

Sustainability review

Sustainability at JM

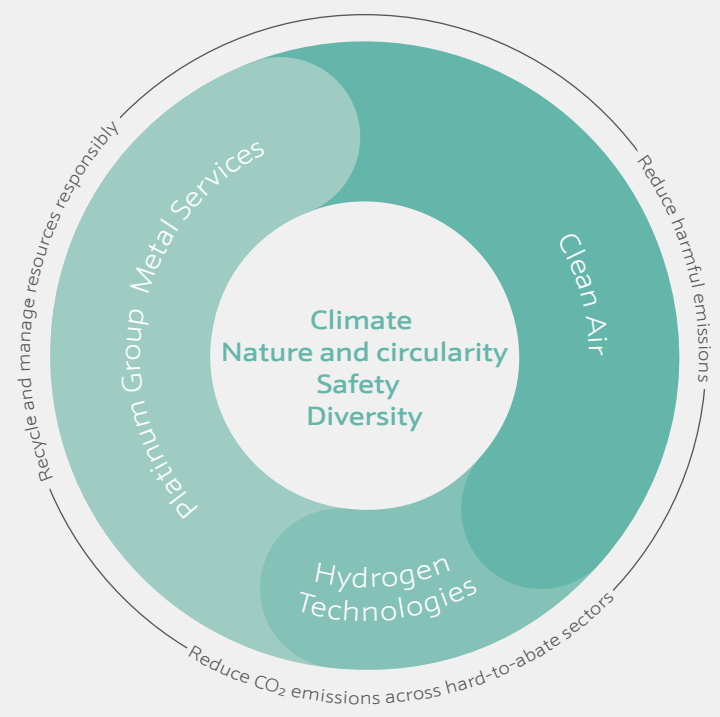
Sustainability is fundamental to JM's strategy. For over 200 years, our expertise in metal chemistry has helped to solve some of the world's most complex challenges.

As expectations around sustainability continue to evolve, we are adapting accordingly – taking a pragmatic, agile and commercially grounded approach to environmental, social and governance (ESG) matters.



→
The following pages focus on our approach to sustainability and our progress towards our 2030 sustainability targets.

Our sustainability priorities – climate, nature and circularity, safety, and diversity – are embedded into how we operate, how we manage risk and how we allocate capital. By integrating these priorities into decision-making across the business, we strengthen resilience, support innovation, and create long-term, sustainable value for our customers, employees, investors and wider society.



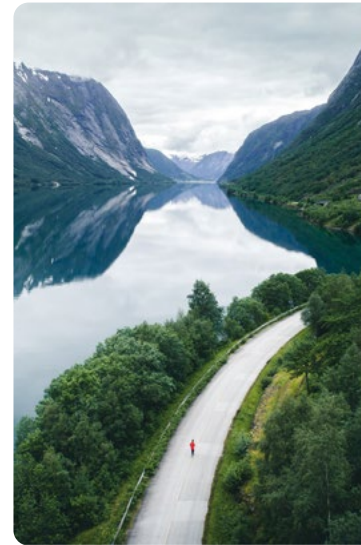
Unless otherwise stated, the non-financial information in this report includes the Catalysts Technologies (CT) business.

Sustainability review continued

Our sustainability this year



We have made Scope 3 data transparency and accuracy a key priority. In 2025/26 we collected supplier-specific product carbon footprints (PCFs) from key suppliers for the first time, enabling primary-data reporting for 13% of our Scope 3 Category 1 emissions (excluding platinum group metals).



Received an **A score** in the CDP Supplier Engagement Assessment which evaluates our performance on governance, targets, Scope 3 emissions and value chain engagement.

Across our sites, we are identifying opportunities to upgrade ageing infrastructure in ways that enhance both reliability and sustainability.

At our Devon operations, for example, upgrades to the cooling tower leveraged hybrid cooling technology and variable speed controls, enabling reductions in energy and water consumption, elimination of redundant systems, and safety improvements.



Johnson Matthey has been recognised in Britain's Most Admired Companies study, achieving a **silver award** and ranking second in the chemicals sector.



Sustainability review continued

Our approach



For more information on sustainability at JM, including topics listed below, please see our website and QR code for our Sustainability Performance Databook

- Alignment of our sales and R&D spend to the UN Sustainable Development Goals (SDGs)
- Product stewardship
- Net zero by 2040 roadmap
- Health and wellbeing
- Labour and human rights
- Responsible sourcing
- Ethics and compliance
- Community investment
- Stakeholder engagement
- Life Cycle Assessment (LCA)

Our material topics

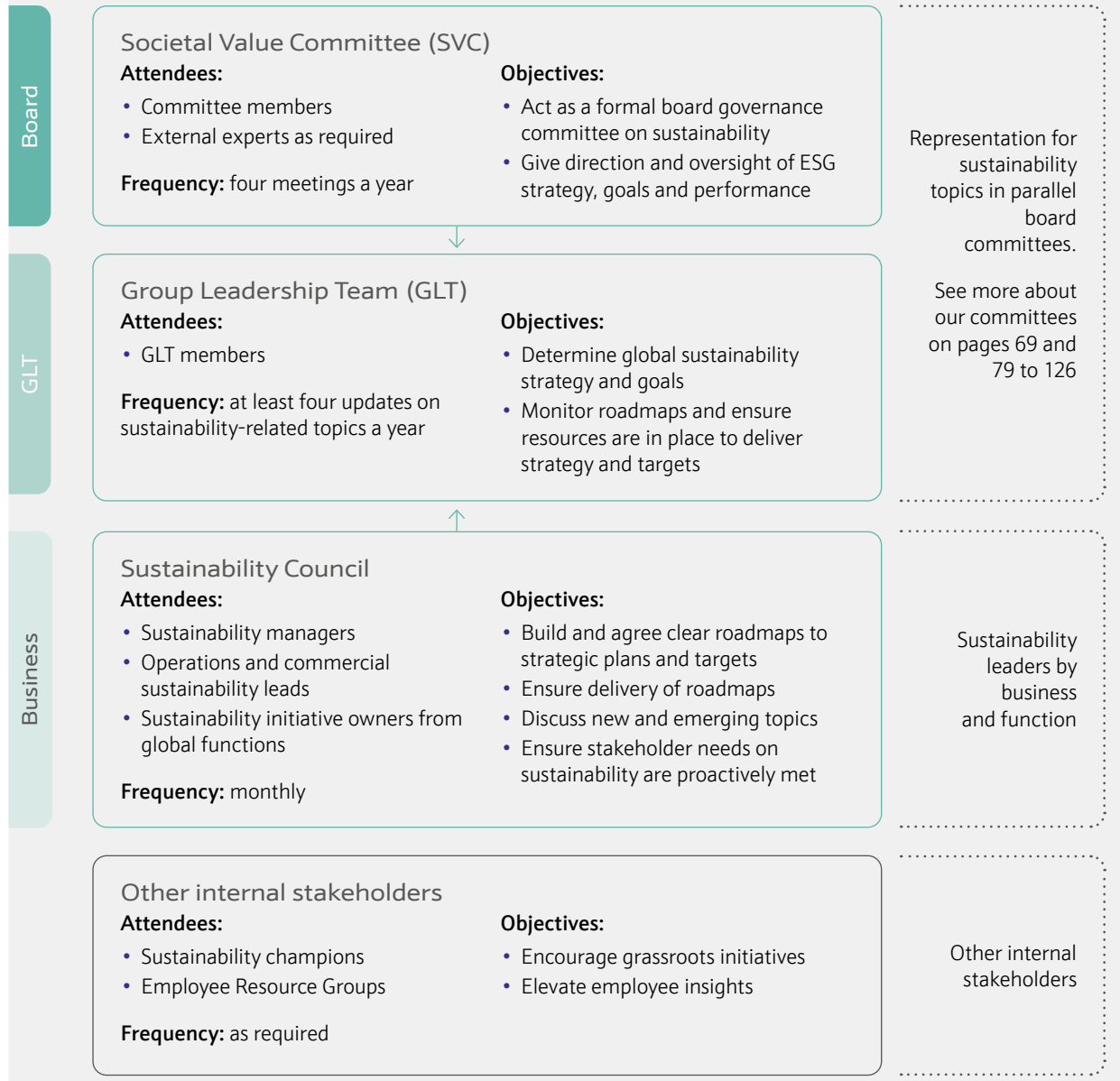
In 2024, we partnered with a third party to perform our first double materiality assessment¹. Our material topics were identified as:

- Climate change
- Pollution
- Water
- Biodiversity
- Resource use and circular economy
- Own workforce
- Workers in the value chain
- Affected communities
- Consumers and end-users
- Business conduct

→ Further details can be found in the Basis of Reporting on page 211.

Governance structure for sustainability topics

In addition to the internal stakeholders listed below, we engage with external stakeholders, such as industry associations and non-profits, to ensure our sustainability strategy is built on a concerted approach. See more on our website.



1. Double materiality in ESG means companies must consider both how ESG issues impact their business (financial materiality) and how their business impacts the environment and society (impact materiality).

Sustainability review continued



Governance

Given the nature of our business and the significant influence sustainability has on our strategic direction, sustainability-related risks and opportunities have been a longstanding focus for our Board.

Within this focus area, climate-related risks and opportunities are a key priority. Further details can be found in our Task Force on Climate-related Financial Disclosures (TCFD) report on pages 40 to 47.

Board and Committee oversight of sustainability

The Board is responsible for setting the Group's strategy and overseeing its execution, including the annual budget and business plans. As part of this process, the Board evaluates sustainability-related risks and opportunities, including when considering capital investments and new initiatives.

Sustainability responsibilities for the Board and its committees are defined in the Matters Reserved for the Board and the Terms of Reference for the Audit Committee and the Societal Value Committee (SVC). The SVC provides dedicated oversight of sustainability topics and meets four times a year.

Together with the Nomination Committee, the Board ensures it has the right balance of skills and experience, including the sustainability and climate-related expertise necessary for effective governance in these areas.

The Audit Committee reviews the assurance processes supporting our non-financial metrics and assesses the effectiveness of internal controls and risk management, including sustainability and climate-related risks.

The Remuneration Committee has incorporated three ESG targets into the Group's long-term Performance Share Plan (PSP) for awards granted in 2022/23 and vesting in 2025/26: two climate-related targets and one Diversity, Inclusion & Belonging target. Our senior leaders and directors participate in this PSP. This reinforces our commitment to nurturing a diverse, inclusive and engaged organisation, helping us deliver on our purpose of metals that matter, for a healthier world. Details of the PSP targets set for 2026 can be found on page 105.

- Information on SVC membership and activities in 2025/26 is provided on pages 93 and 94.
- Further details on our non-executive directors' skills and experience are provided on pages 66 to 68.
- See the Matters Reserved for the Board and Terms of Reference for our committees within the Corporate Governance Framework document on our website: matthey.com/governance

Role of management

The Board delegates responsibility for day-to-day management of the business to the Chief Executive Officer (CEO); who holds overall accountability for sustainability. The CEO is supported by the Sustainability Council and sustainability leaders, who develop and drive our sustainability strategy, goals and targets.

The Sustainability Council prioritises our sustainability agenda and integrates it across the business. The council provides updates to the GLT on sustainability strategy implementation, including progress on key metrics, emerging risks and opportunities.

Sustainability review continued

Our sustainability targets for 2030

Our sustainability targets translate our long-term goals into commitments that guide decision-making across the organisation. By setting defined goals, we embed sustainability into how we operate, invest, innovate and grow.

Following the announcement of the sale of our Catalyst Technologies (CT) business, we have recalibrated our public 2030 targets to reflect our future portfolio. These targets represent a robust interim position and may evolve as we further enhance our understanding of post-transaction performance data. This recalibration includes the following changes:

- Our Scope 1 and 2 greenhouse gas (GHG) reduction increases from 44% to 65% by 2030, ensuring we maintain our ambition towards net zero in our own operations.
- Our 2030 net freshwater consumption target changes from a water intensity target to an absolute target, ensuring continued focus on driving water efficiency across our sites.
- While we will continue to monitor and report our total hazardous waste produced, we will no longer maintain an external target to reduce our hazardous waste by 50% from the baseline by 2030.

Performance against these metrics is monitored and disclosed in our Sustainability Performance Databook, which provides additional detail and historical data.

Our GHG reduction targets for 2030 and our long-term target of net zero by 2040 are approved by the Science Based Targets initiative (SBTi). This places us on an SBTi-validated 1.5°C pathway and positions us among a leading group of global businesses aligned with limiting global temperature rise to no more than 1.5°C.

Unless otherwise stated, the data in the 2030 targets table relates to JM operations including CT.

→ For more data see our Sustainability Performance Databook online: matthey.com/sustainability-databook

Goals	Key performance indicators (KPIs)	Baseline value	2030 target value	2025/26 performance, Progress towards target (target met = 100%)	2024/25 value, Progress towards target (target met = 100%)
Protecting the climate					
Our goal: Achieve net zero by 2040	Reduction of 65% in Scope 1 and Scope 2 GHG emissions → See page 33	404,040 tCO ₂ e	141,414 tCO ₂ e	236,859 tCO₂e 64%	246,533 tCO ₂ e 60%
	Reduction of 42% in Scope 3 GHG emissions from purchased goods and services → See page 33	3,384,263 tCO ₂ e	1,962,873 tCO ₂ e	2,911,366 tCO₂e 33%	3,098,366 tCO ₂ e 20%
Protecting nature and advancing the circular economy					
Our goal: Conserve scarce resources	Recycled PGM content in JM's manufactured products of 75% → See page 35	70%	75%	73%	76%
Our goal: Minimise our environmental footprint	Reduction in net freshwater consumption of 25% → See page 36	1,831,362m ³	1,373,522m ³	1,437,974m³ 86%	1,491,569m ³ 74%
Promoting a safe, diverse and equitable society					
Our goal: Keep people safe	Total recordable injury and illness rate (TRIIR) for employees and contractors of 0.25 → See page 37	0.79	0.25	0.47	0.36
	ICCA process safety event severity rate (PSESR) of 0.40 → See page 37	1.18	0.40	0.63	0.83
Our goal: Create a diverse, inclusive and engaged company	Employee engagement score of 8.0 → See pages 38 to 39	6.9	8.0	7.5¹	7.2
	Female representation across all management levels ² of 40% → See pages 38 to 39	30%	40%	32%	32%

1. Excludes CT business.

2. All employees whether they are a people manager or not, at a minimum compensation grade.

Sustainability review continued

Protecting the climate

In line with our Company's purpose: 'Metals that matter, for a healthier world', we have committed to achieving net zero emissions from our own operations by 2040

For further information

- You can read more about how climate change is bringing opportunity and risks to our business in our Task Force on Climate-related Financial Disclosures (TCFD) report on pages 40 to 47
- See our EHS policy, which applies to everyone who works for us, at: matthey.com/ehs-policy
- For our UK SECR see pages 48 to 49 and our Sustainability Performance Databook: matthey.com/sustainability-databook
- For our SASB Index response see: matthey.com/sasb-index
- See our net zero by 2040 roadmap at: matthey.com/sustainability/climate
- For more information on our calculation methodology see our Basis of reporting on pages 211 to 215
- For data see our Sustainability Performance Databook: matthey.com/sustainability-databook

Our goal: Achieve net zero by 2040

We have confirmed our roadmaps to 2030 and are currently reviewing our longer-term pathway. As part of this, we are identifying and developing the full range of solutions required to achieve net zero by 2040. For more information, see <https://matthey.com/sustainability/climate>.

Our progress in 2025/26

In 2025/26 we delivered a 4% reduction in our Scope 1 and 2 greenhouse gas (GHG) emissions from the previous year, which represents a 41% reduction since our baseline year of 2019/20. This reduction was driven primarily by a 7,389 tCO₂e decrease in Scope 1 emissions, resulting from a combination of operational efficiencies and changes in the product mix.

Our GHG emissions from Scope 3 purchased goods and services in 2025/26 totalled 2,911,366 tCO₂e, which is a 14% reduction from our baseline year. This is a decrease from 3,098,366 tCO₂e in 2024/25, reflecting changes in purchasing behaviours and business requirements, as well as greater coverage of supplier carbon footprint data. See page 29 for more information.

90% of our total Scope 3 GHG emissions arise from indirect purchased goods and services (Scope 3, category 1), of which 62% is attributed to precious metal mining activities. See our Sustainability Performance Databook for more information.

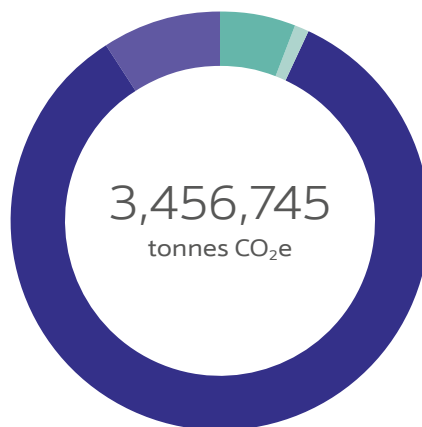
We continue to work with partners to prioritise GHG reduction opportunities to deliver our net zero target.

Energy efficiency and security

We have continued to drive energy efficiency across our sites. Reducing the energy we consume, and increasing efficiencies, continues to underpin our net zero journey. A range of projects and initiatives contributed to reduced energy consumption this year, including equipment upgrades, enhanced maintenance practices, and process optimisation. Examples of projects contributing to energy savings at our sites this year include:

- Installation of a new chiller at Bawal
- Upgrades to pollution control systems at Kitec and Devon
- Implementation of a hybrid cooling system at Devon
- Condensate reuse at Taloja
- Optimisation of furnace operations at Brimsdown

Total greenhouse gas emissions



Total Scope 1 GHG emissions	6%
Total Scope 2 GHG emissions (market-based)	1%
Scope 3 – Total Scope 3 (Category 1) Purchased goods and services GHG emissions	84%
Scope 3 – All other categories	9%

Sustainability review continued



68%
of our electricity consumption came from certified renewable sources in 2025/26

Three of our largest manufacturing sites generate electricity using combined heat and power (CHP) plants, improving overall energy efficiency. Although these plants run off natural gas, in 2025/26 our CHPs generated 34,618 MWh of our total electricity, reducing our demand for grid electricity.

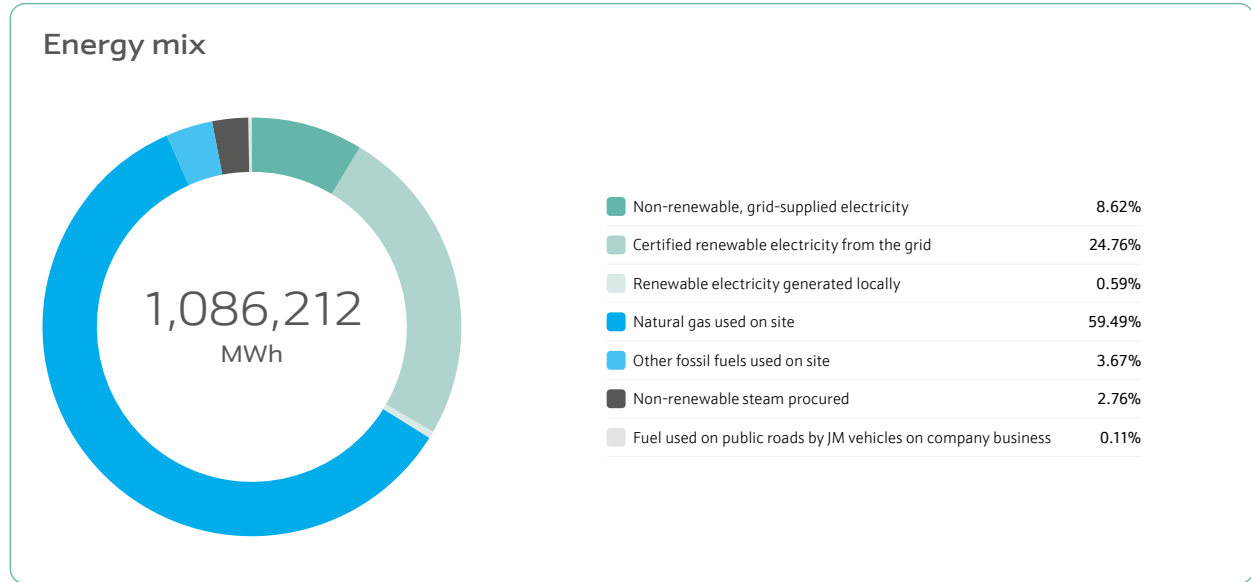
Renewable energy

This year 68% of our electricity consumption came from certified renewable sources, compared to 71% in 2024/25. This decrease was due to an increase in our CHP utilisation combined with a more general reduction in grid-supplied electricity.

We have achieved our ambition of purchasing 60% of our electricity from certified renewable sources by March 2025 and are on track to achieve 90% of our electricity from certified net zero carbon sources by 2030.

We continue to use green tariffs and recognised Energy Attribute Certificates to ensure renewable electricity consumption in regions such as Europe, India and China.

We explore Power Purchase Agreement opportunities in regions where this procurement option is available. We also benefit from on-site generation as part of the current energy portfolio at a number of sites. In 2025/26 our self-generated solar energy capacity totalled 492,773 kWh, compared with 531,225 kWh the previous year. See our Sustainability Performance Databook, which provides additional detail and historical data.



Sustainability review continued

Protecting nature and advancing the circular economy

We are committed to protecting and restoring nature and using natural resources responsibly across our operations.

Circularity is fundamental to achieving a net zero economy. As the world's largest secondary refiner of PGMs, we play a vital role in keeping these critical metals in circulation, helping to secure the supply needed to meet both current and future demand.

For further information

→ For data see our Sustainability Performance Databook:
matthey.com/sustainability-databook

→ See our Nature Statement, available at matthey.com.

Our goal: Conserve scarce resources

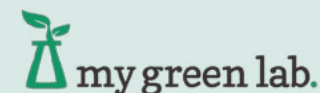
JM helped to establish one of the world's first circular economies for platinum group metals (PGMs), and our use of secondary (recycled) materials continues to significantly reduce the emissions and environmental impacts associated with the mining of these vital materials. Further details on secondary PGM use can be found on page 4.

We are also extending our decades of recycling expertise to new sustainable technologies that rely on PGMs, including fuel cells and electrolyser stacks. These efforts will enable a continuous, closed-loop supply of PGMs to support the growing hydrogen economy.

Our progress in 2025/26

We set a 2030 target of 75% recycled PGM content in our products. In 2025/26, recycled content was 73%, down from 76% in 2024/25. The year-on-year decrease reflected a combination of factors, including the cyclical timing of refining outputs, which resulted in a higher proportion of secondary inputs in 2024/25 carrying into early 2025/26, as well as scheduled production downtime that necessitated increased use of externally sourced primary material to meet customer demand. We expect this performance metric to remain fluid as market flows of metal rise and recede.

Closing the PGMs loop to meet our customers' evolving sustainability demands remains our driver. We offer specific customers across JM the option to purchase 100% recycled PGM content through our mass balance approach. Our HyRefine™ technology integrates both the PGM catalyst and catalyst coated membrane (CCM) manufacturing processes, recycling both the PGM and the ionomer together. This enables us to provide our customers with a full service offering.



My Green Lab Gold Certification

Our PGMS biocatalysis labs in Cambridge and Royston were awarded the prestigious My Green Lab Gold Certification, a globally recognised award for outstanding progress in sustainable laboratory practices. The award shows how our labs – as well as our operations and products – are championing sustainability in science. My Green Lab and its certification programme, visit mygreenlab.org.

Earth Week

As part of our Earth Week celebrations, colleagues were challenged to commit to a week-long sustainability pledge, such as adopting a vegetarian diet to lower their environmental footprint. Pledges were received globally from 25 of our sites.

Sustainability review continued

Our goal: Minimise our environmental footprint

We are committed to protecting the ecosystems around our sites and minimising all our potentially harmful interactions.

Our global environmental, health and safety (EHS) policies, processes and management system help us to maintain a high level of environmental performance. All our sites are assessed against these standards by our centralised EHS audit team at least once every three years. 94% of our manufacturing sites use environmental management systems that are certified as meeting ISO 14001 standard, as at 31st March 2026.

Minimising waste: reduce, reuse, recycle

We are committed to minimising waste generation and recycling as much as possible. Waste from our operations is always treated in line with local regulations. Beyond these requirements, we are committed to disposing of it responsibly and in a safe manner, working with specialist treatment companies.

During the year, total waste sent off-site increased by 10% compared with 2024/25, primarily due to reliability issues affecting the Royston site effluent treatment plant and an inventory clear-out. See our Sustainability Performance Databook, available on our website, which provides additional detail and historical data.

To support our efforts in this area, we continue to work with third-party waste providers, looking for opportunities to divert our waste away from disposal.

Rainwater harvesting in Querétaro

Located in a high water-stress region, the JM Querétaro site avoided ~12.5% of mains water use in 2025/26 through capturing and using rainwater.

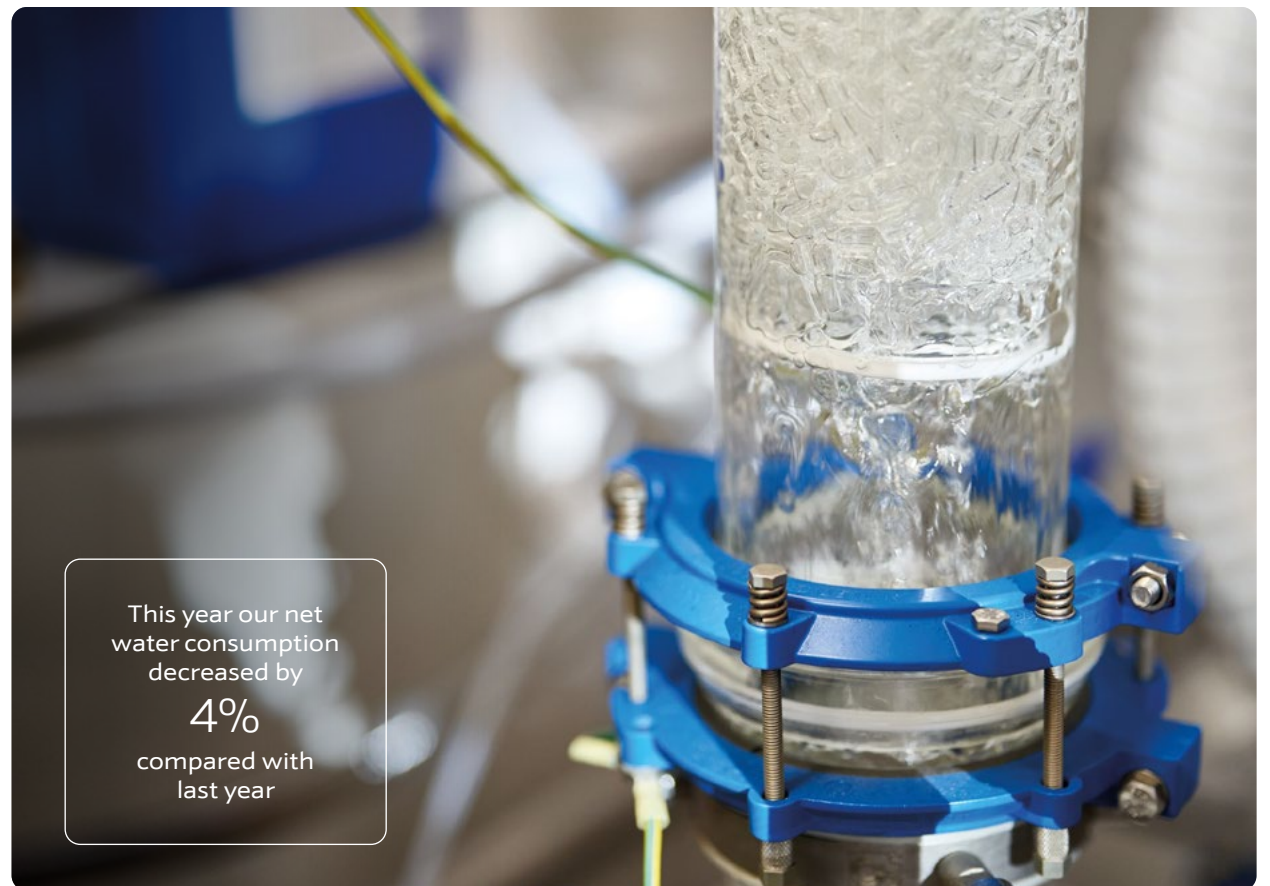
Using water responsibly

In 2025/26 our net water consumption decreased by 4% compared with the previous year.

To understand where we should act first for the most benefit, we use the World Resource Institute’s (WRI) Water Risk Atlas tool to analyse usage at our sites. In 2025/26, the tool identified 12 JM manufacturing facilities that are located in regions with a high or extremely high baseline water stress level. This means that they are at higher risk of declining water availability or increased cost in the future due to drought or groundwater table decline. The 12 manufacturing facilities accounted for 326,007 m³, which is 23%, of our net freshwater consumption during the year.

We discharged 1.05 million m³ wastewater in 2025/26, compared to 1.00 million m³ in the previous year, 94% to municipal treatment plants and the remainder back to its original freshwater source after treatment. We treated 0.9 million m³ of wastewater on site, of which we recycled 34% back into our manufacturing processes instead of discharging.

Across our operations we seek to minimise the chemical burden in our wastewater discharged.



This year our net water consumption decreased by
4%
compared with last year

Sustainability review continued

Promoting a safe, diverse and equitable society

We depend on the talent and dedication of our c.9,500¹ employees to deliver our purpose. Supporting their fulfilment, protecting their health and safety and ensuring they return home safe and well every day remain our highest priorities.

For further information

- See our EHS policy, which applies to everyone who works for us, at: matthey.com/ehs-policy
- For information on product stewardship, health and wellbeing at work, human rights and ethical standards, responsible sourcing, community investment and stakeholder engagement see our website and Sustainability Performance Databook: matthey.com/sustainability-databook
- See our Diversity, Equity, Inclusion and Belonging Policy: matthey.com/DIEB
- For more information regarding gender, age and ethnicity of our people see our Sustainability Performance Databook: matthey.com/sustainability-databook

Our goal: Keep people safe

We are committed to protecting the ecosystems within which we work and which we serve. The nature of our business means we operate complex chemical and metallurgical processes that involve heavy machinery and hazardous materials. Delivering metals that matter, for a healthier world, relies on our ability to manage risks effectively and ensure the safe operation of our manufacturing sites, laboratories and offices.

Take 5, the key element of our behavioural-based safety programme, continues to drive positive improvements in our EHS culture by equipping colleagues with a user-friendly tool for considering risk in all aspects of their work. Take 5 lies at the core of all our safety engagements, campaigns and Global Safety Days, which we have held for four consecutive years. Through structurally embedded EHS risk assessments and process hazard analyses, we also drive risk elimination, reduction and mitigation across the Company.

In 2025/26, group EHS strengthened its second line of defence by bolstering regional support for our facilities. This included reinforcing regional teams who coordinate and co-develop improvement programmes that address common EHS and process safety issues. These teams also work hand-in-hand with site teams to resolve local matters.

Our occupational health and safety performance

Our total recordable injury and illness rate (TRIIR), covering both employees and contractors, was 0.47, representing an increase compared with the previous two years. This rise was driven by a higher number of injuries from slips, trips and falls in January and February 2026, as well as an increase in ergonomic cases, alongside a reduction in office-based hours² worked due to organisational changes. JM's new operating model, together with the integration of standards, systems and processes across natural workflows, will further strengthen the safety of our work environments and support our people and contractors in returning home safe and well every day.

We have had no fatalities since 2015.

1. As at 31st March 2026, including CT business.
2. Office-based workers are less exposed to safety hazards and hence less likely to get injured compared to, for example, plant-based workers.
3. A Tier 1 process safety event (T-1 PSE) is a loss of primary containment (LOPC) with the greatest consequence as defined by American Petroleum Institute recommended practice (RP) 754.

TRIIR (employees and contractors)



Our process safety performance

Our International Council of Chemical Associations (ICCA) Process Safety Event Severity Rate (PSESR) decreased from 0.83 in 2024/25 to 0.63 in 2025/26, representing a 24% year-on-year reduction. There were two Tier 1³ process safety events during the year, unchanged from the prior year. The reduction in PSESR reflects improved governance of high-risk process safety scenarios, a clear focus on severity reduction at key production facilities, and the integration of the Group Process Safety team into the Group EHS team. This integration strengthened site-level support through regionally based process safety experts and enhanced global, cross-functional alignment with engineering, operational excellence and capital projects.

All our high hazard facilities have now been subject to a formal group process safety audit within the last five years.

Global Safety Day 2025

Each year we dedicate an entire day to strengthening our focus on safety. And each year, Global Safety Day is the single most engaging event at all levels of our organisation. In 2025/26, our fourth annual Global Safety Day was dedicated to the theme of 'Take Accountability: Drive Safety'. Across JM everybody spent the day exploring how personal accountability shapes safer outcomes – for ourselves, our colleagues and our operations. Whether on the plant floor, in the lab, in the office or off-site with customers, our individual actions matter. The day included interactive workshops and discussions, during which team members shared personal experiences and familiarised themselves with leading practices.

At Johnson Matthey, we recognise that our people can only deliver their best when they feel their best. Mental health and wellbeing at work remain core to our culture and our commitment to creating a safe, inclusive and supportive workplace. See our website for more details.

Sustainability review continued

Our goal: Create a diverse, inclusive and engaged company

We are making progress in our efforts to create a more customer-focused, agile and less bureaucratic company, where our people can feel safe doing their job and empowered to add value.

Building an engaged, high-performance culture

To build an engaged workforce, we have developed yourSay, our global employee survey. During the reporting period, we conducted a small yourSay Pulse survey in October 2025, as well as a full survey in March 2026.

For the full survey, participation, and accuracy, were high at 85%. The overall engagement score was 7.5¹, an increase of +0.1 on October, and a +0.3 increase compared to the same time the previous year. The fact that we achieved these improvements during a period of significant change is testament to JM's leadership and the resilience of our people.

The yourSay survey process provides many benefits. One of the key elements is the practical insight front-line managers gain on how to foster and improve engagement within their own teams, through collaborative action planning, ongoing feedback, recognition and development.

Since repurposing the survey in 2023, results consistently demonstrate that discussions within teams take place, with team members creating and following through on action plans. In 2025/26 we introduced AI functionality for survey comment analysis, helping managers to characterise and summarise findings.

Against the backdrop of organisational change and challenging market conditions, listening mechanisms to evaluate and act upon employees' inputs and feedback will continue to equip our leaders with the insights they need to build an engaged and productive JM workforce.

A fundamental belief in diversity, inclusion and belonging

A key facet of high-performing teams comes from unique perspectives across colleagues, achieved through their different experiences, backgrounds, and characteristics, unlocked by a culture of inclusion and belonging. This year we have taken steps to ensure that diversity, inclusion and belonging (DI&B) remains prevalent across JM, deeply rooted in our culture, and integral to business success. This includes resources and activities in support of our DI&B roadmap, underpinning progress towards our sustainability goals and commitments.

→ See our Diversity, Equity, Inclusion and Belonging Policy: matthey.com/DIEB

Developing and attracting talent

Our partnership with Evenbreak, an award-winning UK-based social enterprise job board, is an active example of our ongoing intention to source and attract talent with a diverse range of backgrounds. In addition to the recruitment services provided, we harnessed the resources of our external partners and ran interactive webinars throughout the year to aide employees' career development and sense of inclusion.

Female representation at all management levels remained at 32% when compared to the previous year, with the goal of achieving 40% by 2030. Meanwhile, ethnic minority representation at senior management level increased slightly to 14%, versus 13% in the previous year, with Black representation remaining at 0%. At the early career stage, our 2025 global graduate intake was made up of 60% female representation.

Within executive hiring, we implemented a DI&B standard as part of every search process. As a result, we saw increases in the diversity in senior management hiring, with 53% of candidates placed being female, and 18% from an ethnic minority background.

Our Elevating Women in Leadership programme ran for its third year, supporting the development of future leaders by equipping them with the skills to drive their careers. For this, we were proud to be awarded the Leadership in Diversity in Science-Led Industry award, by the Society of Chemical Industry, recognising the programme's impact in encouraging a more equal, diverse and inclusive workforce.

Supporting the development of ethnic minority leaders, 59 Black, Asian and ethnic minority colleagues completed the McKinsey & Co. Connected Leadership Development Program.



1. Excludes CT business

Sustainability review continued



Across both programmes, alumni now stand at over 100 colleagues, with further cohorts planned for next financial year, where we will have an increased focus on supporting post-programme growth, and quantifying its impact on career progression.

Engagement and involvement

Our nine established Employee Resource Groups and global DI&B ambassadors continued to strengthen engagement with our DI&B agenda, running a series of virtual and in-person events surrounding key themes and campaigns.

A panel session focused on men's mental health formed part of International Men's Day, with participants and leaders sharing their first-hand experiences, as well as the launch of a new men's mental health safe space group, allowing employees to network, build community, and share experiences in an open and confidential environment.

With a view to engaging frontline production and non-desk-based employees, several sessions were held at our UK Royston plant, and US West Deptford and Devon sites. These provided the opportunity for attendees to gain a greater understanding of DI&B and encourage participation in future events. Insights were shared with corresponding leadership teams towards driving further inclusion and engagement with this population.

Disability inclusion

Following last year's IT workplace review, we partnered with Microlink – experts in adjustment and accessibility services – to facilitate a cross-functional workshop and assess strengths and opportunities for improvement in how we support disabled employees to be their best at work.

The results of this have led to a six-month pilot with Microlink providing workplace assessments, recommendations for adjustments, and case management services to UK employees, due to go live in the first quarter of financial year 2026/27. Insights from the pilot will allow us to implement improvements across the workplace adjustments process and help inform the introduction of similar initiatives in other countries.

Engagement score of 7.2 in March 2025 improved to

7.5/10¹

in March 2026

'Belief in the JM strategy' score improved from March 2025 to March 2026 by

+0.3

to a score of 7.3/10¹. See pages 10-11 for more on our new purpose and strategy

Say Thanks:

99%

of all employees in JM have accessed the portal and employees have received eight recognition moments on average through the year

1. Excludes CT Business.