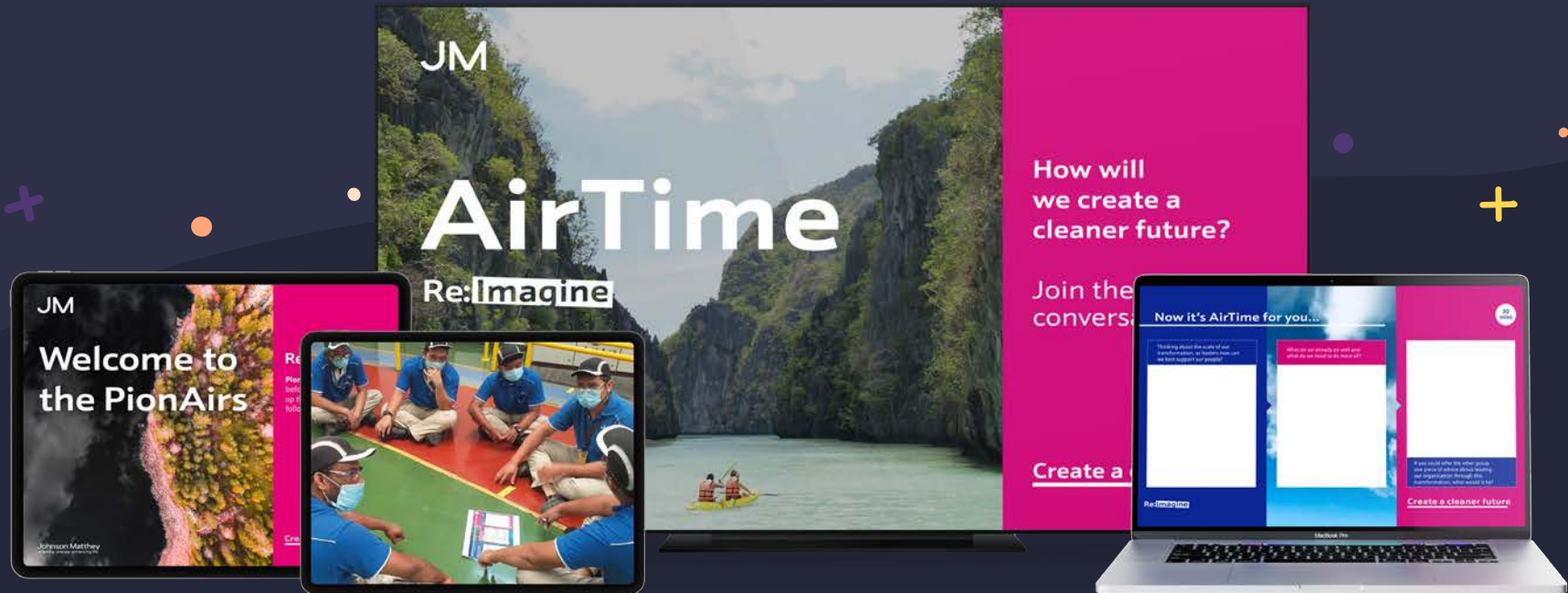


# Creating a cleaner future



the culture club

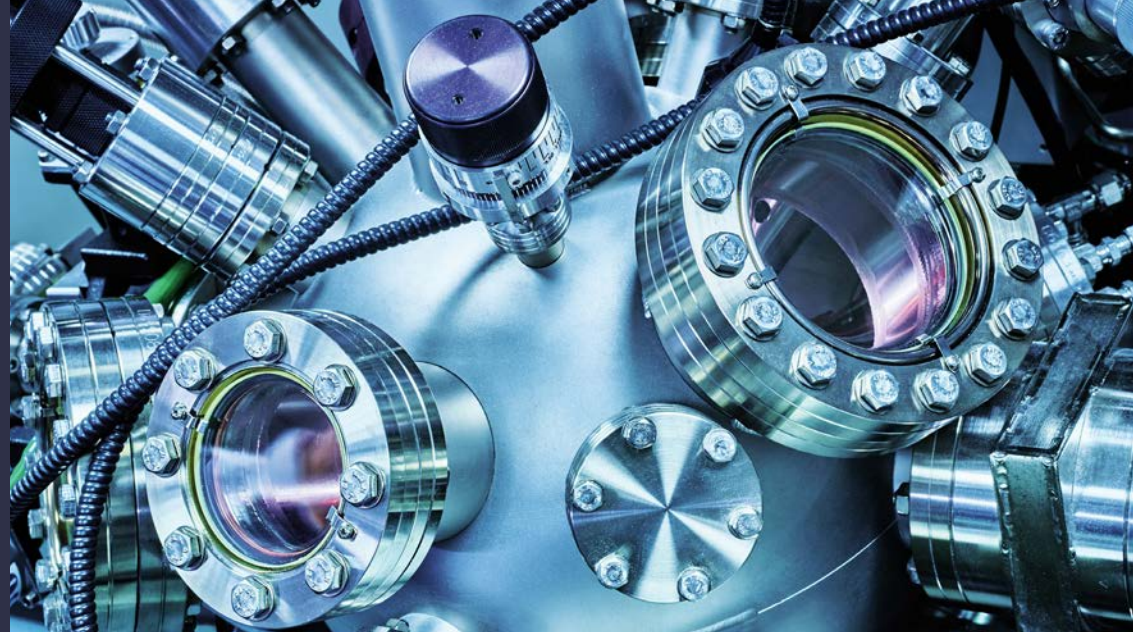


The Clean Air team at Johnson Matthey has more than 6,000 people around the globe who support the manufacture of catalytic converters in the automotive industry. In 2020, they embarked on the biggest transformation in their 200 year history.

Rapid shifts in the world - such as the growth of electrification - meant they had to find a way to create a cleaner, stronger future for everyone...

The Culture Club partnered with them to design and deliver a conversation programme to help bring a complex global workforce on this transformation journey and create a space where employee voices were heard.

**We designed a 3-step approach reaching everyone from senior leaders to front-line production teams.**





## 1 Communicate change clearly

# Communicate our vision for change with the help of 65 Clean Air leaders

Our first task was to find an inspiring, simple way to communicate Clean Air's transformation that ticked both emotional and logical boxes.

We transformed complex strategy documents into the rally cry 'Create a cleaner future,' supported by a clear narrative and a simple strategy-on-a-page.

We also worked hard to bring Clean Air's leadership team up to speed, by training and empowering key leaders to communicate confidently on the new strategy.



## 2 Encourage and enable conversation

# Introducing AirTime

We introduced AirTime, a conversation channel for Clean Air, to help colleagues understand and make sense of change. It's both global and local: a safe place to learn, chat, engage and share.

Conversation was key in helping colleagues to understand what the transformation meant to them. Transformation can be scary and confusing, and that's where human connection can really help.

Conversations opened up themes for business improvement: communication, standardisation and environment.





### 3 Establish change champions

## 65 PionAirs recruited and trained

What was the secret to AirTime's success?

Getting the right people involved. We recruited a network of over 65 Change Champions – our PionAirs – who were backed, supported and encouraged every step of the way by the Clean Air leadership team.

The PionAirs helped to shape and evolve our approach and deliver AirTime across the globe. Now, they organise and co-facilitate local AirTime sessions and share vital local intel so we can include even the hardest to reach colleagues.



# What's happened since?

**Conversation and listening is a normal part of life.** Over 10,000 colleagues have participated in 850 AirTime sessions so far that have directly supported the transformation and shaped Clean Air's culture.

**Transformation feels less scary.** People feel more comfortable talking about the big things that matter most to them.

**Change is led by everyone, not just leaders.** Each AirTime wave has given colleagues the opportunity to be an active part of creating and shaping Clean Air.



"The more you do something like AirTime, the more people will realise they have the power to change things locally and they start to take accountability for delivering improvements."

**Howard Kraiss**  
Head of Employee experience, Clean Air

94%

Johnson Matthey's mission to create a cleaner, healthier world inspires me

90%

I feel accountable for helping deliver Clean Air's EPIC strategy and transformation

93%

Surveyed PionAirs rate their understanding of their role 4.6/5 and pride 4.7/5

79%

AirTime is an initiative I am happy to be part of