

# Sustainability

Sustainability is fundamental to our strategy. For over 200 years our expertise in metal chemistry has helped to solve some of the world's most complex challenges and now our technologies are accelerating the transition to net zero. As our stakeholders' views of sustainability evolve, so do ours, and we have a pragmatic, agile and business-orientated approach to ESG.

We have firmly embedded our sustainability priorities of climate, nature and circularity, safety and diversity into how we operate as a company. The following pages focus on our progress towards our 2030 sustainability targets.

The sustainability targets included in this report are valid as at 31<sup>st</sup> March 2025. Following the announcement of the planned sale of our Catalyst Technologies business, we will review and adjust these where relevant to reflect our future portfolio. Similarly, the content related to the Task Force on Climate-related Financial Disclosures are valid as at 31<sup>st</sup> March 2025, and will be updated in 2025/26.

## Our approach



For more information on JM's sustainability efforts, including those listed below, please see our website and QR Code for the Sustainability Performance Databook

- Alignment to the UN SDGs – we align our products and services with four UN SDGs where we believe we can make the biggest positive contributions
- Life Cycle Assessment (LCA) remains a key part of our offerings and the number of LCAs for JM's products and services is increasing year on year
- Net zero by 2040 roadmap
- Product stewardship
- Health and wellbeing
- Human rights
- Upholding high ethical standards
- Responsible sourcing
- Community investment
- Stakeholder engagement

## Our material topics

In 2024 we partnered with a third party to perform our first double materiality assessment.<sup>1</sup> Our material topics were identified as:

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

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 continued

## Our sustainability targets for 2030

Our sustainability targets for 2030 are ambitious, but they build off the positive impact our products and services already have. Our technologies are now helping the global chemical and energy industries reduce their greenhouse gas emissions (GHG) and move to sustainable feedstocks, and our business model is underpinned by our circular PGM economy which helps reduce waste and make the most of scarce resources.

This year we are making a change to three of our public 2030 targets:

- Our GHG emissions avoided forecast has been impacted by the slowdown in the energy transition, particularly in the electrolytic hydrogen market. To reflect this we will continue to track our GHG avoided contributions, but we will no longer maintain a target for 2030. See page 16.
- Our net water consumption target for 2030 changes from an absolute target to a water intensity target. This reflects and supports our growth plans, and ensures we continue to drive increased water efficiency as we grow. We will complement this with the development of local nature action plans at site level.
- As we evolve our approach to human rights and continue to monitor upcoming regulations, we will no longer maintain our target to assess all of our value chain partners for human rights risks by 2030 but instead focus on our own operations and direct suppliers. We will closely monitor the outcomes of our assessments and leverage the findings to continuously enhance our approach.

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), thereby putting us on the SBTi's 1.5°C trajectory and placing us among the leading group of global businesses aiming for a rise of no more than 1.5°C.

Goals	Key performance indicators (KPIs)	Baseline value	2030 target, 2030 value	2024/25 performance, 2024/25 value	2023/24 performance, 2023/24 value <sup>1</sup>
<b>Planet: Protecting the climate</b>					
<b>Our goal: Achieve net zero by 2040</b>	Reduction in Scope 1 and Scope 2 GHG emissions → See page 28	404,040 tCO <sub>2</sub> e	44% on baseline, 226,262 tCO <sub>2</sub> e	<b>39% on baseline, 246,533 tCO<sub>2</sub>e</b>	30% on baseline, 281,912 tCO <sub>2</sub> e
	Reduction in Scope 3 GHG emissions from purchased goods and services <sup>2</sup> → See page 28	3,345,528 tCO <sub>2</sub> e	42% on baseline, 1,940,406 tCO <sub>2</sub> e	<b>8% on baseline, 3,085,054 tCO<sub>2</sub>e</b>	3% on baseline, 3,258,688 tCO <sub>2</sub> e
<b>Planet: Protecting nature and advancing the circular economy</b>					
<b>Our goal: Conserve scarce resources</b>	Recycled PGM content in JM's manufactured products → See page 30	70%	75%	<b>76%</b>	69%
<b>Our goal: Minimise our environmental footprint</b>	Reduction in total hazardous waste → See page 31	42,453 tonnes	50% on baseline, 21,227 tonnes	<b>12% on baseline, 37,435 tonnes</b>	0.4% on baseline, 42,296 tonnes
	Water intensity reduction → See page 31	100%	30% on baseline	<b>17% on baseline</b>	-
<b>People: Promoting a safe, diverse and equitable society</b>					
<b>Our goal: Keep people safe</b>	Total recordable injury and illness rate (TRIIR) for employees and contractors → See page 32	0.79	0.25	<b>0.36</b>	0.36
	ICCA process safety event severity rate (PSESr) → See page 32	1.18	0.40	<b>0.82</b>	0.88
<b>Our goal: Create a diverse, inclusive and engaged company</b>	Employee engagement score → See page 34	6.9	8.0	<b>7.2</b>	7.2
	Female representation across all management levels <sup>3</sup> → See page 34	30%	40%	<b>32%</b>	30%

1. Rebaselined to remove divested businesses, please see page 191 for more information.

2. Restated due to calculation refinement, please see page 191 for more information.

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

# Planet: Protecting the climate

In line with our company's purpose to catalyse the net zero transition, we have committed to net zero by 2040 for our own operations.

## 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 36-43

🔗 See our EHS policy, which applies to everyone who works for us, at: [matthey.com/ehs-policy](https://matthey.com/ehs-policy)

🔗 For our UK SECR see pages 44-45 and our Sustainability Performance Databook: [matthey.com/sustainability-databook](https://matthey.com/sustainability-databook)

🔗 For our SASB Index response see: [matthey.com/sasb-index](https://matthey.com/sasb-index)

🔗 See our net zero by 2040 roadmap at: [matthey.com/sustainability/climate](https://matthey.com/sustainability/climate)

→ For more information on our calculation methodology see our Basis of reporting on pages 191-195

🔗 For data see our Sustainability Performance Databook: [matthey.com/sustainability-databook](https://matthey.com/sustainability-databook)

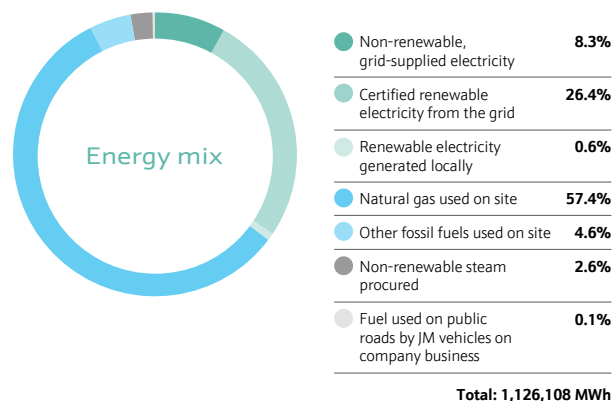
## Our goal: Achieve net zero by 2040

We have confirmed our roadmaps to 2030 and we are working to identify and develop the full range of solutions that we will implement to achieve net zero by 2040. For more information, see our roadmap on our website.

## Our progress in 2024/25

We continue to move towards our net zero by 2040 commitment. This year saw a 13% reduction in our Scope 1 and 2 greenhouse gas (GHG) emissions from last year, which represents a 39% reduction since our baseline year of 2019/20. This significant reduction was achieved mainly through increasing our purchase of renewable energy, in line with our energy strategy, and improving the underlying energy efficiency of a number of processes.

Our GHG emissions from Scope 3 purchased goods and services in 2024/25 were 3,085,054 tCO<sub>2</sub>e, which is an 8% reduction from baseline year. This is a decrease from 3,258,688 tCO<sub>2</sub>e<sup>1</sup> in 2023/24, driven by lower emission factors across the global supply chain and changes in business demands, see pages 13-16 for more information. We continue to work with partners to prioritise GHG reduction opportunities to deliver our net zero 2040 target.



## Energy efficiency and security

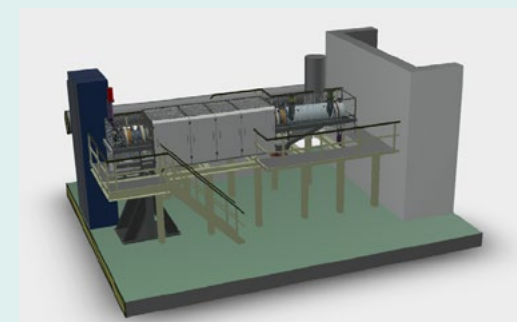
A focus on energy conservation and energy efficiency continues to underpin our net zero strategy. We continue to implement ISO 50001 across our most energy-intensive manufacturing sites. Examples of energy efficiency projects completed this year include:

- Our site in Malaysia recently achieved ISO 50001 certification
- Further adoption of waste heat recirculation, with savings achieved at Clean Air sites in Poland, India and China
- Energy consumption has been reduced through optimising cycle times and recipe control at several Clean Air sites including India, Poland and China
- A smart meter project has reduced energy by >30% year-on-year at one of our PGMS labs in China.

## Energy saving at Emmerich, Germany

Replacement of one of the natural gas heated calciners with a new, more appropriately sized electric calciner. The new equipment takes advantage of the 100% low carbon electricity<sup>2</sup> already supplied to the site. Benefits were:

- Smaller more efficient design that achieves 70% energy saving versus the previous operation
- Removed the use of natural gas for this piece of equipment
- Cuts over 10% of the Scope 1 and 2 greenhouse gas emissions for the entire Emmerich site.



Computer aided design of the calciner.

1. Restated due to calculation refinement and rebaselined to remove divested businesses, please see page 191 for more information.

2. Market-based.



## Sustainability continued

We have a set of sustainable engineering principles, which we apply to our engineering and capital projects using a rigorous assessment process to ensure sustainability metrics are considered alongside financial metrics for all of our capital investments. For example, we have replaced a gas fired calciner with an electric equivalent which will reduce the carbon footprint at our Emmerich, Germany site, see case study on page 28.

Three of our largest manufacturing sites also make electricity using combined heat and power plants (CHPs) to optimise our energy efficiency. Although these run off natural gas, our CHPs generated 29,570 MWh of our total electricity this year, reducing our energy demand on grid electricity.

### Renewable energy

This year 71% of our electricity consumption came from certified renewable sources, compared to 57% in 2023/24. This increase was due to additional full year renewable energy purchases in Mexico and a full year of purchase in China, India and North Macedonia. We have therefore 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 to ensure renewable electricity consumption in Europe and the US, and recognised Energy Attribute Certificates in regions such as India and China. We explore Power Purchase Agreement opportunities in regions where this procurement option is available. We benefit from some on-site generation as part of the current energy portfolio in a number of sites, and this year we have had a total of 531,225 kWh capacity of self-generated solar energy compared with 363,055 kWh in the prior year.



This year

71%

of our electricity  
consumption came from  
certified renewable sources

# Planet:

## Protecting nature and advancing the circular economy

We have committed to promoting nature protection, restoration and sustainable use of natural resources. Our corporate commitments are described in our Nature statement, found at [matthey.com](https://matthey.com).

Circularity is an essential part of the net zero transition, and as the world's largest secondary PGM refiner we will play a crucial role in securing the metal needed to supply existing and future demand.

### For further information:

🔗 For data see our Sustainability Performance Databook; [matthey.com/sustainability-databook](https://matthey.com/sustainability-databook)

## Our goal:

### Conserve scarce resources

We helped create one of the world's first circular economies in PGMs and our use of secondary, or recycled, PGMs is helping to significantly reduce the emissions and environmental impact associated with mining these vital materials; see page 14 for more details on secondary PGMs.

We are also applying our longstanding recycling expertise to sustainable technologies that utilise PGMs, such as fuel cells and electrolyser stacks. This will allow us to create a continuous loop of PGM availability for the hydrogen product economy.

### Our performance in 2024/25

We set a 2030 target of 75% recycled PGM content in our products, and in 2024/25 this number was 76%. The sharp increase overall from the prior year reflected both a decline of primary metal intakes into our circuits, offset by a greater volume and mix of secondary scrap. Internal metal flows directly from our refinery to internal sites also increased, reducing the need for external stocks (i.e. primary) to satisfy demand. As stated previously, 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, and will play an important role in the transition to net zero. 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.

### Sustainability Champions

Our voluntary employee network of Sustainability Champions, now in place for almost two years, is growing from strength to strength. This group comprises employees who are deeply engaged and passionate about sustainability. Supported by the central sustainability team, our champions are already driving local initiatives and looking ahead, we aim to maintain a balance between corporate involvement and a bottom-up approach to sustainability. Impact on nature is by definition a local issue, and this network offers valuable grassroots insights into where the risks and opportunities are.

### Earth Week

We celebrated Earth Week by challenging our colleagues to commit to a simple week-long sustainability pledge, such as turning off home appliances overnight. Pledges were received globally from across over 30 of our sites.

### Nature Action Plan

We have continued to make progress against our Nature Strategy, and this year we completed a Nature-related Risks and Opportunities Assessment for all our operations globally. This global study provides us with an overview, and relative ranking, of our operations' risks to nature, allowing us to prioritise sites with the highest relative risk.

The study informed the first of our site-specific interventions, piloted at Clitheroe, UK, with a local site action plan agreed to improve our impact on nature.

We have developed internal guidance on the use of plastic to support local activities at our sites to reduce our plastic footprint, and to guide local action. The document outlines our approach to plastics use, our ambition to reduce its impact across our value chain and practical steps to take at a local level.



## 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. 92% of our manufacturing sites use environmental management systems that are certified as meeting ISO 14001 standard, as at 31<sup>st</sup> March 2025.

### 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. But beyond that we are committed to disposing of it responsibly and in a safe manner, working with specialist treatment companies.

Total waste sent off site has decreased this year by 15% compared with 2023/24 mainly due to improvements made to the UK refinery wastewater treatment plant, resulting in less waste being generated at the site.

We continue to work with third-party waste providers, looking for opportunities to divert our waste away from disposal.

The ongoing investment planned in our new PGM refinery in the UK will be a significant project towards meeting our 2030 target on hazardous waste reduction.

We have established processes to recover PGMs from our production waste and subsequently recycle in our own refineries.

### Using water responsibly

This year our net water consumption decreased by 9% compared with last 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. This year the tool identified 12 manufacturing facilities which 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 344,121 m<sup>3</sup> (23%) of our net freshwater consumption in 2024/25.

We discharged 1 million m<sup>3</sup> wastewater during the year, compared to 1.2 million m<sup>3</sup> in the prior year, 95% to municipal treatment plants and the remainder back to its original freshwater source after treatment. We treated 0.9 million m<sup>3</sup> of wastewater on site, of which we recycled 39% back into our manufacturing processes instead of discharging.

We seek to minimise the chemical burden in our wastewater discharged.

### Incidents of note

During a routine transfer of diesel from a bulk storage tank to a smaller operational day tank at our Taloja site in India, there was a failure in the overfill control system. This resulted in the release of approximately 4,000 litres of diesel. The site enacted its emergency plan to assess the extent of the release and to recover the majority of the spilled fuel. The site continues to work with third-party specialists to monitor the area local to the spill.

Two of our sites have received reportable fines for breaches against environmental legislation. The sites are currently appealing these decisions.



JM's site in Perstorp, Sweden.

# People:

## Promoting a safe, diverse and equitable society

We rely on our 10,000+ talented employees to drive our purpose. Ensuring that they are fulfilled in their careers, work safely and return home well to their families each day is our number one priority.

### For further information:

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

## Our goal:

### Keep people safe

The nature of our business means we have complex chemical processes that often involve heavy machinery and hazardous chemicals. Our ability to catalyse the net zero transition depends on the mitigation of potential risks and the safe operation of our manufacturing sites, laboratories and office environments.

'Take 5', our key behavioural based safety programme, continues to drive positive improvements in EHS culture by equipping colleagues with a user-friendly tool for considering risk in all aspects of work. During 2024, we ran a targeted global action plan that focused on a key risk area: hand injuries. The hand safety global action plan comprised enhanced reporting measures, personal protective equipment initiatives, site-specific tooling drives and hand-specific safety stand downs. We saw a 21% reduction in the number of hand injuries across JM during the campaign.

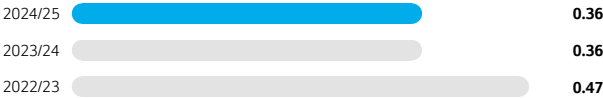
In 2024, the group strengthened its second line of defence by bolstering regional support for our facilities. This included reinforcing regional teams who co-ordinate and co-develop improvement initiatives that address common EHS challenges such as ergonomics and job risk analysis. This expanded regional support has increased our capacity to not only identify and mitigate EHS risks, but proactively document and remediate operating procedures, ensuring lessons learned are embedded, even where local resource can be constrained.

## Our occupational health and safety performance

Lost time injury and illness rate (LTIIR) remained consistent at 0.17. In our total recordable injury and illness rate (TRIIR), covering both employees and contractors, we maintained a rate of 0.36. We achieved consistent TRIIR year to year amid ongoing business transformation; this reflects the effectiveness of our regionalised EHS approach, the 'Take 5' programme and the impact of our annual Global Safety Day – supported by local campaigns targeting site-specific issues.

We have had no fatalities since 2015.

### TRIIR (employees and contractors)



### Our process safety performance

Our International Council of Chemicals Association (ICCA) process safety event severity rate (PSESR) has decreased from 0.88 last year to 0.82 PSESR per 200,000 hours worked, which is a reduction of 7%. There were two Tier 1<sup>1</sup> process safety events this year, compared to three the previous year. This reduction is due to an improved governance process for our high risk process safety scenarios and a clear focus on PSESR reduction at key production facilities. The group Process Safety team has been integrated into the group Engineering team, allowing greater synergies to address implementation of process safety requirements at site level more effectively, such as asset integrity and installation of modern automated control systems.

We continue to reinforce process safety across JM, with training having been completed by key operations-based staff and additional in-depth training for managers and senior executives. As part of the Engineering Duty Holder programme, all sites have appointed a Process Safety Duty Holder who will embed process safety further into site daily operations.

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

### Global Safety Day 2024

JM teams allocate an entire day to focus on safety. Our third annual Global Safety Day event was dedicated to the theme of 'Every Choice Counts', emphasising the significant impact that every decision made by colleagues can have on safety outcomes, whether positive or negative. The day included interactive workshops and discussions where team members shared personal experiences and best practices. For the third year in a row, there is a positive impact on our leading EHS indicators following the Global Safety Day.

1. 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.



## Sustainability continued

## Our goal: Create a diverse, inclusive and engaged company

We are continuing to make progress in creating 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

At the launch of our 'Play to Win' strategy in 2022, we identified three aspects of our culture that we needed to enhance:

Take accountability

Keep it simple

Drive results

It is critical that our leaders in JM, at all levels, are at the forefront of accelerating these behaviours throughout the organisation.

A key initiative for building high performance continued to be our 'Play To Win Through People' workshops for our people managers and influencers. Following the launch in 2023, we continued the campaign this year with a third series of workshops. The workshops focused on creating followership to our strategy, commitment to our mission and vision and the role that each of us plays to build a strong customer experience. Approximately 700 people managers have completed the workshop this year and a further 1,000 managers and supervisors in our plants will participate next year.



Volunteering in support of Leaves Breathe.



Celebrating Global Safety Day at JM's site in Queretaro, Mexico.



Taking part in the Thames Path Ultra Challenge in London, UK.



## Sustainability continued

Supporting our people's professional and personal growth remains at the core of our commitment as an employer. During the year we undertook a series of activities to support this, including continued work to strengthen succession into critical leadership roles, ongoing investment in the pipeline of future leaders through our graduate programmes, various talent accelerator programmes, and broad development initiatives including commercial training and business skills programmes.

To support and reinforce all these initiatives we continued our focus on building an engaged organisation, utilising yourSay, our global all-employee surveys, to monitor progress. During the year we ran a yourSay pulse survey in October 2024 and a full survey in March 2025. While yourSay serves multiple purposes, an important one is to provide our managers with input on how to lead their teams through change whilst providing ongoing feedback, recognition and development. The recent engagement survey met the target of 7.2 for 2024/25.

Since the relaunch of our engagement survey in 2023, we have seen increased participation to a record high of 86% in the full annual survey. Furthermore, teams are sharing that more discussion is happening on how to improve engagement and the number of concrete actions taken has increased for the second year in a row.

In the context of significant organisation changes and challenging market conditions, the continued evolution of an engaged and high-performance culture will support JM through strategy execution and further transformation.

### Advancing diversity, inclusion and belonging

A high-performance culture requires diversity of thought, background and representation in teams, as well as a culture of inclusion and belonging. This year we have continued to take steps to ensure our diversity, inclusion and belonging (DI&B) journey is meaningful, highlighting its proven link with high-performing teams and business success. We have continued to drive activities in line with our DI&B roadmap to progress towards achieving our sustainability goal, targets and commitments.

🔗 See our Diversity, Equity, Inclusion and Belonging Policy: [matthey.com/DIEB](https://matthey.com/DIEB)



Volunteering in support of a local community farm initiative in Shanghai, China.

### Developing and attracting talent

Our female representation at all management<sup>1</sup> levels is 32%, an improvement on last year's 30% and a step forward towards our target of 40% by 2030. Ethnic minority representation at senior management<sup>2</sup> level is 13%, an improvement on last year's 9%.

Our Talent Acquisition and DI&B teams have continued to leverage external partnerships to source and attract the best talent from a diverse range of backgrounds. To support recruitment in our new engineering centre in Mumbai, we partnered with a local company, Qween, to help to raise our visibility in the area as an inclusive employer and source talented female engineers to join our business. We signed new partnerships with Evenbreak and myGwork to engage with and attract professionals with disabilities or long-term health conditions, and LGBTQIA+ professionals respectively.

In September 2024, we launched a project to explore inclusivity in our executive search process for hiring senior leaders. Utilising an external self-diagnostic survey (Search 2.0 Index), we invited 43 senior business and HR leaders to evaluate where JM is in relation to world-class practices in leadership appointments, with a focus on our practices across four key areas of the senior hiring process. We scored an 'Advanced' rating, with valuable insights provided into areas of good practice and recommendations for further improvements. In 2025, we will continue to work through the recommendations to further drive diversity and inclusion in our executive search process.

During the year, we continued to focus on how we remove barriers to progression, providing access to several development programmes for employees. We expanded our 'Elevating women in leadership' programme to include 40 colleagues from around the globe, and supported 27 Black, Asian and ethnic minority employees who completed either the Network of Networks UK talent acceleration programme or the McKinsey connected leadership development programme in the US.

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

2. For the purposes of the ethnic minority representation target our senior managers are defined as Group Leadership Team (GLT) and direct reports of the GLT.

## Sustainability continued



Credit: Brett Cove.

Finalists at the British Diversity Awards.

## Engagement and involvement

Our DI&B events structure continued to drive awareness and engagement amongst employees around the globe. In partnership with our nine Employee Resource Groups and global DI&B ambassadors, we organised successful virtual and in-person events and campaigns around International Women's Day, LGBTQIA+ Pride Month, Hispanic Heritage Month, Black History Month and International Day of Persons with Disabilities. The theme for our second Global Inclusion Day was 'Inclusion starts with me', with a strong focus on the importance of allyship and personal accountability, and we saw increased participation with the organised activities.

## Disability inclusion

This year we continued with the roll out of our disability inclusion training, running sessions for several security teams across the UK. In partnership with our global facilities team, several UK offices completed self-assessment accessibility audits and using this data, we plan to run further independent audits in 2025 to aid in the gathering of recommendations that we can implement.

In the year we engaged Business Disability Forum to perform a review of our capability in making IT workplace adjustments for colleagues with disabilities. The report provided recommendations to help us on our journey to best practice, which we are working on implementing in the financial year.

Engagement score of 7.2  
in June 2024 remained at

**7.2/10**  
in March 2025

'Taking action from last survey'  
score improved from June  
2024 to March 2025 by

**+0.4**  
to a score of 7.5/10

Say Thanks:

**91%**

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