



Photography: Spaces and Places



# Introduction

Welcome to our Tétris 2023 Sustainability Highlights. This performance summary provides an account of our general strategic framework and actions in sustainability for Tétris during the year 2023. We provide a consolidated set of global environmental, social and governance (“ESG”) performance data as a wholly owned subsidiary of JLL in JLL’s 2023 ESG Performance Report. The report is available to download at JLL’s website.

This performance summary is structured according to our parent company JLL’s sustainability program and strategy and focuses on three issues where we can deliver the greatest impacts, in alignment with JLL’s purpose and corporate strategy: Climate action for sustainable real estate, healthy spaces for all people, and inclusive places for thriving communities.

This performance summary is complementary to the [JLL ESG Performance Report 2023](#). JLL aligns its ESG reporting with the Global Reporting Initiative’s GRI Standards, the Sustainability Accounting Standards Board’s (SASB) and the World Economic Forum’s (WEF). To read more about JLL’s ESG reporting, visit JLL’s ESG Reporting Hub.

All data in this performance summary has undergone internal verification by our Tétris Sustainability team, and it represents the best information available at the time of publication.

This performance summary contains “forward-looking statements” within the meaning of certain safe harbor provisions under federal securities laws, such as statements regarding our sustainability targets, including our net-zero commitment and renewable energy targets, water consumption and other environmental targets, external ESG commitments and operational strategies. There is no guarantee that these forward-looking statements will happen due to a number of factors, including assumptions not being realised, scientific or technological developments,

evolving sustainability strategies, evolving legal and regulatory requirements, our expansion into new geographic regions, and potentially, those set forth in the “Risk Factors” section of JLL’s most recent Annual Report on Form 10-K and subsequent filings. The standards of measurement and performance contained in this performance summary are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this performance summary can or will be achieved. The information included in and any issues identified as material for purposes of this performance summary may not be considered material for SEC reporting purposes. In the context of this disclosure, the term “material” is distinct from and should not be confused with, such term as defined for SEC reporting purposes.

All financial figures are reported in U.S. dollars (USD).



# Tétris is a wholly owned subsidiary of JLL

JLL is a leading professional services firm that specialises in real estate and investment management.

Fortune  
**200**  
company

Operations in  
**80**  
countries

More than  
**106,000**  
employees

To learn more about our parent company JLL, visit [JLL’s website](#).

**Tétris is a leading interior design x build company based in EMEA and part of JLL’s Project and Development Services (PDS) global business.**

Born from an entrepreneurial ambition and a desire to innovate and better serve customers, Tétris was launched in 2003 and quickly became the market reference for office space fit-out services in design x build mode. Our passion is rooted in designing and building vibrant places that inspire people to think better, work better and live better. This ambition is manifested in every aspect of the design process

before being handcrafted with care and precision, a precision also inherent in our scheduling and project management. We can imagine and deliver environments that are as beautiful and functional as they are sustainable. Environments that reflect your ambitions and needs no matter what your unique requirements are.

**24,000+**  
projects delivered in  
the last five years

**865**  
employees

**15**  
countries where  
we have offices

**31**  
studios

JLL’s global ESG data and reporting are fully detailed in the JLL ESG Performance Report 2023, including:

- | Global sustainability program, governance, and material ESG issues
- | JLL’s net-zero commitment
- | Consolidated carbon footprint and energy, water and waste footprint
- | Approach to responsible procurement, health and safety, and ethics and compliance
- | Employee engagement, diversity, equity and inclusion and community giving initiatives

(Information as of December 31<sup>st</sup> 2023)

## 2023 Tétris performance highlights



**865** employees



**40**  
nationalities



**+270,000**  
square meters of  
sustainable space  
created for clients



**74**  
sustainable projects  
achieved for clients

**47%**  
of global workforce  
are women



**19**  
sustainable projects  
with certification  
requirements achieved  
for clients

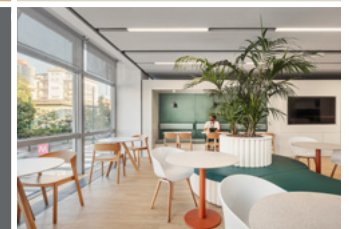


**80%** of our people  
recommend Tétris as a  
great place to work

**9,660** hours of training  
completed by our staff



**+50**  
organisations and  
charities supported by our  
communities activities



**150** sustainability  
ambassadors

**+200**  
clients projects registered in our  
Tétris / Sustainability Code



**2**  
new episodes of our  
Tétris / Sustainability  
Talks Webinar Series



## Tétris awards and recognition

The following awards and recognition reflect our commitment to sustainability, the quality of the design and construction services we provide to our clients, the integrity of our people, and our focus on the workplace.

### Constructionline

#### Tétris Projects Limited, United Kingdom

Gold Member recognition – 2024

Social Value recognition – 2024

### SSiP Acclaim

#### Tétris Projects Limited, United Kingdom

Health and Safety Accreditation – 2024

### Royal Society for the Prevention of Accidents (RoSPA)

#### Tétris United Kingdom, France, Poland and South Africa

Gold Award Winner, Achievement Category

#### Tétris Italy, Portugal and Spain

Silver Award Winner, Achievement Category

Health and Safety Awards, 2024

### EcoVadis

#### Tétris, EMEA

Platinum level recognition – 2023

Top 1%

Score of 81/100

Leader in Carbon Management Level

### Republik Workplace Awards

#### Worknight Future of Work

#### Tétris Design & Build – Tisserin Group, Lille

Gold Award Winner, Workplace Interiors

Category – 2024

Audience Award Winner, Workplace Interiors

Category – 2024

### Mix Interiors

#### Mixology23 Awards

#### Tétris Design & Build – JLL Water Street, London

Project of the year Finalist, Positive Impact

Category, 30,000-70,000 sq ft – 2023

Project of the year Finalist, Workplace Interiors

Category, 30,000-70,000 sq ft – 2023



Photography: Raul Palma

TravelPerk, Barcelona

(Awards as of May 31<sup>st</sup> 2024)

## EcoVadis

EcoVadis is a global provider of business sustainability ratings and performance improvement tools, awarding medals ranging from Platinum down to Gold, Silver and Bronze to reward its members' sustainability achievements.

**Tétris has earned the Platinum level award from EcoVadis for the second year running, the highest rating in sustainability performance.**

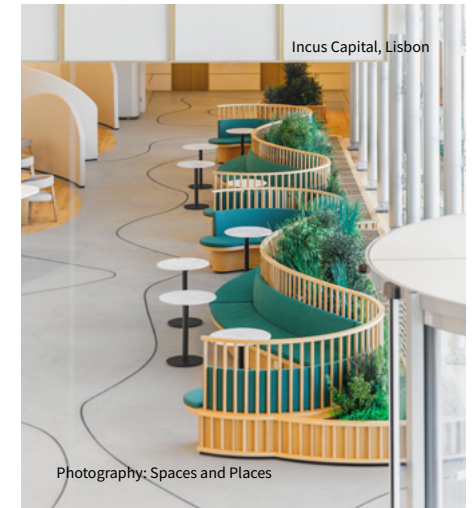
### Best-in-class recognition and top 1% ranking of over 125,000 companies assessed

Tétris' score of 81/100 puts us in the top 1% of over 125,000 evaluated companies regarding environment, labor, and human rights, ethics, and sustainable procurement. We're also thrilled to have improved our overall score by 2 points through achieving a higher level of performance in environment (+ 10 points).

This recognition affirms our total commitment to embed sustainability in our operations, with the integration of circular economy principles, the launch of disruptive solutions like the Tétris / Sustainability Code or our continuous efforts to elevate the knowledge of our employees through our Tétris Sustainability Highlights and our Tétris / Sustainability Talks Webinar Series.

### Recognised as a leader in the Carbon Management Level module

Tétris has also been assessed "Leader" in the new Carbon Management Level category launched by EcoVadis and placed in the top 1% of the first companies assessed worldwide in that field. Our parent company, JLL, is recognised with a best-in-class GHG management system and a strong decarbonisation ambition with approved science-based targets.



Photography: Spaces and Places





# JLL's ESG program


JLL's purpose is to shape the future of real estate for a better world. It is deeply-rooted in the firm's identity, heritage and values, making it the guiding principle to inform the firm's global ESG program.


## Tétris focuses on three issue areas that directly align to JLL's purpose and ESG program

Tétris is committed to the four principles that underpin JLL's ESG program:

 **Being a responsible business** is central to our values and everything we do. Leading by example gives us the credibility to talk to our clients and advance industry action on sustainability.

 **Driving change through client solutions** to maximise impact, collaborating to transform and transition toward more sustainable outcomes.

 **Harnessing the power of our people**, giving them the opportunity, knowledge and tools to own their success and valuing what makes them unique.

 **Advocating for a better real estate sector** by driving demand for sustainability, demonstrating thought leadership and engaging industry, governments and society on the issues that matter most.

## Our Tétris' Sustainability Strategy

We are making Tétris the leading global design and build company committed to delivering outstanding fit-out projects for our clients and to creating inspiring sustainable spaces for all people.

Together with our partners and stakeholders, we aim to drive disruptive and significant change by embedding sustainability into everything we do and employing the best talent in the market. We have made sustainable development a core business priority and we ensure input and participation from all levels and areas of expertise in our organisation.

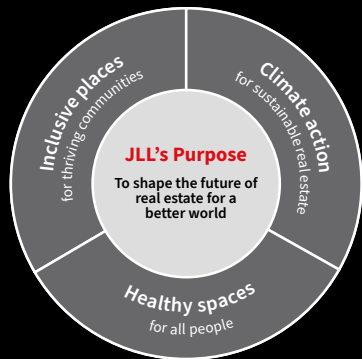
### Less talk and more action for positive impact


Sustainability is about taking actions that generate a positive impact not only today, but also in the future. As a leader in design and build, we have the responsibility to envision and create productive, healthy spaces for our clients and employees. Our goal is to deliver long-term sustainable value to all and energise our communities while minimising our impact on the environment.


### Sustainability You Can Feel


We want these commitments to be felt in the spaces we design and build as we strive to create a well-being focused and multi-sensory experience for users, reflected in keen attention to the visual, acoustic, thermal, olfactory and tactile senses. We call this "Sustainability You Can Feel".

Our approach to sustainability is committed to concrete and tangible measures that allow us to improve spaces and make them more sustainable.



 **Key issue #1**  
**Climate action** for sustainable real estate  
 We support action that accelerates the transition to net-zero, enhances performance and mitigates risks.

 **Key issue #2**  
**Healthy spaces** for all people  
 We create safe and healthy spaces that promote productivity, wellbeing and sustainability.

 **Key issue #3**  
**Inclusive places** for thriving communities  
 We provide fair and inclusive places that support equal opportunities and thriving communities.



Photography: Spaces and Places



# Spotlight on Tétris' sustainable client solutions

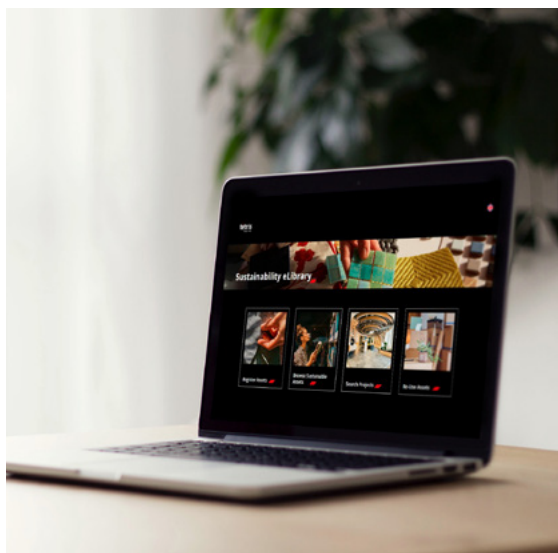
In 2021, we made a significant contribution to shaping the future of real estate for a better world by delivering sustainability solutions that support our clients' ambitions. After launching our Tétris / Sustainability Code, three years later, we reflect on the progress made.

## Innovation in sustainable design and build

The Tétris / Sustainability Code innovatively guides our designers to create sustainable workspaces that enhance user health and performance. In light of the rising post-pandemic concern for health, well-being, and climate change, our Tétris x Sustainability Community has developed accessible guidelines for designing sustainable and responsible workspaces.

### A new / Sustainability eLibrary

In 2023, our Tétris teams started to design a cutting-edge platform that revolutionises the way we register and search sustainable assets. The objective is to display materials and furniture with sustainability certifications, supporting our designer community and encouraging clients towards eco-conscious choices. The platform will feature a section for reused assets, encouraging circularity, lower carbon projects, and will be made accessible for all Tétris employees in 2024.



### 2023 Performance highlights

4

/ Sustainability Code training sessions created for our Tétris employees

+145

clients connected to the use of our / Sustainability Code

+200

/ Sustainability Code projects registered on our database

## The Tétris Sustainability Code

The / Sustainability Code is accessible to all employees and provides guidance on integrating sustainability into every stage of the design and build process. This internal application showcases JLL and Tétris's sustainability best practices and visualises their positive impact.

### A comprehensive approach to sustainability

#### 26 sustainable design principles to get inspired



**Materials:** Healthy materials with a sustainable supply chain including certified and environmentally friendly materials.



**Furniture:** A selection approach that takes into account furniture solutions and FF&E (Furniture, Fixtures & Equipment) origin, composition and circularity, with a focus on how ergonomics affect physical and mental stress.



**Air:** Optimal indoor air quality to support the health and well-being of the space occupants.



**Light:** Minimising disruption on body circadian system, enhance productivity and provide proper visual acuity.



**Water:** A clean and healthy water, including quality treatment and promotion of hydration within spaces.



**Comfort:** A distraction-free, comfortable indoor environment where comfort is prioritised in all its forms, including acoustic and thermal considerations.



**Nature:** Offices with elements of greenery and nature improve self reported well-being, productivity and creativity, and support an active and healthy lifestyle.

#### 30 build features for a more sustainable construction



**Supply Chain:** Ensuring that the impacts of purchases are minimised and that they make a positive contribution to society and the environment.



**Site Setup:** Considering how projects are set up and managed in order to make them sustainable.



**Waste Management:** Considering how waste is managed in a project through identifying which reporting systems and controls are put in place to minimise impact.

### Cross-cutting ESG principles

The / Sustainability Code incorporates health and safety, diversity, equity, inclusion, community impact, circularity, carbon footprint, and energy principles into its practical recommendations, which interact with its ten pillars and can be specifically focused within them.

### Innovation

We strongly encourage projects to introduce unique solutions that tackle sustainability from a fresh perspective.

### Measuring environmental and sustainability performance

The / Sustainability Code evaluates a project in three stages: initial assessment, target setting, and final objective fulfillment. It offers a comprehensive score reflecting the project's sustainable design, innovative approaches, and a build score representing the percentage of sustainable practices applied during construction.



## Tétris furniture solutions

Furniture is a crucial component of our Tétris / Sustainability Code. Harnessing our extensive network of partner brands enables us to devise sustainable furniture strategies tailored to a wide array of client requirements.

### An innovative approach to well-being, safety and performance

At Tétris, we regard office furniture as pivotal in promoting staff well-being, safety, and success, contributing to a workspace's character. Our specialised Furniture Solutions department excels in creating office environments that embody a company's brand and culture. Leveraging our partner network and expressive design expertise, we deliver custom furniture solutions catering to clients' budget, business requirements, sustainability expectations, and timelines.

### Favouring partners and brands that share our values

Our sustainability efforts include partnering with like-minded furniture brands to minimise carbon footprints, favoring local sourcing to reduce delivery distances, and advocating circular economy-focused sustainable design to limit resource use and waste.

In 2023, we initiated a comprehensive review of our furniture suppliers, scrutinising their sustainability initiatives according to several key factors:

- | Their sustainability strategy, encompassing governance, reporting, ratings, and endorsements
- | Net-zero pledge and reporting on greenhouse gas (GHG) emissions
- | Performance in environmental aspects such as energy consumption, waste management, circular economy, sustainable product consumption, production facilities, and logistics
- | Labor and human rights practices, including health and safety policies, work conditions, career management, training activities and diversity, equity, and inclusion programs

- | Ethical standards, including the code of ethics, ethics training and certifications, anti-corruption and conflict of interest programs, as well as information security policies
- | Responsibility in supply chain practices, like sustainable procurement programs, supplier diversity programs, and the practice of environmental and social responsibilities by suppliers
- | Community involvement and solidarity efforts like solidarity programs, support for local communities and populations, focus on sustainable development goals, and in-house foundation operations

### Considering locally sourced furniture solutions to reduce our impact

We aim to select regional brands and locally sourced furniture to support local economy and reduce delivery-related environmental impacts. This involves considering location of manufacturing and efficient delivery processes.

### An increasing focus on the circular economy

We're increasingly focusing on circular economy, aiming to extend the furniture life cycle and reduce carbon footprint. This includes helping customers reuse, donate, or recycle old furniture and recommending sustainable project solutions.

Criteria considered include sustainable design principles, ability to reduce waste, long-lasting quality and modularity, and potential for restoration and repair through specialised partners. Processes for giving furniture a second life include thorough cleaning and repair or replacement of worn parts.

## Supporting our clients with environmental certifications and well-being standards

Our / Sustainability Code is designed to fully comply with international benchmarks for environmental and well-being standards. Its structure and scoring methodology tightly correspond with top global certification frameworks and strategies. We support our clients in obtaining the latest certifications by guiding them through the entire process, from choosing the right certification to implementing the work site. We have developed expertise in delivering WELL™, BREEAM®, LEED®, HQE™, and SKArating® certified projects over the years.

### Analysis of sustainability certifications and labels

Maintaining our 2022 initiative, we formed a 2023 working group to catalogue all relevant existing certifications. This encompassed furniture brands, material and products labels, local and international fit-out standards. Under our sustainability leadership team and with the support of our Tétris x Sustainability ambassadors, this work led to summary documents to boost our teams' knowledge and skills.

### 2023 Performance highlights

19

certification-related fit-out projects achieved for clients

28

sustainability certification requirements in our clients' fit-out projects

+97,000

square meters of client fit-out space associated with sustainability certification requirements





# Tétris' sustainability governance

To support our vision to become the leading global interior design and build business creating inspiring and sustainable spaces for people, our regional sustainability leadership team has been reinforced in 2023.

## Tétris Sustainability Leadership Team

- Tétris' sustainability ambition is supported within the Tétris Executive Board by Bernard Tyler, Regional Director, Furniture Solutions and Sustainability Board Sponsor, who communicates the company's sustainability strategies, policies, and any pertinent issues to the Tétris general management.
- Silvia Aranda, as Tétris' Sustainability Client Solutions Director, pioneers the innovative Tétris / Sustainability Code development and works on expanding the company's sustainability business and team. She assists country teams in identifying the right solutions for our clients.
- Grégory Gué, as the Sustainability Manager at Tétris, plays a vital role in executing the company's sustainability strategy. His responsibilities include creating the Tétris Sustainability Highlights, organising the Tétris / Sustainability Talks Webinar Series, and liaising with Tétris and JLL stakeholders.
- In June 2023, Johana Rodriguez became part of the Tétris Sustainability team as a Sustainability Coordinator. Her focus is on the implementation of the best sustainability practices and the appropriate solutions for our clients in the United Kingdom.

Tétris Sustainability Leadership team ensure the development and coordination of the Tétris Sustainability Governance Committee, as well as working with our Sustainability Country Representatives and the wider Tétris community to develop the necessary skills and knowledge of our people.

## Tétris Sustainability Governance Committee

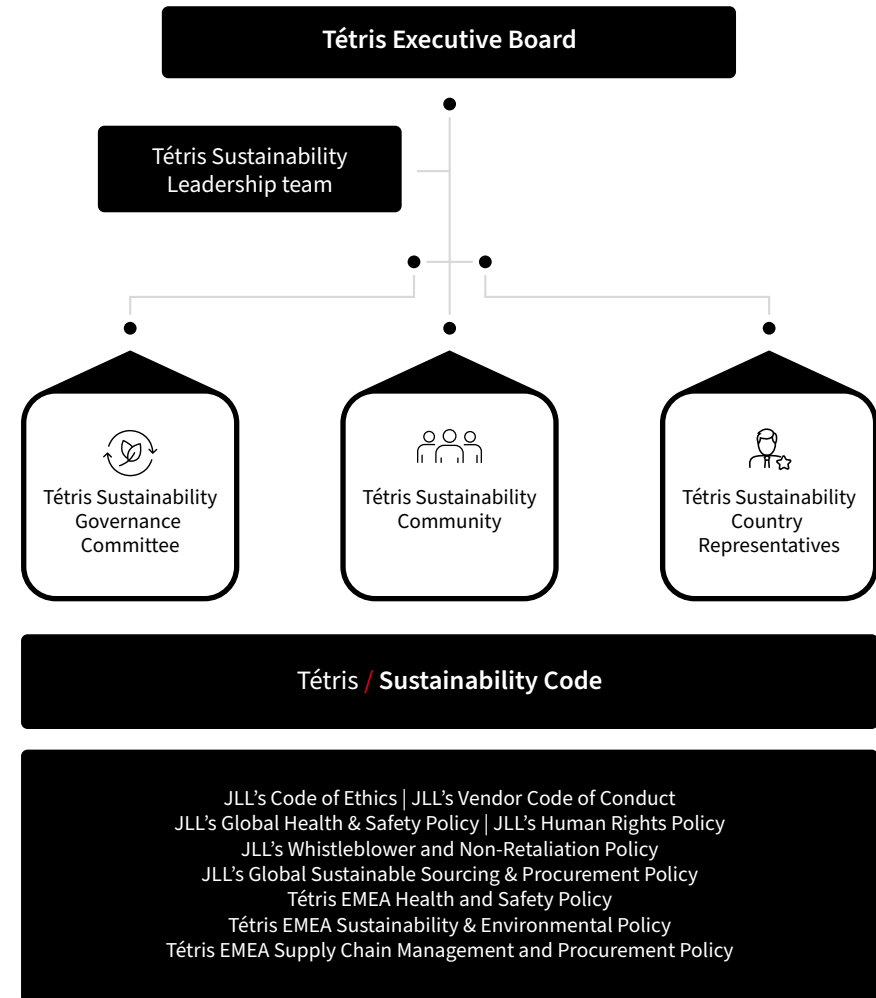
Our sustainability ambition is shared by all Tétris managers and departments, from our country managing directors to all staff, from design studios to human resources, from supply chain and procurement to legal and compliance, from business development to quality, health & safety and environmental teams.

## A wider Tétris Sustainability Community

In accordance with our sustainability goals, we continuously aim to recruit internal sustainability champions across our teams, fostering a passionate, globally diverse employee community. These individuals regularly join the Tétris Sustainability Leadership Team for dedicated sustainability monthly sessions.

## An international network of Tétris Sustainability Country Representatives

Guided by the Tétris' Country Managing Directors committed to sustainability, the Tétris Sustainability Country Representatives direct the implementation of our strategy globally. This role ensures international consistency and best practices, helping us integrate sustainability across our organisation.





## Our commitment to good governance and ethics

As a wholly owned subsidiary of JLL, which was named as one of the World's Most Ethical Companies for the 17<sup>th</sup> consecutive year by the Ethisphere Institute in 2024, Tétris is committed to the highest standards of ethical behaviour. We are guided by and fully aligned with the ethical approach and key pillars of our parent company JLL. These include JLL's Code of Ethics, JLL's Ethics Everywhere program, JLL's Ethics reporting.

We provide a variety of ethics related training programs and awareness campaigns to the Tétris workforce, including annual mandatory ethics and compliance training for all employees. In 2023, our Tétris workforce participated in a total of 45 training modules and 2,368 training hours on a broad range of ethics and compliance topics.

The training sessions undertaken by our Tétris employees covered topics including JLL's Code of Ethics certification (mandatory), KYC and anti-money laundering (mandatory) JLL's Vendor Code of Conduct, anti-bribery and corruption (mandatory), conflicts of interests (mandatory), discrimination and harassment, data privacy and information security, modern slavery, anti-money laundering, and giving and receiving gifts.

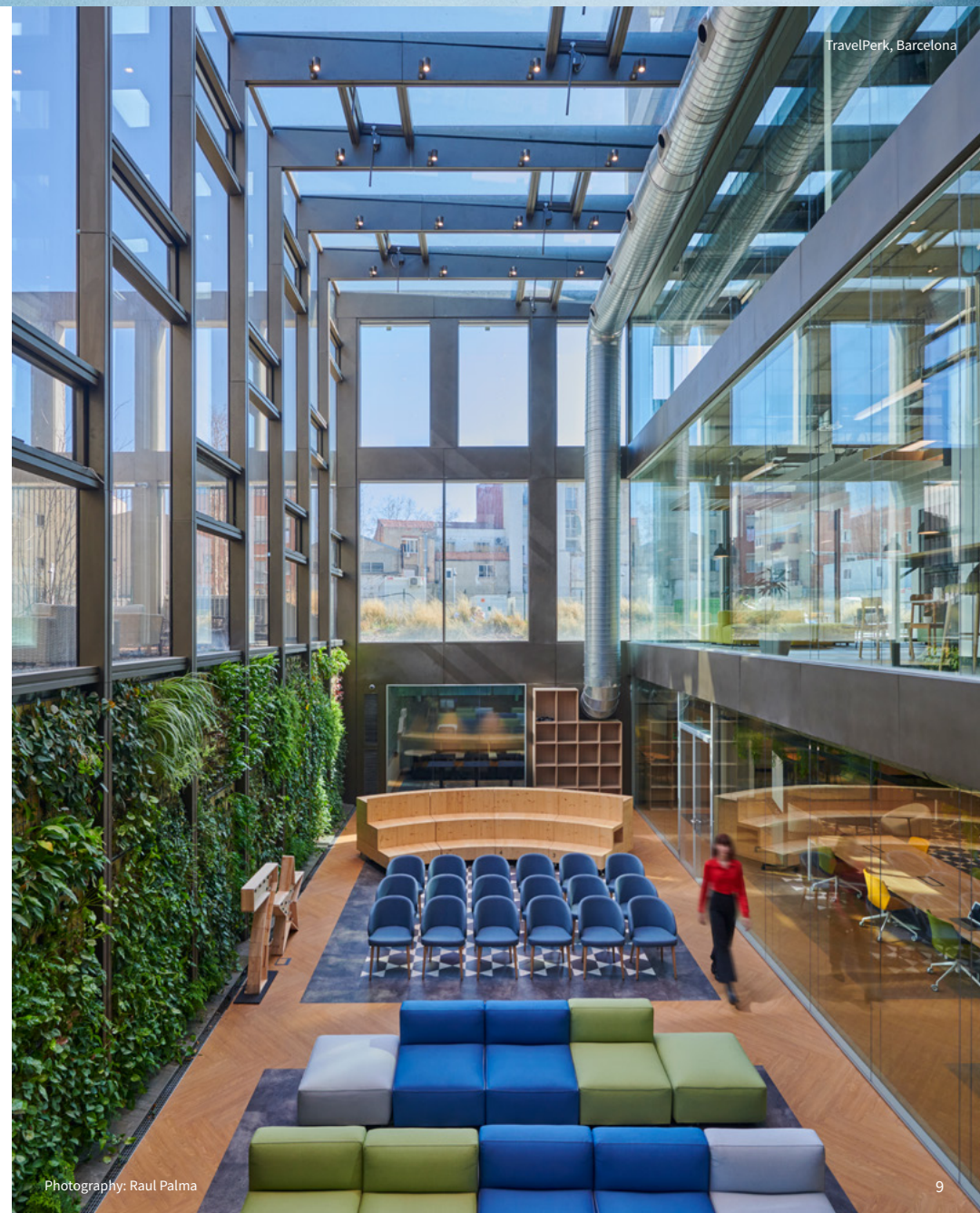
Anyone, including Tétris and JLL employees, can contact the Ethics Everywhere helpline, JLL's independent, anonymous and secure whistleblower service 24 hours a day, 365 days a year. This service is available on the JLL website in multiple languages, and via telephone or webform. Staff can also reach out to their local Ethics Officer with any questions or concerns.

## United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are the blueprint to achieve a better, fairer and more sustainable future for all. Guided by the goals, it is now up to all of us to work together for a better world. Seventeen SDGs have been defined as a worldwide call to action.

JLL supports the SDGs and their successful delivery by 2030. We have undertaken a value chain mapping exercise to identify the SDGs most relevant to our business. The exercise led JLL to align with six SDGs where we have the greatest potential to make a positive contribution and mitigate any negative impacts.

### SUSTAINABLE DEVELOPMENT GOALS





# Tétris' responsible procurement

Tétris managed in 2023 an annual procurement spend of approximately \$477 million across our corporate operations and on behalf of clients. The greatest volume of our supply chain spend is directed towards the fit-out projects and development services we provide to clients globally. In these instances, we take on responsibility for all procurement activities that fall within our General Contractor obligations on behalf of clients, from supplier identification to tendering and ongoing management of supplier relationships.

## Supply chain policies

We have consistent policies and governance that determine how we engage with suppliers globally. These policies aim to confirm compliance and alignment with our broader ESG principles. All Tétris suppliers, for our clients and Tétris, are contractually obliged to comply with the practices described in JLL's Vendor Code of Conduct, which reflects JLL's Code of Ethics. This Code sets out minimum expectations for suppliers relating to business practices, regulatory compliance, ethics, health and safety, employment, and broader environmental and

social impacts. It covers suppliers' direct operations and the actions of their suppliers.

Our approach is guided by the Tétris EMEA Supply Chain Management and Procurement Policy and supported by JLL's Global ESG Sourcing and Procurement Policy. These policies set out how we expect suppliers to contribute to our ESG program, improve their performance over time and support our clients' sustainability goals.

## Tétris EMEA Supply Chain Management and Procurement Policy

Tétris EMEA Supply Chain Management and Procurement Policy is endorsed by our senior leadership and shared with all suppliers. Applicable to both our direct and indirect suppliers, the Policy sets out how we expect suppliers to contribute to our sustainability program, support client sustainability goals, meet legislative requirements, and improve their performance over time.

For our 2023 newly introduced suppliers and existing supplier base, we identified a set of core sustainability objectives to be applied:

- | A culture of health, safety and well-being,
- | Fair and Living Wage compliance,
- | Diversity, equity and inclusion,
- | Reducing our carbon footprint,
- | Climate and business resilience,
- | Resource efficiency and supporting the circular economy,
- | Supporting local economies through employment opportunities and skills development,
- | Strong principles of ethics and integrity,
- | Understanding the sustainability goals and priorities of our clients and delivering goods and services to support their achievement.

## Sustainability criteria in our contracts

In 2020, Tétris started to integrate five sustainability criteria in its key framework contracts and we continued to implement this approach in 2023. Those are now implemented in over 40 EMEA wide frameworks and form our standard contracting approach.

By signing the contract, the supplier acknowledges it has read and shall comply with the objectives and requirements of Tétris EMEA Supply Chain Management and Procurement Policy and Tétris Health & Safety Policy.

The Supplier will:

- | Embed sustainability considerations across its business and its supply chain
- | Ensure it strives for a culture of safety which embodies a philosophy of 'GoalZero' injuries and fatalities
- | Promote the diversity, inclusivity, health and well-being of employees throughout its business and its supply chain
- | Adopt carbon reduction principles for its business and obtain similar commitments from its suppliers, subcontractors, agents and distributors
- | Adopt approaches to maximise the positive social impacts of its practices such as buying locally, promoting skills development through apprenticeships, employee training and promotion, and offering employment opportunities to the local community

## Supplier diversity

As a wholly owned subsidiary of JLL, Tétris demonstrates its commitment to diversity through a supply chain that reflects the diverse communities in which it operates. Tétris' sourcing strategies are focused on increasing business opportunities for social enterprises, small and medium businesses, and diverse owned businesses.

Our Tétris' Sourcing and Procurement team works to ensure diversity criteria – such as percentage of diverse spend – are integrated throughout the procurement lifecycle. A key activity is the regular review of our strategic and preferred Tétris' supplier lists by category. This review helps identify opportunities for increased outreach to diverse suppliers through direct liaison and external and internal events.

Diversity criteria are included in our pre-screening and qualification questions for new suppliers, along with key performance indicators that we regularly monitor for client accounts. This enables us to track diverse supplier spend more accurately and demonstrate alignment with client goals.





## Climate action for sustainable real estate

Tétris aims to reduce the amount of waste it generates and minimise the impact of its operations on the natural environment.

### Prioritising circular economy in our Tétris' design and build approach

In 2023, our main Tétris' focus on climate action was to support our company in its transformation towards the circular economy through several impactful actions which concerned our employees, our partners and suppliers as well as our clients.

#### Our Tétris / Sustainability Code guidelines on circularity

Circular economy principles are embedded in our / Sustainability Code and two key focus areas, Materials and Furniture Solutions, integrate several criteria for reducing the waste and embodied carbon associated with our fit-outs. In aligning with the Code, our community of Tétris designers embrace a lifecycle approach to increase circularity throughout the design and build process.

This encompasses material selection, design optimisation to minimise material waste, and construction and demolition techniques that facilitate reuse and recovery. We consider the durability of materials, flexibility of use, the composition of reused or recycled content, and potential for disassembly and reuse, prioritising products with Environmental Product Declarations that communicate lifecycle information. During refurbishments and fit-outs, we actively prioritise opportunities to reuse, renovate and repurpose materials and furniture.

Of the 26 principles to be followed that make up the core of the / Sustainability Code, over 50% allow us to take an active approach to reduce carbon impact and are detailed in our Materials, Furniture, Air, Light, Nature, Comfort, Supply Chain, Waste Management and Site Management focus areas.

### Tétris is recognised as a major player in the circular economy

In November 2023, Tétris has been featured in Green Standards Circular Workplace 2023 report. Green Standards is a global sustainable decommissioning firm that captures value in workplace change and that efficiently and ethically redistribute furniture, fixtures, and equipment through charitable donation, resale, and recycling. We are amongst very good company discussing our views around what the future of the circular workspace needs to look like, and how we're addressing circularity in the workplace now.

Takeda Pharmaceuticals, Johannesburg



Photography: Graeme Wyllie



**Enhancing our teams' awareness about best practices, methodologies, and processes in circularity and upcycling**

In 2023, we maintained our efforts to support our Tétris employees to elevate their skills and knowledge around circular economy.

**Educating our teams**

We have upgraded our team's skills with the cutting-edge circular economy methodology for fit-out projects, "Label Circolab". Circolab, a French association focused on advancing the circular economy in real estate and construction, initiated this first-of-its-kind label that vouches for project circularity. The label appraises a project's performance in reusing materials, issuing a certificate with five potential performance levels, applicable to all kinds of buildings and construction sites. In 2023, our Tétris teams' understanding of circular economy was further enhanced through sustainability webinars. We provide acknowledgement to our well-executed circular projects and disseminate circular best practices amongst our employee community.

**Developing a forward-thinking approach to circular solutions and sustainable materials**

In 2023, Tétris' Design Studio teams worked intensively to rejuvenate the material libraries utilised by our interior designers and architects for client projects. The teams engaged in identifying key circular solutions and partners, aiming to enrich

our ecosystem and positively influence our projects. In particular, our French teams sought innovative biosourced material solutions, meeting added value partners and investigating these solutions from a circular economy perspective. Components of each solution were meticulously analysed to align with the three pillars of our sustainability program. Criteria such as locality, recycled content, take-back programs, upcycling strategies, and waste management innovation were considered. These solutions are now available for our Tétris employees, maintaining a consistent connection with our / Sustainability Code.

**Hiring sustainability materials experts to improve our teams' knowledge**

In 2023, Tétris' Design Studio in Paris appointed a new responsible for sustainable materials and library who assists teams in researching and promoting circular solutions for our clients' projects. Our designer community gained access to a variety of new circular solutions, such as eco-friendly paints, locally-produced upcycled furniture, acoustic panels, floor coverings, and lighting solutions.



Photography: Davide Galli

**2023 Performance highlights**

**50%**  
of our 26 sustainable design principles in our Sustainability Code allow us to take an active approach to reduce carbon impact

**1**  
circularity charter signed with Tarkett to improve our recycling waste from flooring

**7**  
strong initiatives focused on reuse and circular economy principles within the Tisserin Group best-in-class project.





IWG Spaces, Milan

### **Leveraging technology to advance our journey towards a circular economy**

We are investing heavily in technology and expanding our sustainability solutions like the Tétris / Sustainability Code. In 2023, Tétris' sustainability leadership initiated an ambitious project to craft a digital materials library to assist our teams' daily work. This innovative tool will boost the positive impact of our projects by helping interior architects and designers swiftly locate the best sustainability solutions concerning circular economy, environmental certifications, and carbon footprint. Connected to our / Sustainability Code, it will also catalog products available for reuse from existing projects or partners.

### **Engaging our suppliers and partners in our approach**

In our efforts to support the circular economy, we engage our suppliers through dedicated training sessions, including our Tétris / Sustainability Talks Webinar Series to highlight their most circular products and collections. We advocate for reusable and recyclable products in our projects. Our partnership with Tarkett, a leading sustainable flooring solutions provider, solidified in 2023 with a signed circularity charter, specifying an operational process for recycling waste from flooring through their ReStart® take-back program. This closed-loop recycling reduces carbon footprint significantly. In September 2023, we delivered first flooring pieces from one of our clients' sites to Tarkett. Our Tétris teams in Paris successfully completed a pilot project by removing over 4 tons of flooring that had reached the end of its lifespan at the site. The removed flooring tiles were collected and transported to an approved sorting center, where recyclable materials were manually extracted. These materials were then sent to one of Tarkett's recycling facilities, where they were transformed into premium raw materials used in the production of new Tarkett products. This initiative, conducted under the ReStart® take-back program, saved 4,025 kg of CO<sup>2</sup> equivalent emissions.

### **Share our circularity ambition with our clients**

In 2023, we teamed up with multiple clients to deploy innovative circular strategies, the Tisserin Group project in France being a notable example. Collaborating with Tétris and JLL, the client designed a sustainable real estate model for its new Lille-based head office, with material and furniture choices based on rigorous environmental criteria, fostering a circular economy and upcycling mindset. Over 2,000 square meters of carpet was reused, and 95% of pre-existing flooring was relocated to a site for future sporting events in Paris. Locally-manufactured vinyl flooring reduced transport-related CO<sup>2</sup> emissions. Recycled and biosourced materials were used to create upcycled and custom-made workstations. Curtain fabrics and light fixtures selected are made from recycled plastic waste. The paints selected are biosourced, made in France, certified "EcoLabel" and formulated from a 98% vegetable resin from algae and natural materials.

### **Setting the strategy to launch a new re-use program for our clients**

In 2023, Tétris initiated a strategic in-house approach to re-use, validated by our strategic board and sustainability leadership. This new service aims to assist our clients in implementing a re-use strategy, reducing the environmental footprint of office fit-out projects. We enhanced our project methodology by suggesting re-use promoting actions, including on-site materials and resources diagnosis and exploring re-use possibilities with the help of our external partners. We aim to reduce site waste, implement intelligent strip-out and recycling strategies, and explore off-site reuse or donation opportunities to benefit local communities. The service offering will be launched in 2024 for all our clients in France.



# Healthy spaces for all people

Tétris supports JLL in creating safe and healthy spaces that promote productivity, well-being and sustainability.

## Health, safety, security and the environment (HSSE)

Research demonstrates a clear link between the quality of the buildings and spaces that we spend time in, productivity and overall well-being. Companies that integrate health and well-being into their employee value proposition will be better placed to attract and retain skilled talent amid increasing competition. This presents a significant opportunity to create high-quality spaces that benefit Tétris, our people and our clients. Safety, health and well-being are key components of our Tétris / Sustainability Code.

### Tétris' HSSE Governance

We are inspired by and apply our JLL Group's safety vision, 'One team S.A.F.E.R. together', a global approach to embed safety behaviours throughout Tétris and its operations.

### Responsibility carried with the Tétris EMEA Operating Board

Tétris' HSSE ambition is supported within the Tétris EMEA Operating Board by Romeu Carpinteiro, Head of Commercial Operations. He is in charge of presenting Tétris' HSSE strategy, policies and actions to Tétris' general management and communicates any sensitive issues in this area.

### Tétris EMEA Health, Safety, Security and Environmental Lead

Patrick Hailstone is Tétris EMEA HSSE Lead and oversees the management of our HSSE teams across our different countries. He works closely with the JLL Work Dynamics EMEA HSSE Lead to ensure full

consistency on health and safety approaches, policies and procedures and embed the sharing of ideas and best practices.

### Tétris EMEA HSSE Governance Committee

Our efforts to address health and safety within our internal operations are overseen by the Tétris EMEA HSSE Governance Committee. The committee defines clear goals and leadership accountability to ensure HSSE is rooted in our business. Its members include senior-level representatives and HSSE Leads from some Tétris countries. Through regular meetings, the committee provides a forum where management and employees can work together to resolve any HSSE issues within the business and explore current and future action plans to achieve our KPIs. This enables us to better leverage the experience, strength and depth of HSSE knowledge within our business, ensuring that we build a consistent approach to knowledge sharing and technology adoption.

### JLL's Health, Safety, Security and Environmental Management System

The global JLL Work Dynamics Health, Safety, Security and Environmental Management System (HSSEMS) provides the framework by which JLL manages risk in accordance with the requirements of ISO 14001:2015 and ISO 45001:2018 certifications.

JLL's HSSEMS applies to all Tétris employees regardless of location. It defines our Tétris HSSE standards and procedures in planning, operations, performance evaluation and

improvement, while allowing sufficient flexibility to meet local legal obligations and/or client-specific requirements. As a general contractor, Tétris collaborates with numerous partners, sub-contractors and suppliers on our clients' sites. Tétris strives to ensure that their standards align with our Tétris' HSSE management system. We work closely with our partners to prevent injuries and ill health from occurring on our projects.

### Our Tétris HSSE policies and procedures

Our commitment to prioritise the well-being of our employees, to foster our health and safety culture, and to provide safe and healthy workplaces for our people, clients and supply chain partners is cemented in our different policies. Tétris EMEA Health and Safety, Tétris EMEA Sustainability & Environmental, and Tétris EMEA Supply Chain Management & Procurement policies are the foundation of our approach. These policies are aligned with the JLL and Work Dynamics Global HSSE policies. We have also developed more than 110 other supporting policies and procedures to enrich our health and safety culture.

### ISO 45001 and ISO 14001 compliance

Since February 6<sup>th</sup> 2024, Jones Lang LaSalle Incorporated management system, including JLL Work Dynamics has been certified with the best-in-class standards for Environmental Management (ISO 14001:2015) and Occupational Health & Safety (ISO 45001:2018). All our Tétris business units in our different cities and countries are covered under both certifications until 2027.



Photography: Jose Parreño



Photography: Shoodtin - Emilie Troquet



## Our culture of health, safety and well-being

In 2023, Tétris employees were encouraged to engage with various HSSE topics via activities such as participating in JLL's Global Safety Week, safety committees, workplace inspections, audits and risk assessments. Our Tétris employees also participated in JLL's Safety Climate Survey, which allows employees to evaluate different areas related to HSSE practices within the organisation.

### Tétris' employee participation and engagement at JLL's Global Safety Week

Tétris participated in JLL's annual Global Safety Week program from 24-28 April 2023. Built around the theme "United in Safety: One Team SAFER Together", the 2023 event featured video testimonials from people external to our company who had suffered a workplace accident or injury and the impact it had on them personally and professionally. Teams were encouraged to discuss the incident, to speak about safety risks, unsafe behaviours, and how it could have

### Tétris' insights within JLL's Safety Climate Survey

In April 2023, Tétris employees were once again asked to participate in JLL's online Safety Climate Survey as part of the annual JLL's Global Safety Week. We were pleased to see 138 Tétris employees responding in the 2023 survey, with an increasing participation rate versus 2022.

been prevented. Individual Tétris' business units also conducted their own activities and programs during the week based on advice from our Tétris HSSE Lead. Tétris employees were given the opportunity to speak about safety, to learn more about how to act safely always, focused on health and safety standards and how to engage others, and some have been recognised as Safety Super Stars.

The global survey, developed by the United Kingdom Health and Safety Laboratory (HSL), measures employee perceptions of health and safety issues, and provides insights into the strength and maturity of our Tétris' safety culture. Results show that our Tétris' people value our health & safety organisational commitment.

### Tétris' HSSE Training and communication

In 2023, our Tétris teams benefited from around 2,770 hours and over 130 training modules on health and safety, covering crucial topics like risk management, accident, fall and fire prevention &

protocols, hazardous substances management and proper PPE use. Furthermore, they have access to a dedicated health and safety intranet space, with over 110 policies, procedures, templates, best practices, and key communication tools for their daily work.

## HSSE Tétris awards and recognition

Tétris teams earned numerous health and safety awards in 2023, renewed in 2024, showcasing our commitment to the highest standards of occupational health, safety management systems, excellent risk control, and minimal error and loss.

### Tétris renews Acclaim Health and Safety Accreditation

In February 2024, our Tétris team in the United Kingdom successfully renewed the Acclaim Health and Safety Accreditation for a second year straight. Acclaim is theSSIP health and safety assessment developed exclusively for Constructionline members. Additionally, our teams also received the 'Deem to satisfy' recognition as Principal Contractor.

### Tétris wins 7 internationally recognised Health and Safety Awards from RoSPA

In May 2024, Tétris received seven health and safety awards from the Royal Society for the Prevention of Accidents (RoSPA), signifying our dedication to safety excellence. The RoSPA Awards, one of the largest programs of its kind, recognises continuous accident prevention and health protection improvements.

With almost 2,000 entries spanning nearly 50 countries and reaching over seven million employees, this recognition is a testament to our commitment to safety and unwavering dedication to the well-being of our staff, clients, and contractors. Our teams in France, Poland, South Africa and the United Kingdom received Gold accolades while our teams in Italy, Portugal and Spain won Silver awards in the "Achievement category," demonstrating our commitment to the safety of our staff, clients, and contractors.



## 2023 Performance highlights

**88%**

of our staff agree that Tétris really cares about the health and safety of its workforce

**83%**

of our staff agree that Tétris encourages suggestions on how to improve health and safety

**2,770**

training hours and over 130 training modules on health and safety undertaken by Tétris employees

Compared to the HSE All Industry Comparison Group of 130 companies, our Tétris' Factor 8 (Accident and near miss reporting factor) score of 3.80 benchmarks at the 95th percentile (versus 3,72 in 2022). This means that our score is greater than 95% of the scores obtained by the 130 organisations in the Comparison Group and means that together with our parent company, JLL, we met our target to achieve a safety culture score above the industry standard benchmark year-on-year.

# Inclusive places for thriving communities

## Diversity, Equity and Inclusion journey

Diversity, Equity and Inclusion (DE&I) is a key consideration in our Tétris' corporate culture and Tétris / Sustainability Code.

Tétris is committed to creating a gender-diverse and inclusive workplace culture by attracting women from all backgrounds and talent from around the

globe. 47% of our Tétris workforce are women. In 6 of the countries where we operated in 2023 (Italy, South Africa, Netherlands, Germany, Belgium and Switzerland), the representation of women in our teams exceeded 50%.

### Progress in our Tétris workforce

**DE&I training:** We continue to provide unconscious bias and microaggressions training for all employees as part of our inclusive behaviours program. Our Tétris people spent more than 73 hours in DE&I facilitated training in 2023 and participated in more than 23 different training modules in several languages.

**Gender representation:** As of December 31<sup>st</sup> 2023, across our total Tétris workforce, 47% of employees were female.

## Employee engagement

In October 2023, we conducted an all-employee Tétris engagement survey. We were pleased to see a high number of our people respond to the survey, with 73% of our workforce participating (+14 pp versus October 2022).

The survey achieved a great engagement index score of 58% (+16 pp versus October 2022) and insights were used to gauge how well employees understand and feel about our evolving business strategy, corporate purpose, and commitments.

Tétris demonstrate a strong culture of diversity, teamwork and manager effectiveness. Results show that our people value career development, recognition, as well as our commitments to diversity, equity and inclusion, well-being and safety. The majority of our key satisfaction indicators improved compared to the year 2022 and are above with external benchmark.

## 2023 Performance highlights

**47%**  
of our Tétris workforce are women

**40**  
different nationalities in our Tétris workforce

**85%**  
of our people feel comfortable "being myself at work"



Photography: Davide Galli

**85%**  
of our people feel comfortable "being myself at work"

**84%**  
of our people believe that Tétris' managers act with integrity and role model ethical behaviour

**81%**  
of our people would recommend their Tétris' manager to others

**80%**  
of our people would recommend Tétris as great place to work (+3 pp versus October 2022)

**80%**  
of our people are proud to work at Tétris

**79%**  
of our people believe that Tétris' managers demonstrate an inclusive culture through their actions and communications (+ 11 pp versus October 2022)



### Developing our talented Tétris' teams

We strive to hire the best talent and empower them to build meaningful careers with comprehensive programs and support at every stage of their journey within Tétris and JLL. Through JLL's global virtual learning library MyLearning and local physical sessions, Tétris employees also have access to technical and professional development opportunities.

Tétris training highlights from 2023 year:

- | On average, Tétris employees spent nearly 11 hours in training.
- | Almost 100% of employees accessed online learning and completed over 700 training modules, leading to a total of 9,660 training hours.
- | Our employees access over 15 content categories for a multidisciplinary training approach. These include career development, customer experience, diversity, equity and inclusion, ethics, health and safety, security and environment, human resources, leadership, professional development, project management, sales, sustainability, technology, and well-being.

In 2023, we focused on sustainability and ESG trainings:

- | Considering all the training hours related to ESG themes, including sustainability, health and safety, security and the environment, diversity, equity and inclusion, ethics, legal and compliance, Tétris employees have collectively completed 6,828 hours and 361 modules of training.
- | Tétris employees partook in over 1,340 hours of specialised sustainability training, encompassing a wide variety of subjects like carbon management,

sustainable design, waste management, inclusive recruitment, well-being standards, and sustainability regulations and certifications. They additionally took part in Sustainability Bootcamps and Real Climate Workshops.

- | The successful completion of 23 unique DE&I modules in various languages demonstrates our Tétris employees' commitment to diversity, equity, and inclusion.
- | Tétris employees accomplished over 2,360 training hours concerning business ethics and compliance, with topics including ethical leadership, modern slavery, anti-harassment, anti-bribery and anti-corruption.
- | We sustained our commitment to educate our Tétris team on health, safety, security, and environmental topics, totaling 2,770 training hours across over 130 modules.
- | In 2023, we persisted in focusing on well-being and mental health trainings, including ergonomic workstations, stress management, how to start a mental health conversation with a colleague, totaling 269 hours over 60 modules.
- | In 2023, our Tétris sustainability leadership team provided 3 ESG training sessions available to all JLL Staff in My Learning.



Photography: Davide Galli





### Training our Tétris workforce in the / Sustainability Code

In 2023, we continued reinforcing / Sustainability Code training through four tailored digital sessions, equating to more than 95 training hours. During these sessions, we educated our staff

on the Code's ESG pillars and how they contribute to our sustainability agenda, from climate action, healthy spaces to inclusive places. We also discussed the Code ScoreCard's usage in evaluating project sustainability performance at various stages, sharing best practices from top client stories.

### Embedding DE&I through our / Sustainability Code

In April 2023, we held two training sessions on diversity, equity, and inclusion (DE&I) for our Tétris x Sustainability community. The sessions illuminated how 41% of the actions embedded in our / Sustainability Code and in our emphasis areas, such as Furniture Solutions, Air, Light, Water, Nature, and Comfort, contribute to fostering inclusive environments.

### 2023 Tétris / Sustainability Talks Webinar Series

We continuously upgrade our teams' sustainability skills by providing the latest training based on their needs. In 2021, we introduced a webinar series for all Tétris employees to integrate sustainable practices. In 2023, we released two Tétris Sustainability Talks Webinars. The first episode in June spotlighted "Brighter lives, better world" with Signify, and the second in November focused on "Indoor Air Quality: Healthy Buildings are Efficient Buildings" with Carrier. Each session attracted over 140 Tétris participants, accumulating to a total of 328 training hours.

#### Episode #5: Brighter Lives, Better World with Signify

On June 23<sup>rd</sup>, we hosted the fifth all-staff Sustainability Talks Webinar featuring industry leaders at Signify. The session explored Signify's "Brighter Lives, Better World" 2025 program, highlighting innovative lighting products and their relevance to Tétris' sustainability strategy. We emphasised the importance of LED lighting for energy efficiency, sensors and workspace optimisation, and green building standards. Participants gained insights into the / Sustainability Code, lighting specifics, and technologies like EyeComfort lighting and 3D printing. This aimed to inspire staff in future project designs with a sustainable lighting focus.

#### Episode #6 - Indoor Air Quality: Healthy Buildings are Efficient Buildings with Carrier

On November 23<sup>rd</sup>, we hosted the sixth Tétris Sustainability Talks Webinar. With guests from Carrier, we learned about Heating, Ventilation and Air-Conditioning (HVAC) and indoor air quality (IAQ) & air treatment concepts, the importance of healthy spaces, and the effect of green buildings on cognitive function. The webinar helped raise awareness among our teams about our / Sustainability Code's focus on Air, showcasing breakthrough technologies aimed at enhancing indoor air quality in future project designs.

## 2023 Performance highlights

**9,660**

training hours across all modules undertaken by our Tétris employees

**6,828**

ESG and sustainability-oriented training hours undertaken by our Tétris employees

**2**

new episodes of our Tétris Sustainability Talks Webinar Series



### Tétris x Sustainability Community learning and development sessions

Under our sustainability program, we continually aim to enhance our Tétris sustainability ambassadors' skills across various countries. This passionate community, guided by the Tétris Sustainability Leadership Team, convenes bi-weekly or monthly for diversified ESG training, covering topics like carbon, sustainable design, health and

safety, waste management, diversity, equity and inclusion. Experts and key partners contribute to the content. In 2023, we conducted 25 sessions. In the final session of December 2023, we recognised our ambassadors who made significant contributions and delivered best-in-class sustainability initiatives or projects.

### Giving recognition to our employees with Tétris 2023 Design You Can Build Awards

Our passion is rooted in designing and building vibrant places that inspire people to think better, work better and live better. The Tétris Design You Can Build Awards recognise and reward the very best of what our people have to offer - delivering environments that are as beautiful and functional as they are sustainable and creating feel-good spaces that do good for people and the planet.

The awards give our teams the chance to share the amazing work being achieved in different countries, to inspire each other, and to recognise the hard work, skill and passion that goes into each and every Tétris project.

Congratulations to all the 2023 winners in the different categories:

- | Design + Build – Small Office Category  
Randstad Foundation – Madrid, Spain
- | Design + Build – Large Office Category  
TravelPerk – Barcelona, Spain
- | Out of the box Category  
Enkanasa, Kenya
- | People Choice Award  
W.O.M. Worker on the Moon – Milan, Italy

The final ceremony was held in Lisbon in November 2023, and live streamed in our offices across EMEA. We were privileged to have an incredibly accomplished judging panel join us to select the winners among 25 mind-blowing projects and concepts. All the projects submitted were requested to use the Tétris / Sustainability Code as a preliminary request.

## 2023 Performance highlights

25

learning and development sessions created by our sustainability team and undertaken by our Tétris x Sustainability Community ambassadors

4

best-in-class projects recognised through our internal Tétris Design You Can Build Awards

+50

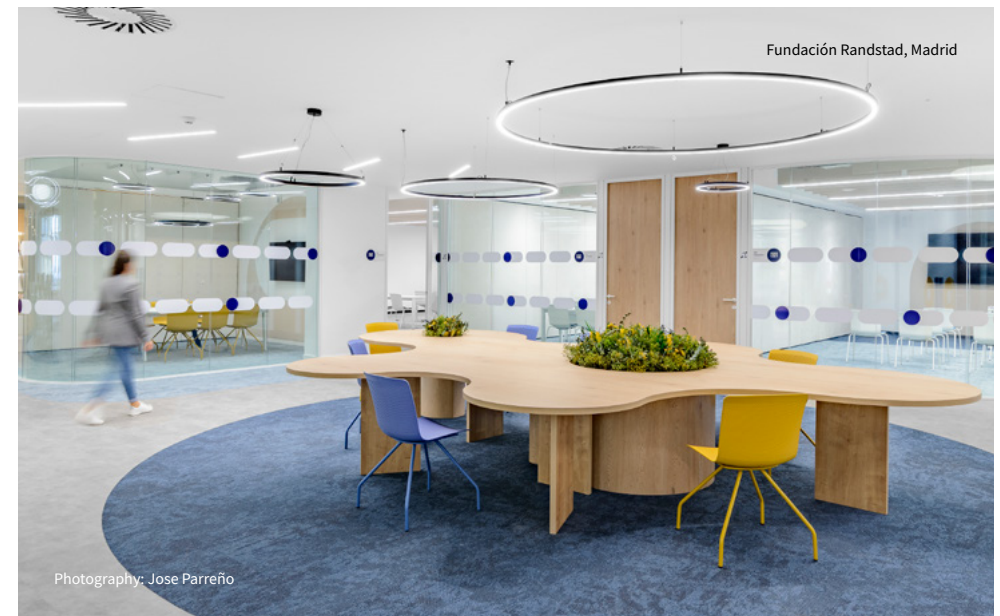
organisations and charities supported through our Tétris employees' community activities

## Community engagement

Community engagement is integral to our Tétris' corporate culture and Tétris / Sustainability Code, aligning with our parent company JLL's approach. Tétris promotes volunteering and fundraising, particularly during JLL's annual Global Communities Week in June.

In 2023, our Tétris employees supported more than 10 JLL's communities' activities in our different countries and more than 50 organisations and charities. In Portugal, our teams participated to the organisation of a solidarity Christmas market to support local charities in Lisboa. In Netherlands, we donated toys, clothes, books and laptops for disadvantaged children, designed emergency shelters for vulnerable populations and collected plastic caps to support a charity that assists abandoned dogs. An Italian initiative involved organising a blood drive for a local hospital, while in France, our Tétris teams highly participated in community activities such as waste collection, urban farming, and supporting vulnerable groups. In Germany, our employees gifted presents to less privileged children during the holiday season. We also crafted soaps, set up an art exhibition, and facilitated inclusive outdoor activities for disabled people in Luxembourg.

We further hosted career workshops for young women and designed dream rooms for hospitalised children in South Africa. We funded bed purchases for a children's hospital in Poland in Warsaw. In Spain and the United Kingdom, we supported shelters for single mothers, children in hospitals, and those at risk of homelessness while also sharing sustainability knowledge with local students.



## Contact

### Talk to us about Sustainability

We can support you with a sustainable design x build approach to meet your sustainability ambition and goals.

Visit [www.tetris-db.com](http://www.tetris-db.com)

To find out more about our sustainability approach and projects, visit our website.

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