

## 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. Our stakeholders include customers, suppliers, employees, fund managers, shareholders, communities, governments, non-governmental organisations and national and international trade associations. We communicate with our stakeholders throughout the year and engagement is integrated into our business decision making processes.

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.

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 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 and 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.

### Who is this Report for?

During the development of our Sustainability 2017 Vision and strategy we identified four stakeholder groups who are particularly important in the early stages of our sustainability programme: employees; customers; shareholders; governments, trade associations and non-governmental organisations. In working with these 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.

### Employees

The report 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](#)

### 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. The report aims to illustrate to our customers 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 life cycle issues around some products, on their behalf.

### Shareholders



## Q&A

### What does sustainability mean to you?

Sustainability is an opportunity to do the right thing ...

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Our shareholders need to see that we are continuing to provide a reasonable return on their investment. The report aims to demonstrate 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 1.7% of our shares are owned by current and former employees through the company's share ownership plans.

### **Governments, Trade Associations and Non-governmental Organisations**

Many of Johnson Matthey's products have a material impact on various areas of government policy. 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

In these early stages of our Sustainability 2017 initiative, employee engagement has been a key focus. Making Sustainability 2017 a success externally will require all our employees to understand and commit to what the group is aiming to achieve.

A detailed two year communications plan is being delivered 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.

During the year, a leaflet, poster, in house magazine article and intranet area have been produced and distributed across the group. All employees also received a further communication from Neil Carson, Chief Executive of Johnson Matthey, outlining the early progress towards Sustainability 2017 and an update on the group's financial performance.

Celebrating success and recognising achievements is always a great motivation. The company has launched the Johnson Matthey Sustainability 2017 Awards to showcase the outstanding contribution of individuals or teams in working towards achieving the vision.

[Read more about the Johnson Matthey Sustainability Awards](#)

Over the last year, one day sustainability training sessions were run to help employees put the Sustainability 2017 Vision into practice in their day-to-day work. Around 130 employees around the world attended the sessions and a number of them have since used the training materials and delivered the programme to colleagues at their own sites. Further tailored training sessions for specific functions such as Purchasing and Environment, Health and Safety (EHS) are being developed for 2009/10.

Feedback from employees on Sustainability 2017 suggests that there is a particular interest in hearing more about how other businesses are working towards the group goals. Employees are keen to share their own experiences so others may benefit and learn from them. Sharing best practice and learning from others is an excellent way to maintain momentum and a Johnson Matthey Sustainability microsite is being developed to facilitate it. The microsite will provide a central source of information on every aspect of our sustainability programme and offer a means for employees, wherever they are in the world, to share their comments and ideas. It will be launched during 2009/10. Plans are also underway to develop an enhanced sustainability section on the company's corporate website during 2009/10 which will provide a wider range of materials both for employees and other stakeholders.



# Celebrating Success

The Johnson Matthey Sustainability 2017 Awards have been created to recognise the outstanding contribution of individuals or teams in working towards achieving our Sustainability 2017 Vision. The awards will be made each year with nominations invited from across the whole group.

## Sustainability Awards 2008/09

2008/09 was the first year of the awards and by the closing date for entries, over 80 nominations had been received from individuals, teams, sites and businesses around the world – a tremendous response. All entries were considered by a panel of senior Johnson Matthey managers and a shortlist prepared for the Chief Executive's Committee (CEC) who decided on the final award winners.

The awards span five categories, carefully chosen to reflect the breadth of our sustainability vision:

- **Sustainable Business**  
Click here for more information and for 2008/09 winners
- **Sustainable Products and Technology**  
Click here for more information and for 2008/09 winners
- **Sustainable Operations or Supply Chain**  
Click here for more information and for 2008/09 winners
- **Corporate Citizenship or Community Action**  
Click here for more information and for 2008/09 winners
- **People**  
Click here for more information and for 2008/09 winners

All our winners receive a commemorative memento, a donation to a local charity or community group of their choice and a place on the virtual 'Hall of Fame' on the group intranet.



## Award for Sustainable Business

The Johnson Matthey Award for Sustainable Business recognises individuals, teams, sites or businesses that have made an outstanding contribution to sustainability in the year.

The judges were looking for evidence of:

- The contribution the entry makes towards achieving the Sustainability 2017 Vision.
- The social / environmental / ethical / financial impact of the entry.
- Employee engagement and involvement.

With an extremely high standard of entries in this category, two awards have been made:

### Sustainable Business is Good Business

*Johnson Matthey's Noble Metals business has launched a new product to remove harmful nitrous oxide (N<sub>2</sub>O) emissions from nitric acid plants. Together with more sustainable ways of working, the new product opportunity – leading to a significant new revenue stream – has made Noble Metals joint winner of the **2008/09 Award for Sustainable Business**.*

With the N<sub>2</sub>O destruction catalyst, the Noble Metals business has launched a product capable of having a direct beneficial effect on climate change emissions. It had long been known that nitrous oxide emissions from nitric acid plants were substantial, but until the Kyoto Protocol was ratified globally, producers were not motivated to abate the emissions.

Johnson Matthey was already working on abatement technology, latterly in partnership with Yara International. This partnership has ensured a strong market lead in the supply of secondary abatement catalyst technology to attack these global greenhouse gas emissions. In 2008/09 the product effectively removed 3.6 million tonnes equivalent of CO<sub>2</sub> and with other projects in the offing this is expected to double in the coming year. This is a profitable opportunity for Noble Metals that is likely to produce a significant boost to the profit of the business over the next three to four years.

On the operational side, Noble Metals has made dramatic improvements in the sustainability of its operations, already meeting five of the ten targets the business has set itself within the Johnson Matthey drive to 'halve demand for key resources and remove waste' by 2017. Use of natural gas is down by over 40% and electricity by 13%. Water use is down by 50%, with consumption dropping from 140 to 70 cubic metres a day. The water target has now been met but further reductions are being sought. The many aspects of waste are being tackled effectively and no ceramic or metal waste went to landfill in 2008/09.

Efforts have been going on over a number of years to reduce the proportion of new metal used in Noble Metals' products. In 2005, new metal made up 60% of every kilogramme of product containing platinum group metals that the business sold. By 2008 this had been reduced to 40%, thanks to a combination of new methods, machinery and staff skills. Savings from more sustainable operations are estimated at around £400,000 a year.

Sceptics argue that working sustainably is more expensive and that sustainability adds a premium to products and operations. Confounding the sceptics, Noble Metals has pushed its message of 'profitability with sustainability' and achieved tangible financial success, as well as winning a Johnson Matthey 2008/09 award.

### A Culture of Sustainability Takes off at Alfa Aesar

*Through a wide variety of initiatives and employee generated ideas, Johnson Matthey's Alfa Aesar business at Ward Hill, US, has made sustainability a way of working and a way of life. Its success in embedding sustainability has earned it the **2008/09 Award for Sustainable Business**, as joint winner.*



It was crucial from the outset to get employees to buy into the programme. At the same time, 'low hanging fruit' – the easy wins – was identified, in the belief that success breeds success and fosters employee engagement.

A web based sustainability log was set up for employees to share ideas. No suggestion was too small or too ambitious. Ideas included solar tubes for lighting, paperless fax receipts and an automatic timer for ventilation systems in the warehouses.

The company also brought sustainability into the home lives of employees, helping them both to live and to work sustainably. Over a four month period, employees were offered subsidies to make their homes more energy efficient and gained partial reimbursement for environmentally friendly home improvements. Eligible products and services included home insulation, solar water heating systems and low flow shower heads. Contact points and web links for sustainable living were also supplied.

Back at Alfa Aesar itself, a raft of activities was underway to save energy and reduce waste. Motion detector taps and urinals have been installed in washrooms to reduce water usage. Recycling initiatives have been introduced or improved, with the recycling of paper, cardboard, toner cartridges, tin, plastics, glass and aluminium foil all in place. The paper recycling scheme benefits a local charity, and employees are invited to deposit newspapers and junk mail from home in the containers.

Sustainable kitchenware – plates, mugs and cutlery – has been introduced to minimise kitchen waste going to landfill. Sustainable shopping bags, made up of 80% recycled plastic bottles, have been produced for distribution to Alfa Aesar employees and Johnson Matthey's employees around the world.

Vibrant sustainable communities are an important part of sustainability and Alfa Aesar staff are active members of the community. Its Employee and Community Engagement Sustainability Team, for example, coordinates staff donations to local families at Thanksgiving and Christmas.

Good communications, including a Sustainability Bulletin, have backed up the sustainability work. By the end of 2008 there were 32 new efforts in place, together with ongoing initiatives. A culture of sustainability has taken off, making the award winning business a great example for others to follow.

# Award for Sustainable Products and Technology

The Johnson Matthey Award for Sustainable Products and Technology recognises individuals, teams, sites or businesses that demonstrate excellence in the invention, development or marketing of new products, processes or technology which deliver more sustainable solutions to our customers.

The judges were looking for evidence of:

- The contribution the entry makes towards achieving the Sustainability 2017 Vision.
- The social / environmental / ethical / financial impact of the entry.
- Employee engagement and involvement.

## Technology Centres Contribute to Next Generation Clean Diesels

*The Emission Control Technologies business' Royston and Gothenburg Technology Centres were recognised for excellence in product development winning the 2008/09 Award for Sustainable Products and Technology.*

With ever tightening legislation to control emissions of carbon monoxide (CO), hydrocarbons (HC), soot and nitrogen oxide (NOx) from diesel vehicles, major technical advances in catalyst systems to remove these pollutants are required. Selective catalytic reduction (SCR) catalyst technology is one of the solutions to meeting these targets, and SCR catalysts are already widely used to control harmful emissions from trucks and buses. But from 2014, tougher Euro 6 standards for diesel passenger cars will be introduced and novel catalyst systems will be required to meet the new legislation.

Building on our experience in designing SCR systems for trucks and buses, Johnson Matthey has gone on to successfully develop advanced SCR catalyst systems that enable diesel passenger cars to meet the demanding requirements of the Euro 6 standard.

The science behind this success story was developed by Johnson Matthey's European Technology Centres. The system uses catalyst technology consisting of a diesel oxidation catalyst (DOC), catalysed soot filter (CSF) and SCR catalyst to remove the four pollutants: CO, HC, soot and NOx.

To understand the detail of customer requirements, the centre followed its usual practice of importing customer protocols into its test facilities in the UK and Sweden using the tests to tune catalyst performance. It then set about designing complete catalyst systems, building on earlier designs which met the less strict Euro 5 standard. Computer modelling and testing of engines and vehicles were done to optimise performance and cost. New options were designed to boost performance.

All the development teams got involved in the project, often working to very tight deadlines. The teams worked hard to ensure that the new DOC, CSF and SCR catalyst formulations beat off the competition, then successfully optimised the system and finally took the system from the laboratory scale to full scale production.

The four way emissions system significantly cuts NOx emissions from diesel cars in a cost effective way. Even the relatively small number of vehicles equipped with the new system in 2009 ahead of the legislation will prevent several hundred tonnes of NOx being emitted to the atmosphere over their lifetime.

The stringent Euro 6 standard for car emissions – including a new requirement for NOx aftertreatment – is challenging designers to develop new technologies. By working with customers on new applications well ahead of the legislation, Johnson Matthey gains valuable knowledge and remains a front runner in innovative environmental technologies.



# Award for Sustainable Operations or Supply Chain

The Johnson Matthey Award for Sustainable Operations or Supply Chain recognises individuals, teams, sites or businesses that demonstrate excellence in improving the sustainability of their operations or supply chain. This could be through raw materials replacement / reduction, energy improvement, emissions reduction, production step changes, recycling or waste minimisation and includes manufacturing or office based facilities.

The judges were looking for evidence of:

- The contribution the entry makes towards achieving the Sustainability 2017 Vision.
- The social / environmental / ethical / financial impact of the entry.
- Working with others in the supply chain (if appropriate).
- Employee engagement and involvement.

## Better Use of Valuable Natural Resources

*The Johnson Matthey plant at Devon Park, PA in North America has won the 2008/09 Award for Sustainable Operations or Supply Chain. The plant has devised new ways of reintroducing processed materials back into plant operations to better utilise valuable natural resources and reduce the working capital needed to run the plant. In a single endeavour, good environmental practice has been enhanced and considerable cost savings have been made.*

Emission control catalyst manufacturing operations at Devon produce large quantities of processed washcoat (the coating that contains the catalytically active metal species) and rinse water. A cross functional team was set up to develop new reuse methodologies, drawing on the expertise of personnel involved in production application, batching and process engineering. The team observed the Japanese Kaizen philosophy of continuous improvement and team members liaised with the catalyst scientists and area personnel to ensure that the new methodologies were technically feasible and could be efficiently implemented.

Substantial technical support and performance testing were required. Handling practices within the batching and online operations were also reviewed, leading to procedural changes, modifications to equipment and extensive operator training. All these activities allowed the plant to maximise the reintroduction of processed material back into the process, while minimising the generation of processed rinse and washcoat material.

Over the last financial year, the team reduced inventory by over 99,000 litres. Around £9.5 million in precious metals have been reused more efficiently through this effort. A further saving of £616,000 was achieved through the reuse of non-platinum group metals and by reducing the amount of waste material. The £10 million plus realised has directly improved organisational cash flow – and a significant amount of precious metal material has been better utilised.



# Award for Corporate Citizenship or Community Action



The Johnson Matthey Sustainability Award for Corporate Citizenship or Community Action recognises individuals, teams, sites or businesses that demonstrate commitment and excellence in developing sustainable relationships with the local community.

The judges were looking for evidence of:

- Benefits to the community and to Johnson Matthey.
- The social / environmental / ethical / financial impact of the entry.
- Employee engagement and involvement.
- The contribution the entry makes towards achieving the Sustainability 2017 Vision.

With an extremely high standard of entries in this category, two awards have been made:

## Improving the Quality of Life in the Community

*The Johnson Matthey Germiston site in South Africa won our 2008/09 Sustainability Award for Corporate Citizenship and Community Action thanks to its imaginative and closely targeted work among deprived communities.*

One prong of its activities is working with schools. Dikatole is a local settlement made up of shanties and – as at other informal settlements – its schools do not get adequate funding. Johnson Matthey recognises the importance of educating children in a hygienic and decently equipped environment conducive to learning. This was far from the case at Ekurhuleni Primary School, where the toilet block or ablution facility was on the point of collapse. The Germiston site CSR team intervened to provide funds for a new block, rebuilt from the foundations up. It has also purchased portable cabins (which were previously rented) to house two additional classrooms and to increase the number of children being educated. There are further plans to give financial help for a school hall in 2009. Upgrading facilities in this way gives a real fillip to primary education – and the community generally – in the locality.

Elsewhere, the Germiston site has partnered with Eco-Access, a South African charity that helps disabled people, especially children, to understand the natural environment. The charity encourages schools and centres for the disabled to set up self sufficient green programmes and Germiston contributed R97,000 (over £7,000) towards the construction of a chicken run at Zimeleni School. At the Zimeleni and Ezibeleni schools, Germiston helped create vegetable gardens, setting these communities on the road to self sufficiency and enhancing their quality of life.

Following an employee survey that revealed a wish to alleviate the impact of HIV / AIDS, the CSR Committee provides support to St Francis, an AIDS care facility for terminally ill patients, and Lambano, an orphanage for children, most of whom have lost their parents through AIDS. Germiston employees have played a valuable role in identifying beneficiaries and giving up their free time to participate in work parties.

These activities have brought benefit to the institutions involved and in turn to Johnson Matthey, engaging local employees in the process and making Germiston a model of corporate citizenship and responsibility.

## Commitment to Community Engagement at Clitheroe

*Unstinting efforts to promote science education and environmental awareness has earned our Clitheroe, UK site the 2008/09 Award for Corporate Citizenship or Community Action.*

Attracting young people to a career in science is an important part of maintaining a

sustainable workforce. Catching them young, telling them what a career with a leading chemicals company is really like and offering well matched work experience placements are all crucial ingredients. Every year, the Clitheroe team aims to reach children at four secondary and nine primary schools – around 1,000 young people in all. While the topics involved have a broad range, including environmental weeks and anti-bullying campaigns, visits from schools (and to schools) are all-important.

Work placements were previously allocated by a local body on the basis of a standard form, leading to occasional mismatches. The Clitheroe site rectified the problem by going into schools and speaking directly to students, who then completed a role-specific application form and attended a short interview. This had the double advantage of giving students experience of job applications and interviews and ensuring that the work experience went to the students who would most benefit. Clitheroe's mechanical and electrical maintenance teams spent one or two weeks with the students on site, while the projects and technical team took on enthusiastic students with an interest in engineering.

Other activities with secondary schools included visits to schools for Science in Industry weeks (and offering hands on work), mentoring schemes for GCSE students and participation in parents evenings.

At primary school level, the emphasis was on the environment. Working with a local primary school and the Wildlife Trust, Johnson Matthey has helped to create an eco-zone from a derelict wilderness, contributing both funding and manpower.

The company's plant at Clitheroe is located in a close community where Johnson Matthey is a major employer and its future workforce is on its doorstep. Employees at Clitheroe made an outstanding contribution in 2008/09 in helping the younger generation to understand the place of science in industry while promoting the environmental sustainability that the business is committed to.

## Award for People

The Johnson Matthey Sustainability Award for People recognises individuals, teams, sites or businesses that demonstrate commitment and excellence in developing a sustainable workforce. This could be through any aspect of training and development or employee health, safety and wellbeing.

The judges were looking for evidence of:

- The benefits to individuals and to Johnson Matthey.
- Employee engagement and involvement.
- The social / environmental / ethical / financial impact of the entry.
- The contribution the entry makes towards achieving the Sustainability 2017 Vision.

### Empowering a Sustainable Workforce

*A programme of change in work style and behaviour has transformed the Johnson Matthey site at Panki, India. A workplace that was once characterised by a strong sense of 'them' and 'us' – the worker / management divide – has now become home to a strong team ethic and commitment to excellence. Productivity at work has increased, hand in hand with a greater emphasis on employee and community wellbeing. This remarkable paradigm shift has earned Panki the 2008/09 Sustainability Award for People.*

The ethos among employees was previously one of only 'doing what I was asked to' – and no more. Working structures were inflexible. So when the programme of change was introduced there was initial resistance: people were worried about their jobs and felt that any change must be bad.

A Human Resources module called 'Care & Growth' was set up to underpin behavioural change. Everyone was covered, from the managers down to the operators on the shopfloor. Individual accountabilities were determined and everyone accepted their roles and responsibilities. This has been backed up by periodic reviews, counselling where needed and a system of performance based pay increases at all levels. In the past, people were more concerned with what they could get, not what they could give, and the site has moved on from a 'get' culture to a sense of 'give to get'.

Formal training needs are identified through an annual assessment and include skills, behaviour and knowledge training which is delivered either internally or externally. To raise awareness of community issues, the Panki site collaborated with the Central Board of Workers Education in a scheme to get involved with the local community and help tackle their domestic health and safety problems. A special training module on CSR was devised for Panki employees.

A morning meeting is held at the start of every working day, with everyone attending. A calm tone is set by a few moments of yoga and then the operators themselves lead the meeting. The performance of the previous day is discussed, together with the plan for the coming day. The nitty gritty questions of production are covered and tricky issues of incidents, near misses and absenteeism can be raised in a blame-free atmosphere.

Self confidence has soared as operators have begun to take responsibility for their machines and their jobs. So too, has productivity, up 37% and 50% at the two plants; while the production of catalyst pellets per man hour has increased by 141%.

This is altogether a happier workforce where people think in terms of 'my factory' and where there has been no disciplinary action for over two years. The health and safety record is robust. With a greater understanding of life, work and the economy, people at Panki are on the road to a sustainable culture of work excellence and selfless giving.



## Other 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 the European Chemical Industry Council (Cefic), 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. A number of these associations have developed or are developing their own sustainability strategies or policies and representatives from Johnson Matthey have made contributions during the year.

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 deployment of fuel cells and sustainable hydrogen. Neil Carson, Chief Executive of Johnson Matthey, is a prominent member of the Corporate Leaders Group which has provided valuable suggestions to the UK government and the European Commission on climate change issues. Neil is also a member of the Advisory Board for the Cambridge Programme for Sustainability Leadership. A number of the company's senior management are involved in the UK government's sustainability and climate change initiatives.

Over the last year, Johnson Matthey has participated in numerous government consultations including the UK government's Department of Energy and Climate Change's consultation on the term 'carbon neutrality', the UK government's Department for Innovation, Universities and Skills' consultation on skills requirements for the emerging low carbon economy and various consultations with the US Department of Energy. The company is also working with Anglo Platinum Limited and the Department of Science and Technology in South Africa to help establish a collaborative programme on skills development around hydrogen fuel cells in South Africa.

Johnson Matthey executives have also made a contribution to a range of organisations and committees such as the Carbon Trust, the UK Science Forum, the Centre of Excellence for low carbon and fuel cell technologies (CENEX) and Commission on Environmental Markets and Economic Performance (CEMEP). The company has continued to support the activities of Forum for the Future, working closely with the charity on policy, metrics and tools including streamlined life cycle assessment methodologies. We also have continued to support the work of the Green Alliance on a variety of topics including its 'Designing out Waste' policy position paper.

Johnson Matthey is a longstanding member of Business in the Community (BITC), an organisation which works with its member companies to improve their positive impact on society. As part of the Prince's May Day Network (which is convened by BITC), Johnson Matthey has confirmed its commitment to tackling climate change by signing up to a number of the network's May Day pledges.



### Q&A

#### What does sustainability mean to you?

To me, sustainability means achieving the best production...

[View all >](#)

# Employee Q&As

What do employees around the Johnson Matthey group think about sustainability?

Five employees in different locations, functions and roles across the group share their thoughts and views. Click on the links below to see them.



**Robert Stajnrach**  
Samples and Kaizen Director  
Emission Control Technologies, Devon, USA  
26 years with Johnson Matthey

— HIDE

## Q1. What does sustainability mean to you?

Sustainability is an opportunity to do the right thing for Johnson Matthey, the planet and yourself. It is a chance to right a lot of wrongs that were done by our predecessors and to make the world a better place to live in. It also helps Johnson Matthey to be as competitive as possible in the marketplace.

## Q2. What contribution are you and your team or colleagues making to sustainability?

We are contributing to the sustainability of Johnson Matthey in a number of ways. Our business contributes to creating wealth for the company and by conserving materials and resources we are promoting a sustainable business and a sustainable planet. We are also working to enhance the image of Johnson Matthey outside the company.

## Q3. Do you think being more sustainable is good for Johnson Matthey?

I not only think that sustainability is good for Johnson Matthey, I think it is essential for Johnson Matthey. It not only makes Johnson Matthey a stronger company but it also attracts the best talent to a company that really cares.

## Q4. Do you think sustainability is important?

Yes. There is growing evidence worldwide that we need to do something to get our ecosystem balanced. We, the people of the world, have been burning the ecological candle at both ends for too long. It is time to become nature's partner.

## Q5. Is there anything else you think we could be doing?

People are getting engaged in sustainability and it's important for Johnson Matthey to stay equally engaged. We could perhaps sponsor some research on environmental related matters or look at partnering with sustainability groups.



**Filomena Gonçalves**  
Research Scientist  
Johnson Matthey Technology Centre, Billingham, UK  
9 months with Johnson Matthey

— HIDE

## Q1. What does sustainability mean to you?

It's a way of development without compromising the future of forthcoming generations, in terms of natural resources and environment. It's all about developing ways of working that enhance the triple bottom line: Environment – Society – Economy.

## Q2. What contribution are you and your team or colleagues making to sustainability?

We have implemented a series of measures to reduce the carbon footprint of our

activities. As a result, we've achieved a significant decrease in energy consumption. In addition, several of our research projects are looking at more sustainable products and processes.

### Q3. Do you think being more sustainable is good for Johnson Matthey?

I have no doubt it is good for Johnson Matthey. It's a challenge to improve the efficiency of our processes and an opportunity to increase our competitiveness. It's a unique chance to differentiate from the concurrence [competition] and to be a step ahead, prepared to face more stringent future legislation. It is also good for the public image of the company.

### Q4. Do you think sustainability is important?

Yes. With the global environmental problems and the threat of an energy crisis, it is our responsibility as individuals and as a company to look at more sustainable development strategies.

### Q5. Is there anything else you think we could be doing?

Ideas to promote sustainability are always welcome in our meetings. If I was having a good idea I should be already thinking how to implement it in an effective way. We could invest more in research projects on relevant areas such as renewable feedstocks and energy sources, and in pollution abatement technologies such as those for treating wastewater.



**Pawan Kumar Saxena**  
Laboratory Technician  
Process Technologies, Panki, India  
2 years with Johnson Matthey

— HIDE

### Q1. What does sustainability mean to you?

To me, sustainability means achieving the best production in plant while reducing the use of resources to half. It means increasing economic (profit), social (health, safety, etc.) and environmental growth. At the same time we should not deprive future generations of our natural resources.

### Q2. What contribution are you and your team or colleagues making to sustainability?

We are contributing by reducing wastage of resources, controlling emissions like NOx and introducing more recycling. In the laboratory, for example, we have reduced our waste by sending back unused samples to plant for reuse.

### Q3. Do you think being more sustainable is good for Johnson Matthey?

Yes, no doubt. It is good for Johnson Matthey because in today's competitive world, no company can carry out business without being competitive economically, socially and environmentally. Economic aspects are of foremost interest but environmental concerns are also important and affect our business. Human resource and other social factors have positive impact on our business too.

### Q4. Do you think sustainability is important?

Sustainability is important because it is a way of development in which we can develop or taste the fruit of success (growth) without affecting the potential of future generations to do so. Thus we are not depriving future generations of the things that they deserve.

#### Q5. Is there anything else you think we could be doing?

There are a number of things: more use of renewable energy sources like solar lights; increasing productivity using resources efficiently; reducing the use of polythene; reducing paper wastage.



#### David Brown

Global Purchasing Manager  
Process Technologies, Billingham, UK  
7 years with Johnson Matthey

— HIDE

#### Q1. What does sustainability mean to you?

No matter how large or small our contribution, we can all take responsibility and help to reduce our individual and collective impact on the planet's finite resources and through the application of the principles of sustainable development, create a respected, profitable, socially responsible and growing global business.

#### Q2. What contribution are you and your team or colleagues making to sustainability?

The role of procurement in managing and developing secure, ethical, sustainable and cost effective global suppliers and the significant involvement in identifying and implementing supply side sustainable development initiatives will be important in achieving our Sustainability 2017 Vision.

#### Q3. Do you think being more sustainable is good for Johnson Matthey?

Sustainability is good and vital to Johnson Matthey's future business success. It brings with it new challenges and opportunities to apply our considerable knowledge and expertise and implement sustainable technology to help our customers and Johnson Matthey to achieve our future growth aspirations whilst reducing our impact on the planet.

#### Q4. Do you think sustainability is important?

I do. Global awareness and support for the principles of sustainable development are growing at a healthy rate every day and companies that embrace those principles and contribute to the development of new sustainable technology will see their excellent reputation being further enhanced and will continue to enjoy business success.

#### Q5. Is there anything else you think we could be doing?

Anything which promotes, rewards and recognises behaviours, values and actions that are consistent with sustainable development principles should be encouraged and developed.



#### Ian Stephenson

Director, Group Systems, Environment, Health and Safety and Human Resources  
Head Office, UK  
19 years with Johnson Matthey

— HIDE

#### Q1. What does sustainability mean to you?

For me, sustainability is about doing the right thing for everyone – for individuals, for business, for countries and for the planet. For business it's an exciting opportunity to be more profitable through more efficient use of resources and through developing better products.

#### Q2. What contribution are you and your team or colleagues making to sustainability?

I've been very much involved in the conception and development of Johnson Matthey's sustainability strategy and in driving the process of embedding it into everything we do. It's early days but there has been a tremendous wave of enthusiasm among employees around the world and we are already starting to see some good results.

**Q3. Do you think being more sustainable is good for Johnson Matthey?**

Absolutely. Unlike some companies, sustainability means more to us than operating our business in a socially, environmentally and ethical way. Because of the nature of our business, we have a great opportunity to contribute more broadly to the sustainability of our customers and society through the beneficial action of our products and technologies. Our employees are enthusiastic about sustainability and our profile does help us attract and retain very good people.

**Q4. Do you think sustainability is important?**

Definitely – in today's challenging economic climate the principles of sustainability are even more important to us. At Johnson Matthey we've set our Sustainability 2017 Vision which provides us with the framework to minimise our use of resources and reduce our costs whilst delivering sustainability benefits and improving our competitiveness. So now, more than ever, sustainability is absolutely the right thing for us.

**Q5. Is there anything else you think we could be doing?**

We must continue the good work we've been doing so far but with further focus on developing a clear line of sight between now and 2017 to enable us to meet our aspirations. We need to understand more about the carbon footprint of our processes and life cycles of our products to enable us to progress towards a lower carbon and material intensity for us and our customers. We also need to look up and down our supply chain to examine the benefits and impacts of our commercial and technological decisions. I also believe we need to continue to contribute to the broader discussion on sustainability with governments and other organisations in shaping the development of future policy in this area. Businesses like ours have an important role to play – we need to take the lead and be part of the discussion. Finally, we need to keep a constant eye on the horizon in terms of sustainability to see what new business and market opportunities are emerging for us whilst identifying any potential risks to our ongoing business.