

Annual General Meeting 2020: Shareholder questions and responses

Q1. JM announced that they will be making 2,500 employees redundant, what is the approach to the redundancies and which roles will be impacted?

We intend to meet our promises to our shareholders. Part of this means we need to have an efficient and agile organisation. The planned changes will give us flexibility to consistently deliver to our shareholders, customers and people. We need to make these changes now in order to deliver on our promises and growth of JM. The changes will take place over the next 2-3 years and it is likely 50% of the losses will occur in the next 12 months. We are currently doing the detailed planning on the proposed numbers, timing and locations so that we can make proposals to sites and employee representatives for us to undertake appropriate consultation. We estimate that a reduction of around 2,500 jobs is likely across our Sectors and Functions. This will be a mix of job losses and natural attrition.

The largest percentage of changes will likely be in Clean Air as we re-shape our footprint and simplify our support functions, particularly across the UK and US. We will consult with employee representatives to find ways to support people beyond the usual severance payments and job seeking support.

Q2. Considering the current circumstances, what is the Company's position on the Living Wage?

We are committed to joining the Living Wage Foundation and already ensure that our employees are paid a living wage. We would like to engage in conversations about becoming a member of the Foundation and appreciate the offer of support of helping us develop our plans.

Q3. I am a great believer in the company and have admired it for many years. I do feel a little underinformed though as to how it is coping at present, so I would like to ask 2 questions at the AGM:

- 1) The last update on the business was provided on 23rd June, that seems like a long time ago, and many organisations have returned to "normal" operations since then. When will the next formal trading update be released? As far as I can see the next scheduled update is November 19th, but that seems far too long in the current circumstances.**
- 2) Absent a formal trading update can you please tell us to what extent our operations are running, and give an indication as to what extent our customers are active/taking products?**

We released our [Q1 Trading Update](#) this morning, 23rd July and it's now available to view on our website.

Q4. I see that you mention some very good work you are doing around Diversity and Inclusion, including on page 44 of the accounts referencing your intention to rank within the top 100 employers globally within the definitive index, and on page 217 you mention your roadmap, but I cannot find any reference to Neurodiversity when you talk about inclusion, or in the index. And yet it is estimated that at least 10% of the population has one or more neurodiverse conditions. In my doctoral research at Cranfield University I have found that there are many barriers to successfully recruiting and retaining people on the autistic spectrum, can I ask therefore if you have assessed this issue, and taken positive steps to be more inclusive towards this element of your workforce

Our ambition at JM is for a diverse and inclusive workplace where everyone feels valued and can bring their whole self to work. We recognise that individuals contribute and learn in different ways and we want to raise the awareness of this across JM, by creating an inclusive culture where everyone can thrive. In 2019 we signed a pledge to be part of the Valuable500 and have undertaken some local action, specifically within our R&D community where we have started to raise awareness of neurodiversity with our employees and leaders.