisations of its size and nature, the trust uses its auditors to assist with the preparation of the financial statements.

13. Related parties

During the year, £5,311,301 of grant funding was received from DePuy International UK (2009: £5,426,380). At the year end no amounts were due to or from DePuy International UK.

14. Membership

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

2011 Board of Directors

Dirk Collier (Chairman)
David Atkins
Laura Angelini
Dirk Brinckman
Jane Griffiths
Jose Antonio Justino
Nikolaos Kefalas
Khaled Mansour
Colin Morgan (OBE)
Gabriella Parisse
Pericles Stamatiades
Staffan Ternström
Christian Verbeeck
Neil Wood
Frank Welvaert (Managing Director)

Staff

Virginie Delwart, CSR Manager EMEA
Johnson & Johnson

Bhavna Mehta, CSR Manager Middle East
Johnson & Johnson Corporate Citizenship Trust

Paula Mulligan, Project Manager Middle East
Johnson & Johnson Corporate Citizenship Trust

Christine O’Gorman, Project Manager
Johnson & Johnson Corporate Citizenship Trust

Sarah O’Leary, Trust Services Manager
Johnson & Johnson Corporate Citizenship Trust

Laura Schneebacher, Communications Fellow
Rutgers University

Ailbhe Timmons, Project Manager Communications
Johnson & Johnson Corporate Citizenship Trust
The Johnson & Johnson Family of Companies Credo

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.