

1. Purpose

Johnson Matthey ("JM", the "Company", "our", "we", "us") are committed to creating a dynamic, agile and inclusive working culture where employees are trusted, empowered and supported to work in a smarter way; a way that benefits both the individual and the Company. Smart working provides Johnson Matthey employees with a level of influence over how, when and where they work; reflecting a relationship of trust that considers individual needs whilst also recognising that any Smart working arrangement must equally meet the requirements of our business. The policy outlines the principles that will underpin our approach to smart working and that will allow us to embed a culture of flexibility and agility that benefits both business and employee alike.

The Company recognises there is a diversity of views as to the merits and benefits of a smart working approach, this policy outlines the benefits that Smart working can bring to the performance of the business and to our individual employees. Different examples of smart working options are also defined to enable employees and line managers to consider which option, if any, may be the most appropriate for each individual circumstance.

This policy applies to our staff globally but does not override any applicable laws, or country-specific policies, in the countries where we operate.

2. Definitions

Word	Definition
Smart Working	An approach to organising work that aims to drive greater efficiency and effectiveness, enhancing personal and organisational outcomes through a combination of flexibility, autonomy and collaboration, utilising a range of practices, technologies and working environments.

3. Policy

The opportunities of smart working are widely recognised and increasingly well understood bringing both direct and indirect benefits to the Company:

- **Productivity:** individuals can often get more done, in less time, as a direct result of smart working practices.
- **Innovation:** working outside of the office can be more productive from a creative point of view.
- **Cost savings:** achieved through freeing-up office space and reducing other associated facilities costs.
- **Employee Value Proposition:** organisations that embrace smart working find it easier to recruit and retain talent from a larger and more diverse pool.
- **Discretionary Effort:** businesses that provide flexibility and agility have a more motivated workplace culture, with enhanced relationships between managers and employees, and greater discretionary effort from employees.

Smart working fundamentally benefits the business by creating a culture in which employees feel trusted, empowered, engaged and motivated to give additional discretionary effort. This culture is underpinned by the benefits that smart working directly provides to employees and to their families:

- **Wellbeing:** both psychological and physical, including reduced stress, greater sense of control and better integration of a healthy lifestyle.
- **Work-life Balance:** enabling individuals to meet their non-work responsibilities, through fulfilling parenting and caring roles, as well as pursuing wider personal interests.
- **Savings:** of time and money, including reduced time and money spent on commuting.
- **Performance:** enhanced productivity, innovation and skill utilisation, often attributed to a less distracting, more conducive work environment.

A successful smart working culture is underpinned by a common set of principles. These principles outline our expectations in relation to how our employees and our leaders should approach the opportunities provided by smart working. Everyone in our Company is accountable for embodying these principles:

- Employees are empowered to perform and trusted to comply in line with business needs and the smart working ethos.
- The business will offer employees flexibility but expect a level of flexibility from the employee in return (i.e. two-way street).
- Our leaders will play a key role in championing and role-modelling smart Working behaviours.
- Employees should be measured on output, results and impact rather than the number of hours worked.
- Employees are trusted and empowered to make choices about where and when work is carried out to allow them and their teams to be more effective.
- The purpose of the office workplace will be primarily to connect, collaborate and create.
- Smart working should become the norm. While there is no 'one-size fits all' approach and while there are roles that cannot be done remotely, greater agility and collaboration is the aim for all.
- Smart Working supports and adds new dimensions to our commitment to equity, diversity and inclusion and should be considered at every stage of both internal and external recruitment processes.
- All employees should enter discussions around smart working options with an open mind. Employees should challenge themselves to overcome preconceptions or traditional views around the risks and opportunities of smart working.
- For roles that must be undertaken on one of our sites, new ways of working that support ease of access, safety, wellbeing – for example, priority car parking, flexible transport arrangements, onsite wellbeing facilities will be prioritised.

3.1 Examples of SMART working

- **Flexible Working** – A type of working arrangement that gives some degree of flexibility on how long, where and when employees work. The flexibility can be in terms of working time, working location and the pattern of working usually in the form of a formal contractual change.
- **Shift Working** - work comprising recurring periods in which different groups of workers do the same jobs in rotation – workers may voluntarily trade shifts within the same day or days off within the same week.
- **Compressed Hours** - a work schedule condensing the standard full-time work week into fewer than five full days.
- **Job Sharing** - two part-time employees jointly do a full-time job, sharing the remuneration.
- **Remote** - working from home or from any other suitable non-JM location, making use of the internet, email and the telephone.
- **Part-time/Full-time** - switching from full-time to part-time and conversely.
- **Phased or Flexible Retirement** - through working a reduced number of hours.

3.2 SMART working considerations

If leaders start thinking about a job from the way it has always been done, they may conclude that it can't be done flexibly. However, thinking about smart working involves thinking in innovative ways. Certain types of work will inevitably be more place-specific, and other types of work more time-specific. But the key to thinking through change is to:

- Look at the *activities* involved in the work, rather than how those activities are packaged up into a whole job. Some activities are likely to be more capable of being done in different ways than others.
- It's important to resist focusing on the least flexible activity and making that the time and location of that activity the default for all the other activities.
- Look at activities across the team. How can sharing and delegating activities create scope for more flexibility – and make the team more effective and efficient as a whole.

Changes to working arrangements must be agreed between employee and line managers and Johnson Matthey may decline a request for Smart working arrangements for reasons including (but not limited to):

- Increased Health and Safety risks
- The burden of additional costs.
- Detrimental effect on ability to meet customer demand.
- Inability to reorganise among existing team members.
- Inability to recruit additional staff.
- Detrimental impact on quality or outputs.
- Insufficiency of work during the periods that the employee proposes to work.
- Other legitimate reasons specific to the business, position and/or employee including performance criteria, insufficient management training and/or oversight.

4. Exceptions

This global policy covers all individuals and includes all employees and temporary staff whose roles and responsibilities are suitable for flexible working and unless otherwise specified.

Employees covered by collective bargaining arrangements may be out of scope of this policy unless specifically negotiated otherwise or they are eligible under country specific employment laws.

5. Consequences of breach

Any breach of this policy could result in disciplinary proceedings, including termination of employment.

6. References

6.1 Associated Policies

- Global Working Together Policy [Global Working Together Policy.docx](#)
- Global Employee Leave Policy [Global Employee Leave Policy.docx](#)

6.2 Associated Standards

- International Remote Working Standard [Local Policies and Procedures \(sharepoint.com\)](#)

6.3 Associated Procedures

- Country/Site Specific Flexible Working Procedures [Local Policies and Procedures \(sharepoint.com\)](#)

7. Appendix

7.1 Document responsibilities

Document Role	Business roles
Approver (GLT Sponsor)	CHRO
Owner	Group Total Reward, Wellbeing & People Director
Writer	Global Head of Employment and Industrial Relations
Reviewers	Global Head of Diversity & Inclusion General Counsel-Labour & Employment HR Projects & Policy Manager UK

7.2 Version control

Version	Date	Change
1.0	09/11/2022	Replaces the former Flexible Working Policy. Employees need to understand the definition and examples of smart working