

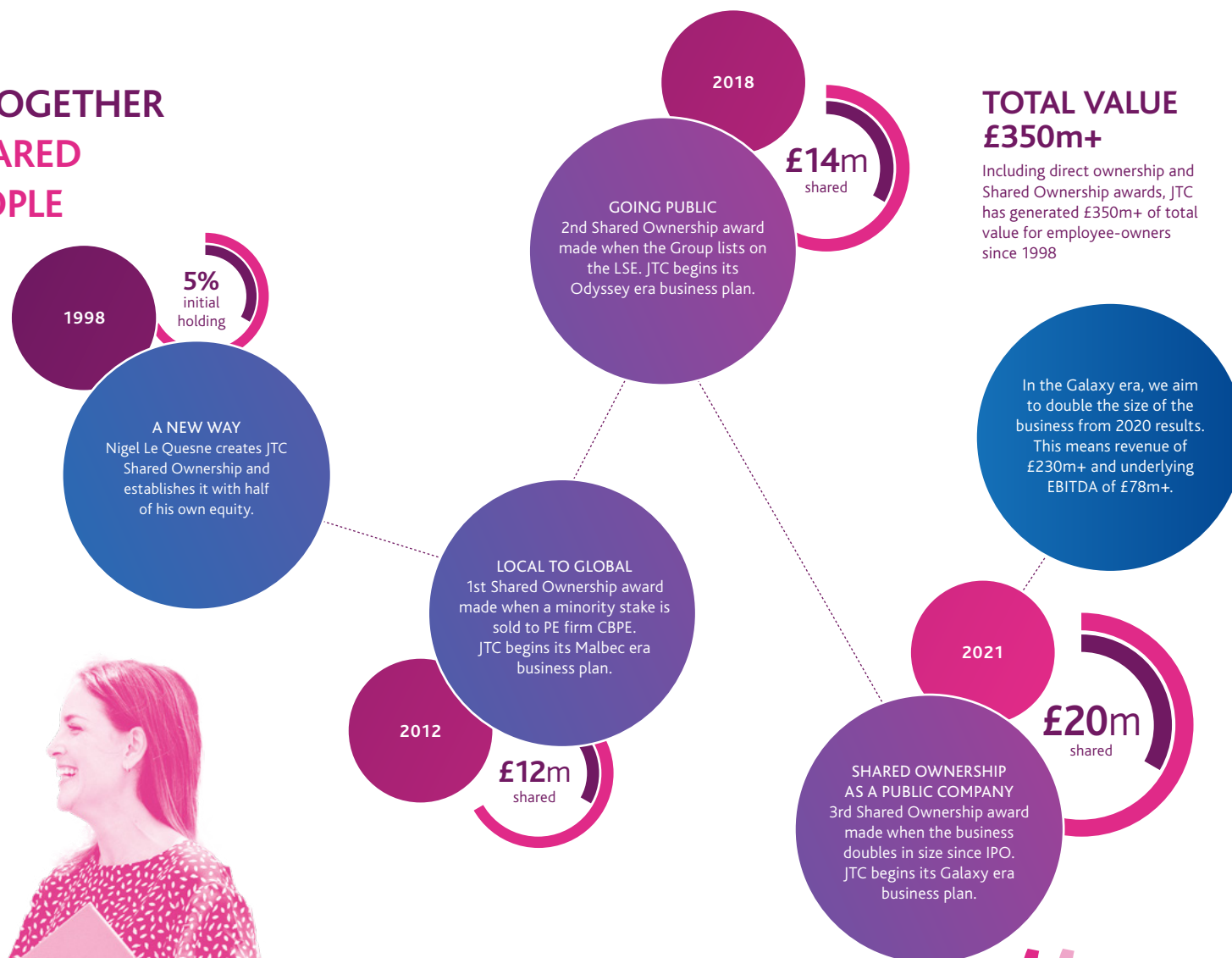
## HOW WE ARE GROWING TOGETHER COMMITTED TO 100% SHARED OWNERSHIP FOR OUR PEOPLE

### HOW JTC SHARED OWNERSHIP WORKS

All permanent employees are automatically part of the Shared Ownership programme. Scores are calculated annually for each person based on their length of service; seniority and appraisal score. Appraisal scores are based 50:50 on achievement of goals and behaviours.

When a multi-year business plan, or era, is completed and if the Company has achieved or exceeded its goals, the Shared Ownership programme will consider making an award from the Employee Incentive Plan (EIP) to all eligible employees.

In addition – and in line with JTC's meritocratic approach to progression – a Deferred Bonus Share Plan (DBSP) and Performance Share Plan (PSP) provide added incentive for those who have taken on leadership roles.



In 2019, JTC's Shared Ownership programme became the subject of a Harvard Business School MBA case study

### 100% OWNERSHIP

100% of permanent employees are owners of the business through JTC's Shared Ownership programmes

With all our people as owners of the business, the interests of all our stakeholders are aligned.

NIGEL LE QUESNE

