

Our Stakeholders

Johnson Matthey has a wide range of stakeholders with an interest in hearing from or working with the company at both a corporate and business level.

Stakeholders include customers, employees, fund managers, shareholders, communities, governments, non-governmental organisations and national and international trade associations. But there are four stakeholder groups who are particularly important in the early stages of our sustainability programme.

By working with the four key stakeholder groups, we believe we can address the great majority of the issues we have identified in the most coordinated and effective way – to the benefit of all stakeholders.

Who is this Report for?

The report is for our **employees**. It is part of a wider communications programme aimed at employees which is geared towards embedding sustainability across the group and realising the commitments we have made in the Sustainability 2017 Vision and strategy.

[Read more about sustainability communications with employees](#)

The report is also for **customers**. Sustainability 2017 is about Johnson Matthey's ability to grow and adapt to changing markets and provide its customers with innovative, more sustainable products and services.

We want our customers to understand how Sustainability 2017 will strengthen Johnson Matthey's long term ability to continue to offer innovative solutions in a responsible way. Through working in partnership we aim to help our customers de-risk some aspects of their own market / customer / regulatory pressures and give them the confidence that Johnson Matthey can deal with certain risks (such as lifecycle issues around some products) on their behalf.

The report is for **shareholders**. Our shareholders need to see that we are continuing to provide a reasonable return on their investment. We will demonstrate to them, through our communications, that sustainability, as a core strategy, is central to achieving this objective. And of course, many of our shareholders are also employees or business partners. About 1.5% of our shares are owned by current and former employees through the company's share ownership plans.

The report is for **governments, trade associations and non-governmental organisations**. Many of Johnson Matthey's products have a material impact on various government policy areas. Examples include pollution control from transportation and industrial sources, the use of catalysts in resource efficient processes and the shift to zero emission fuel cell technologies. We are proactive in engaging in public policy debate where we have the skills, experience and resources to make a material contribution.

At this early stage, we are concentrating on bringing the right message to the four key groups but we are continuing our ongoing communication with all stakeholder groups. If you have an interest in our work on sustainability at Johnson Matthey, please [contact us](#) to find out more.

[Read more about stakeholder engagement during the year](#)

Employees First

Within the four key stakeholder groups, our employees are the main target group for the first year of our sustainability programme. If we are to make Sustainability 2017 successful externally, all Johnson Matthey employees need to understand and commit to what the group is aiming to achieve.

Our employees are the advocates for the group and if we are to achieve our vision, every employee needs to be an ambassador for sustainability. Communications are a key two way process and we are developing a microsite to engage further with employees and learn more about their experiences as we move forward to Sustainability 2017.

A detailed two-year communications plan has been prepared with the aim of giving employees a clear view of the importance of sustainability to the overall business strategy and equipping them with the information they need to take forward their own sustainability ideas. Through delivery of the plan, we aim to give them the resources to be able to talk to customers, suppliers, partners, communities and families.

The plan started with the launch of the Sustainability 2017 Vision among employees in December 2007. Since then a leaflet, poster, in house magazine article and intranet area have all been produced. We have recently launched the Johnson Matthey Sustainability 2017 Awards which will recognise the outstanding contribution of individuals or teams in working towards achieving our Sustainability 2017 Vision. The awards will be made each year (starting in 2008/09) and are open to everyone in Johnson Matthey.

We have devised a one-day sustainability training programme designed to help our employees put the Sustainability 2017 Vision into practice in their day-to-day work. The first session was run in March 2008 and about 130 managers from around the world who are leading sustainability within the businesses had attended the sessions by the end of June 2008. Locally run sessions will follow to engage a wider number of employees.

Work is also underway to develop an employee microsite. The microsite will be a central source of information on every aspect of our sustainability programme and will provide a means for employees, wherever they are in the world, to share their comments and ideas.

We will also develop a sustainability section on the company's corporate website this year which will provide a wider range of materials both for employees and other stakeholders.



CASE STUDY

Hatton Garden Sustainability Team

[Sustainability initiatives from our office-based employees](#)

Activities in the Year

Over the last year Johnson Matthey has continued to communicate with a wide range of stakeholders. We play an active role within the Chemical Industries Association (CIA) and hold positions on the CIA Executive Committee, Council and other strategy boards. We have also continued to play a leading advisory role through participation in a number of sector trade associations and government bodies, including Eurometaux, the European Precious Metals Federation, the International Platinum Group Metals Association, the Association for Emissions Control by Catalyst (AECC), the European Catalysts Manufacturers Association, the Methanol Institute, the UK Hydrogen Association, the Fuel Cell UK Association and a number of national trade associations for the colours and pigments industry.

The company is actively involved with national and local government to inform the development of policy in other areas where Johnson Matthey's technology and products can play a pivotal role. These include the London Hydrogen Partnership, an initiative of the Greater London Assembly which brings together the key stakeholders interested in achieving the aim of making London a world leader in developing fuel cells and the hydrogen economy. Johnson Matthey also sponsors the London Climate Change Agency which is seeking to reduce London's carbon footprint through the introduction of new technologies in energy generation and transport.

A number of the company's senior management are involved in the UK government's sustainability and climate change initiatives. Neil Carson, Chief Executive of Johnson Matthey, chaired the UK government's Business Taskforce on Sustainable Consumption and Production and is a prominent member of the Corporate Leaders Group which has provided valuable suggestions to UK government and the European Commission on climate change issues.

In addition to our work with the UK government, last October Neil Carson was invited to give testimony on Business Opportunities in a Low Carbon Economy in the US House of Representatives' Select Committee on Energy Independence and Global Warming. This was well received and resulted in a number of follow up questions from members of the committee.

Johnson Matthey executives have also made a contribution to a range of organisations and committees such as the Carbon Trust, the Sustainable Consumption and Production Task Force, the UK Science Forum, the Centre of Excellence for low carbon and fuel cell technologies (CENEX), the Low Carbon Vehicle Partnership and DTI / Defra's Environmental Innovations Advisory Group and Commission on Environmental Markets and Economic Performance (CEMEP). The company also participated in numerous government consultations. We have also continued to support the activities of Forum for the Future and the Green Alliance.



CASE STUDY

Johnson Matthey Clitheroe Open Day

[The site opens its doors to 800 children and local residents](#)

How We Engage

A number of our investors are interested in ethical investment and manage Socially Responsible Investment (SRI) funds. We try to provide these investors with the information they need through regular dialogue with specialists from their organisations and participation in the key benchmarking studies. We are a member of the FTSE4Good Index. Our new Sustainability Report will also provide information on areas of interest to these investors, just as our previous CSR reports did.

Johnson Matthey also meets with all of its major shareholders regularly. At these meetings we may discuss matters relating to corporate social responsibility and sustainability, together with the performance and development of the group's businesses.

Complementing our investor meetings, we engage with organisations more directly aligned with our business at a divisional and business unit level. They include customers, industry bodies and trade associations, local government bodies, schools, universities and local charity and community groups.

We always engage with stakeholders in the communities where we have operations. When we enter a new area, we actively develop relationships with stakeholders in the local community, typically during the late planning and early construction stages of a project. We also try to minimise the impact of development through consultation with local authorities and the local community. When we have to exit an area for business reasons, we provide support both for employees who have been affected and the local community as a whole in order to minimise the impact of our departure.

Stakeholder engagement at Johnson Matthey is carried out throughout the year and is integrated into business decision making processes.



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