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About Tétris

A leading design x build company

Born from an entrepreneurial ambition and a desire to innovate and better serve customers, Tétris was launched in 2003 and quickly became the market leader for office space fit-out services using a design and build approach. 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 5 years



Offices in 18 countries



More than 820 Employees



35 corporate offices

A message from our CEO



Sustainability is at the heart of everything we do; it's woven into our values and has always been a priority for us since Tétris was founded. Another priority of ours is wellness and we believe that every small detail in our designs should bear wellbeing in mind. By championing both causes, we support clients to put these solutions at the heart of their workplaces. We lead by example and show clients that an office designed with sustainability and wellbeing in mind doesn't cause problems; in fact, it's the opposite – happier staff are bound to be more productive too.

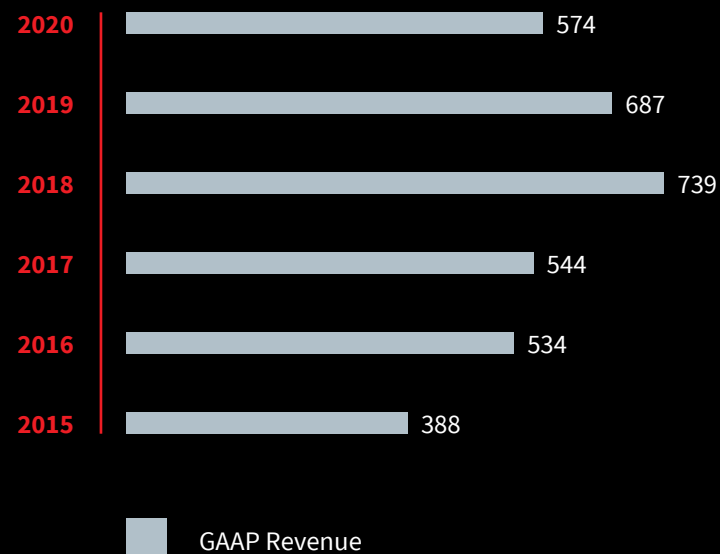
We believe the office is not only a place to work, but also a place to live. People are at the centre of what we do and we know that they care about sustainability. They are proud to be part of a company that not only is working to be more sustainable, but also partners with clients to improve their sustainability goals too. Our main target is to deliver carbon neutral projects that benefit both the people who will use them and the environment around them.

Our devotion to increasing our own sustainability and that of our clients is why we have written our first sustainability report. I hope that you find it insightful and enjoy reading it.

Take care of yourself and your loved ones,
– **Franck Eburderie**

Key Financial Information (\$M)

In 2020, Tétris had GAAP revenue of \$574M.



Our offices around the globe

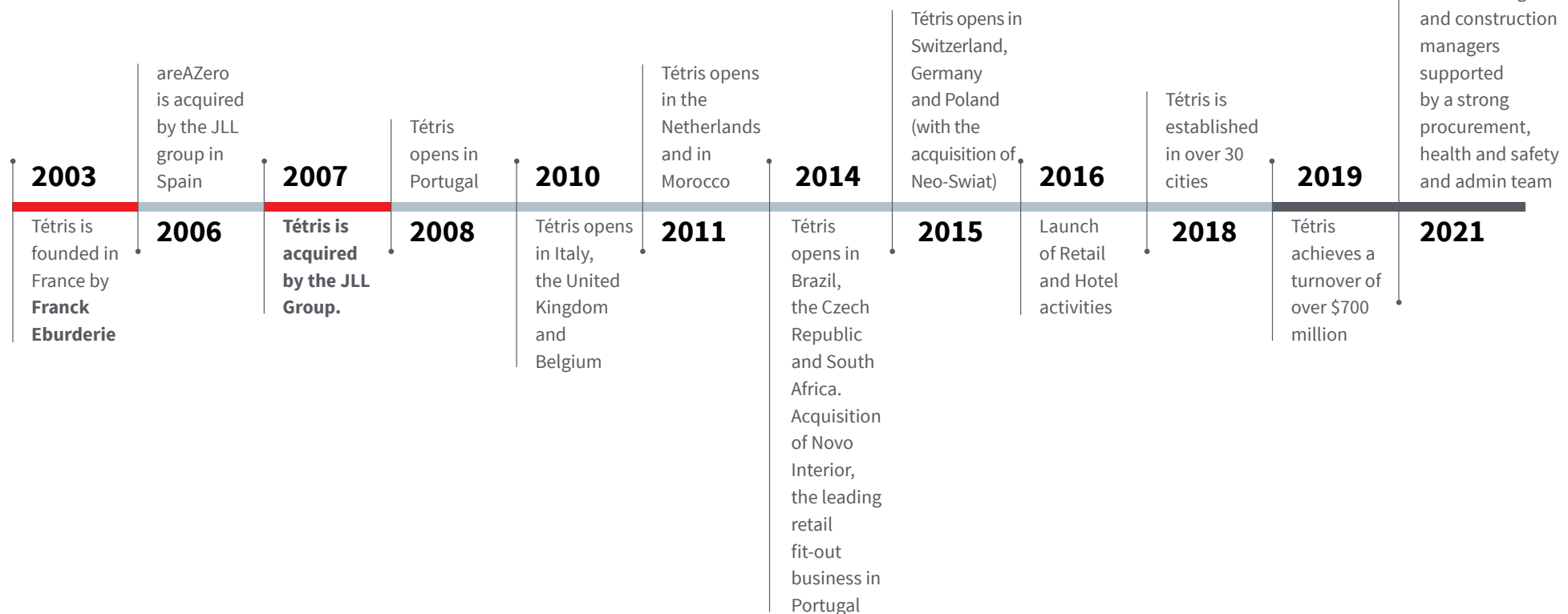


For further information, visit www.tetris-db.com and follow us on our social media channels:

in https://www.linkedin.com/company/tetris_fit-out **f** <https://www.facebook.com/FitOutbyTetris/> **ig** <https://www.instagram.com/tetrisdesignxbuild/>

Our history

Tétris was launched in 2003 and is now a partner for investors, major retail brands, hospitality leaders, small and medium enterprises, and major corporations in the design and build field.



2020 Performance highlights



Awards and recognition

The following awards and recognitions reflect our commitment to sustainability, the quality of the design and build services we provide to our clients, the integrity of our people and our desirability as a place to work

**BigSee Interior
Design Award 2020
Workplace category,**
for Health &
Happiness Group new
headquarters office

**1st WELL Gold certified
workplace in Paris,**
for the design and build
of Interface new offices

EcoVadis,
Silver and Gold
recognition levels in
2019 and 2020

Tétris benefits also from JLL's following awards and recognitions

**World's Most Ethical
Companies,**
Ethisphere Institute,
14th successive year

**Dow Jones
Sustainability Index
North America,**
5th successive year

**Bloomberg Gender-
Equality Index,**
2nd successive year

**Perfect score on the
Human Rights
Campaign
Foundation's Corporate
Equality Index,**
7th successive year

2020 ENERGY STAR Partner of the Year,
Sustained Excellence Award,
9th successive year

Some of our sustainability dates and key facts

2011-2016

- | Tétris becomes an active member of Green Building Council Spain (GBCe) and Polish Green Building Council (PLGBC)
- | Tétris chooses EcoVadis, a leading solution, for the assessment of its environmental and sustainable development performance
- | Tétris creates a dedicated committee to sustainability in France

2017

- | Tétris becomes an active member and partner of Urban Mining Collective organization (UMC) in the Netherlands with the aim to deliver building materials that contribute to a circular economy
- | Tétris becomes an active member of United Nations Global Compact in France
- | Tétris designed its new office in Warsaw and received BREEAM 2009 Europe Commercial: Offices (fit-out only) certification with Very Good Level

2018

- | Tétris implemented its first indoor vegetable garden for its offices in Coeur Défense in Paris, creating gardening workshops for the employees and growing lemon basilica plants in the workplace
- | Tétris offices in Madrid received LEED ID+C: Commercial Interiors (v3 LEED 2009) certification and achieved Platinum certification level
- | Tétris becomes Silver sponsor of Les Cycles de l'Immobilier Charity Ride, a unique sports and charity challenge in France

2019

- | Tétris received EvoVadis Gold level of recognition
- | Tétris delivers first WELL Gold fit-out project in Ile-de-France for Interface's headquarters in Paris
- | Creation of a regional health and safety governance team, gathering a dedicated advisory group, local leads, and country representatives

2020

- | Tétris Design Awards celebrated InteriorWorks project in Amsterdam within the sustainability category
- | With the design and build of the new headquarters of Health & Happiness Group in a LEED-certified building, Tétris becomes one of the winners of the BigSEE Interior Design Award 2020 in the workplace category
- | Together with JLL, Tétris celebrates its first Global Safety Week with local activities and trainings
- | Tétris supports Re-NetTA Project of research at Politecnico di Milano to apply circular economy in the building sector
- | Together with JLL, Tétris becomes an active member of Observatoire de l'Immobilier Durable in France, a real estate sector's independent forum for discussion on sustainable development
- | Tétris offices in Lisbon benefit from a new sustainable design implementation with use of local and recyclable materials and strong focus on biophilia
- | Tétris gets a new sustainable workplace in Lille in a BREEAM Very Good certified building with an innovative upcycling and design approach
- | Tétris organised its first clients webinar on biophilic design in France
- | Launch of our sustainability aligned strategy at a global level, creation of a sustainability governance team, creation of an advisory group and nomination of sustainability representatives in our different countries
- | Tétris benefits from 8 ISO management systems certifications at a local level (occupational health & safety, environmental management, quality management)

2021

- | Together with JLL, Tétris is recognised as one of 2021 WORLD'S MOST ETHICAL COMPANIES by The Ethisphere Institute for the 14th successive year
- | Together with JLL, Tétris celebrates its first Global Communities Week in June
- | Tétris publishes its first global sustainability report

Our governance structure

Global leadership team

The Tétris Strategy Board, composed of four Directors, including our CEO, is responsible for setting the strategic direction and vision of Tétris and overseeing a team of leaders with different profiles and specialties. Our Board of Directors is assisted by the Operating Committee. Twelve members and Directors meet bi-monthly to provide a review, guidance and oversight for the overall Tétris operations.

Eighteen Country Managers committed to a sustainable future

Tétris is organised into two geographic segments: Europe, the Middle East and Africa (EMEA), and Brazil. Europe, the Middle East and Africa (EMEA) consists of operations located in Portugal, Spain, France, Italy, the United Kingdom, the Netherlands, Belgium, Germany, Luxembourg, Switzerland, Czech Republic, Poland, Hungary, Romania, Slovakia, Morocco, and South Africa. At Tétris, our international organisation is structured around four Country Hubs to ensure operational consistency at a regional level and is reinforced by the presence of one Managing Director per country.



1

Strategy Board



1

Operating Committee



12

Directors



4

Regional Hub Leaders



18

Country Managing Directors



Our global leadership team

Our global leadership team is a creative and experienced group, passionate about delivering inspiring spaces for people and businesses.



Franck Eburderie
Chief Executive Officer



Nicasio Gutiérrez
Managing Director



Bernard Tyler
Chief Operating Officer



Romeu Carpinteiro
Head of Finance, EMEA



Tracey Byer
Head of Client
Development, EMEA



Betty Surgis
Head of Furniture
Solutions, EMEA



Joanna Gajewska-Sokolowska
Deputy Chief Operating Officer



Nuno Fernandes
Design Studio Director,
EMEA



Jac Bressers
HUB leader Netherlands,
Belux and UK



Pawel Brodzik
HUB leader Poland,
Germany and CEE



Joao Marques
HUB leader Italy,
Portugal and Spain

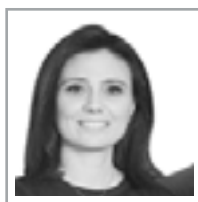


Mathias Grossman
HUB leader France,
Morocco and Switzerland

Our country managing directors committed to a sustainable future



Ignace De Haut De Sigy
Belgium



Alessandra Arnone
Brazil



Lucie Loudova
Czech Republic



Mathias Grossman
France



Ivan Baum
Germany



Gabor Onczay
Hungary



Philippe Sourdois
Italy



Alain Meyer
Luxembourg



José Maria Casanova
Morocco



Diederick Willemsen
Netherlands



Rajmund Wegrzynek
Poland



Carlos Cardoso
Portugal



Cezar Florea
Romania



Michal Oparty
Slovakia



Emma Luyt
South Africa



Miguel Fernandez
Spain



Ludivine Mitteau
Switzerland



Stephanie Bonduelle
United Kingdom

Our values

Our drive for changing the world for a better tomorrow is reflected in the passion we put into each and every project, developed with simplicity and responsibility.



Drive

We are constantly driven by your needs. We're inspired to discover new opportunities for what people will find most fulfilling in their everyday lives.



Passion

We are passionate about providing you, our clients, the best solutions, because you're at the heart of what we do. Our team is driven in both heart and mind to stay curious, to inspire and build on our entrepreneurial roots. We love what we do, and we do what we love.



Simplicity

We think like the people who use our spaces and distil every need into elegant simplicity. We make things easier and streamline the complexity in processes, projects and between the teams.



Responsibility

We act honestly and responsibly. We are constantly curious to discover new materials and processes, to conceive and create places that are as beautiful as they are sustainable.



Our clients

We work with some of the most innovative clients from all over the world and help them achieve a space that is unique to them, reflects their values, and puts their people first.

FORA | Mondelez | TransferWise | Uniqlo | Fujitsu | Hackett | Autodesk | Aviva
| Nestlé | Spaces | Intel | Allergan | Nespresso | Etihad | IPG | Mediabrands
| Astellas Pharma | Interface | Herbert Smith Freehills | AstraZeneca
| Samsung | Norton Rose Fulbright | Volvo | Mercure | Burberry | Coca-Cola
| Smith & Nephew | Holiday Inn | Bayer | Moody's | Schweppes | Deliveroo
| Hogan Lovells | Spotify | Deloitte | Allianz | Nike | Korn Ferry | Glovo | Jellyfish
| Mastercard | Kellogg's | Comcast | Orange | Lenovo | Hilton | Mindspace | JLL
| Ralph Lauren | Max Mara | Siemens | Publicis | Wojo | Huawei | Nokia | Sony
| Robert Walters | Comet Meetings | Lacoste | Sanofi | Vodafone | Verizon
| BuzzFeed | WeWork | PayPal | Regus | H&H Group | Booking.com | Mazars
| Heineken | Pernod Ricard | Costa Coffee | EY | Konica Minolta | Burger King
| NBA | The Adecco Group | Dolce & Gabbana | PepsiCo | Renault | AIG | Canon
| Daichii Sankyo | Kantar | SAP | Sage | Thomson Reuters | Intercontinental
| Prada | Xerox | Radisson Blu | Deutsche Bank | Stanley Black & Decker
| Jaguar Land Rover | Coty | Adidas

FIND OUT MORE

Our services and design x build approach

Our turnkey services means that our client's will work with a single point of contact – we'll look after the rest.



Our global team of engineers, architects and designers is capable of delivering a full suite of services to address your needs, from consultancy to design, build and furniture selection (FF&E).



Consultancy.

We believe that one of the most important things is to understand your needs at the beginning of a project. Our global team uses research, insights and all information available to define the best solution tailored to you.



Design.

We understand design not simply as a beautiful outcome but as a mindset, based on the intersection between creativity and data, that lets us reimagine and repurpose spaces to help you achieve your goals.



Build.

We support business transformation by building spaces that respond to the needs of companies, people and the environment. Translating a designed plan into a built environment is not easy, so we provide a fully integrated service with a single point of contact, ensuring transparency and consistency.



Furniture (FF&E).

We understand that furniture selection plays a crucial role in spaces and we have a dedicated department focused on offering the best solutions adapted to your needs.

Our work

Office

Feel-good spaces to work better

With work habits evolving to a hybrid model, your company needs to offer a seamless and outstanding work experience for every employee, whether they are working in the office, at home or in another location.

While remote working is appreciated for concentrated work, the role of the office will evolve to become a place for collaboration and social gathering. As a result, you will need to rethink your office so it offers a memorable onsite experience.

Beyond the basics of comfort such as air quality, acoustics and ergonomics, a feel-good workplace is designed to breed positive emotions that will drive disruptive innovation, creativity and inspiration.

We put all our efforts in understanding your company culture and values to imagine and deliver work environments that reflect your ambitions and contribute to your company's success.

Hotels & Hospitality

Inviting spaces that inspire

We believe that a hotel is not only a place where people sleep and eat, but also a space for them to work, create and experience.

Your guests all have different lifestyles and your differentiated hospitality concept must meet their needs and aspirations.

We believe that every hotel has its own distinct personality, so we work closely with all key project members to realise your vision. Whether you need to build, refurbish, rebrand or furnish your hotel, our team of experts will execute your design to meet your exacting standards.

When we deliver a project, we ensure that every new space reflects the needs of your business and the expectations of your guests. Our team of hotel specialists put their high-end experience to work so you can realise the true potential of your space.

We do our best to deliver welcoming spaces for the people who use them. Inviting spaces that inspire.

Retail

Retail spaces that delight

You need a physical space where your customers can live your brand, experience your products and connect with your people.

Whether you want to implement a new concept, create a flagship store, or develop a consistent network of outlets, we partner with you to create the best space that reflects your brand.

Our retail specialists work closely with your designers to expertly bring your concept to life, meeting your specifications and quality standards. And our long-standing relationships with a wide array of experienced sub-contractors means you can rest assured that we'll deliver on our promises.

Whether you're opening a restaurant, bar or luxury boutique, you can trust us to take care of the details and execute your fit-out on time. So the only thing you need to worry about on the opening day is the launch party.

Tétris x JLL

Tétris is a wholly owned subsidiary of JLL.



Fortune

500 company



Offices in

80 countries



More than

91,000 employees

JLL is a leading professional services firm that specialises in real estate and investment management. Together with JLL, we shape the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people, and our communities. As a Fortune 200 company, JLL helps real estate owners, occupiers and investors achieve their business ambitions.

In 2020, JLL had revenue of \$16.6 billion and fee revenue of \$6.1 billion, managed 5.4 billion square feet of space (501 million square meters) and completed an average of 36,200 leasing transactions for landlord and tenant clients, representing 922 million square feet of space (85.6 million square meters). At the end of 2020, JLL had over 380 corporate offices, operations in over 80 countries and a global workforce of 91,000 people.



Awards and recognitions

In 2020, JLL earned numerous awards and recognitions that reflect our commitment to sustainability, the quality of the services provided to our clients, the integrity of our people and our desirability as a place to work.

- World's Most Admired Companies Fortune Magazine, 5th successive year
- Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index, 7th successive year
- 2020 ENERGY STAR Partner of the Year – Sustained Excellence Award, 9th successive year
- World's Most Ethical Companies, Ethisphere Institute, 14th successive year
- Dow Jones Sustainability Index North America, 5th successive year
- Bloomberg Gender-Equality Index, 2nd successive year
- Signatory to the United Nations Standards of Conduct For Business: Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex People

A photograph of a modern office interior. The space is bright and airy, featuring large glass walls and ceilings. In the foreground, there are several potted plants on shelves and a large tree in the center. A curved glass wall is visible on the left, and a wooden counter with black stools is on the right. The overall atmosphere is clean, modern, and sustainable.

Our sustainability approach

Our sustainability vision

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

Together with our partners and stakeholders, we aim to drive disruptive and significant change by embedding sustainability into everything we do. By helping you take a responsible and sustainable approach that contributes to a better world, we are working to shape the future of real estate.

We have made sustainable development a core business priority and have ensured input and participation from all levels and areas of expertise in our business.

Our sustainability strategy

Sustainability is about taking actions that create a positive impact not only today, but also in the future. At Tétris, we know that being a responsible corporate citizen is the right thing to do for our clients, our people, our communities, and the planet.

There is a strong and direct correlation between our environmental, social and governance performance and the long-term health and success of our business.

As a leader in design and build, we have the responsibility to influence the way spaces are reimagined, contributing to Building a Better Tomorrow, our JLL Group sustainability ambition.



Shaping the future of real estate for a better world

Our purpose is to shape the future of real estate for a better world. Staying true to our purpose reinforces our values of teamwork, ethics and excellence, and focuses our efforts on addressing the interests and ambitions of our clients and all our stakeholders. It exemplifies our commitment to the highest standards of environmental, social and corporate governance, and to a more sustainable, diverse and inclusive future.

As a wholly owned subsidiary of JLL, we do this by embedding sustainability into everything we do through the four Pillars of Building a Better Tomorrow: Clients, People, Workplaces, and Communities.

The four Pillars are underpinned by three Foundations: our commitment to the highest standards of corporate governance, our efforts to develop and drive thought leadership in this area, and our commitment to deploying innovative, forward thinking solutions for ourselves and our clients. We believe these are the fundamental elements to the success of Building a Better Tomorrow and the achievement of the UN Sustainable Development Goals.

Implementation of our sustainability strategy across Tétris is supported by a dedicated governance structure for sustainability that is reflective of all parts of the business.



Clients

We partner with you, our clients, to create and implement solutions to achieve your sustainability goals by deploying industry-leading strategies and tools, and by pioneering new ways of using technology.



People

We help people achieve their ambitions by enabling them to explore new opportunities, investing in their growth and development, providing an inclusive culture and workplaces, and ensuring we put their safety first.



Workplaces

We drive down energy and resource use and subsequent carbon emissions from both our offices and business travel activities.



Communities

We create shared value by forging global and local charitable partnerships, and by giving our people time to contribute personally to the issues that mean the most to them.

Together with JLL, addressing the challenge of climate change



An update from Richard Batten, JLL's Global Chief Sustainability Officer

“

At JLL, we are proud to commit to being net zero by 2040, allowing us to meet the aims of the Paris Climate Agreement ten years ahead of schedule. To deliver this commitment, 95% of our 2018 baseline greenhouse gas emissions will be fully abated and any residual offsets will be limited to no more than 5% of that baseline. This commitment also enables us to sign the Climate Pledge alongside Amazon, and others.

”

Climate change continued unabated in 2020, with the planet registering the second highest global temperature on record. Despite a 7% reduction in global fossil fuel emissions due to COVID-19 lockdowns and coinciding diminished economic output, carbon dioxide levels increased in the atmosphere, setting a new historical record. In 2020, the average temperature across Earth was 1.25°C higher than pre-industrial levels, bringing the world dangerously close to the 1.5°C threshold needed to avert a climate catastrophe.

The 2018 Special Report on the impacts of global warming released by the Intergovernmental Panel

on Climate Change (IPCC) states that greenhouse gas emissions need to be reduced by nearly half over the next eleven years to limit the most severe impacts of global warming. These impacts include crop failure, increased spread of insect-borne diseases and other viruses, extreme storms and flooding, and life-threatening heat.

At a country level, climate ambition is falling short and putting the world on a dangerous track toward unchecked warming. Despite record temperatures and emission levels, recent climate targets submitted to the United Nations as part of the Paris Agreement will reduce global warming by less than 1°C.

To counter political inaction and geopolitical roadblocks, it has become increasingly important for corporations to take a leading role in the climate crisis. Together with JLL, we are committed to reducing our emissions and doing our part to achieve the 1.5°C target needed to avert the worst outcomes of global warming.

The built environment is estimated to account for approximately 38% of global final energy consumption and nearly 40% of total direct and indirect CO² emissions, meaning that together with JLL, we can have a significant impact through the work we do with our clients and our people as well as in our workplaces and communities.

Together with JLL, we recognise that the systemic nature of global warming requires that change be introduced across all levels of our organisation, which is why we have committed to achieve net zero emissions by 2040 by eliminating carbon emissions across all areas of our operations. JLL has also set an aggressive science-based target for carbon reduction that addresses Scopes 1 and 2 emissions and Scope 3 emissions and has joined the World Green Building Council's Net Zero Carbon Buildings Commitment for JLL's leased offices, which will ensure JLL-occupied buildings are carbon neutral by 2030.

Climate change is the defining issue of our time and it is important that we are doing our part to ensure

there is a viable future for our people, our clients, and our communities. Together with JLL, we are shaping the future of real estate for a better world.

JLL Net Zero 2040 Commitment

Together with JLL, we will achieve net zero emissions by 2040 by eliminating carbon emissions across all areas of operations including or Scopes 1 and 2 emissions, and our Scope 3 emissions, which includes our clients, our corporate supply chain and operational activities. Our partnership with our clients is fundamental, as over 95% of our emissions are from our client portfolios.

Our net zero by 2040 trajectory will require all our clients to be on a decarbonisation journey. Helping our clients achieve this is a key pillar of our business strategy. We are making significant investments in sustainability services and capabilities using the breadth and strength of our global platform to partner with our clients in truly moving the needle on real estate carbon reduction and sustainability.

The Climate Pledge

Together with JLL, we believe that climate change demands urgent and universal action. Because of this, JLL is proud to sign The Climate Pledge. JLL stands with Amazon, Global Optimism, and the other

signatories in a commitment to being net zero carbon by 2040, ten years ahead of the Paris Agreement. Companies with a combined annual revenue of more than over \$1.4 trillion and more than five million total employees have signed the Pledge.

JLL's Net Zero 2040 Commitment addresses the three criteria of The Climate Pledge.

As a signatory, JLL will:

- Measure and report greenhouse gas emissions on a regular basis
- Implement decarbonisation strategies in line with the Paris Agreement through real business change and innovations, including efficiency improvements, renewable energy, materials reductions, and other carbon emission elimination strategies; and
- Take actions to neutralise any remaining emissions with additional, quantifiable, real, permanent and socially beneficial offsets to achieve net zero annual carbon emissions by 2040

By joining The Climate Pledge, JLL is reinforcing its commitment to sustainability and strengthening a community of business leaders dedicated to sharing knowledge, ideas and best practices.

JLL's science-based target

In making its Net Zero 2040 Commitment, none of JLL's existing climate commitments change. JLL's 2040 target reinforces the commitment to taking a leadership position on climate action and supporting the advocacy efforts towards Race to Zero.

In 2020, the Science Based Targets initiative (SBTi) formally approved JLL ambitious plan to reduce JLL absolute Scopes 1 and 2 GHG emissions by 68% by 2034 from a 2018 base year. The target covers

emissions from more than 380 JLL offices in over 40 countries and JLL engineering fleet, including company cars. Additionally, JLL committed to reducing Scope 3 GHG emissions from the space managed on behalf of its clients by 53% per square foot by 2034 from a 2018 base year. The target has been developed in accordance with the SBTi's absolute-reduction approach and is aligned to a 1.5°C emissions pathway based on the IPCC Fifth Assessment Report RCP2.6 subcategory.

JLL's science-based target

Scope	Target reduction	2034 target	2018 baseline	2020 performance	% change
Scopes 1 and 2 Emissions	68% reduction by 2034 from a 2018 base year	19,091 metric tons of CO ₂ e	59,659 metric tons of CO ₂ e	45,523 metric tons of CO ₂ e	-23.7%
Scopes 3 Emissions	53% reduction per ft ² by 2034 from a 2018 base year	0.00139 metric tons of CO ₂ e/ft ²	0.00301 metric tons of CO ₂ e/ft ²	0.00266 metric tons of CO ₂ e/ft ²	-15%

JLL Net Zero Carbon Building Commitment

In 2020, JLL signed up to the [World Green Building Council's Net Zero Carbon Buildings Commitment](#). Under the terms of the Commitment, JLL has pledged to only occupy offices which are net zero carbon in operation by 2030.

The majority of reductions in JLL offices' emissions will be achieved through the implementation of measures to deliver JLL net zero commitment and science-based target. Any residual emissions will be addressed through the purchase of eligible carbon offsets. However, JLL will seek to minimise the purchase of offsets by increasing our use of renewable energy and improving the energy efficiency of our office portfolio.

Emissions reduction strategy

JLL has begun to map out detailed emissions reductions pathways on a year-by-year basis through to 2040. To deliver its carbon commitments, 95% of its 2018 baseline GHG emissions will be fully abated and any residual offsets required will be limited to no more than 5% of that baseline.

Scopes 1 and 2:

Office efficiency: Driving energy efficiency in our existing office portfolio and taking on highly efficient office space at lease events.

Electric vehicles: Shifting our fleet to low and no-emissions vehicles.

Use of renewable energy: Moving our offices onto renewable energy wherever possible and reducing our use of non-renewable energy.

Purchasing of Renewable Energy Certificates (RECs): Purchasing RECs or equivalent measures in those markets where renewable energy is unavailable.

Scope 3:

Partnering with clients: Invest in net zero carbon products, develop innovative tools, and support our clients in decarbonising their portfolios by 2040.

Employee and business travel: Minimise the use of business travel by using technology solutions for collaborative working. Support employees in reducing emissions from commuting.

Procurement: Work with our suppliers to reduce the emissions in our supply chain.

Employee home working: Engage with employees and provide them with necessary tools to minimise emissions from home working.

Find out more about sustainability on JLL websites:

jll.com/sustainability

[READ MORE](#)

JLL Net Zero 2040 Commitment

[READ MORE](#)

Find out more about JLL Global Sustainability Report:



JLL 2020 Global Sustainability Report

[READ MORE](#)



JLL 2020 Global Sustainability Summary

[READ MORE](#)

The materiality process

To ensure that Tétris' sustainability strategy and targets home in on the key impacts of our business and what matters most to our stakeholders, we engage in a regular assessment of our material issues.

This process helps us identify which issues materially affect us, our clients, investors, employees, and communities, and informs our actions to drive positive and transformational change through our organisation and beyond.

The findings not only inform our reporting, but also help us to develop and evolve our sustainability strategy, prioritise action in high risk or high impact areas, and help us allocate resources within the business accordingly.

During our latest materiality review in December 2020, together with JLL, we identified a number of issues that had shifted in terms of their importance to Tétris or our external stakeholders described below.

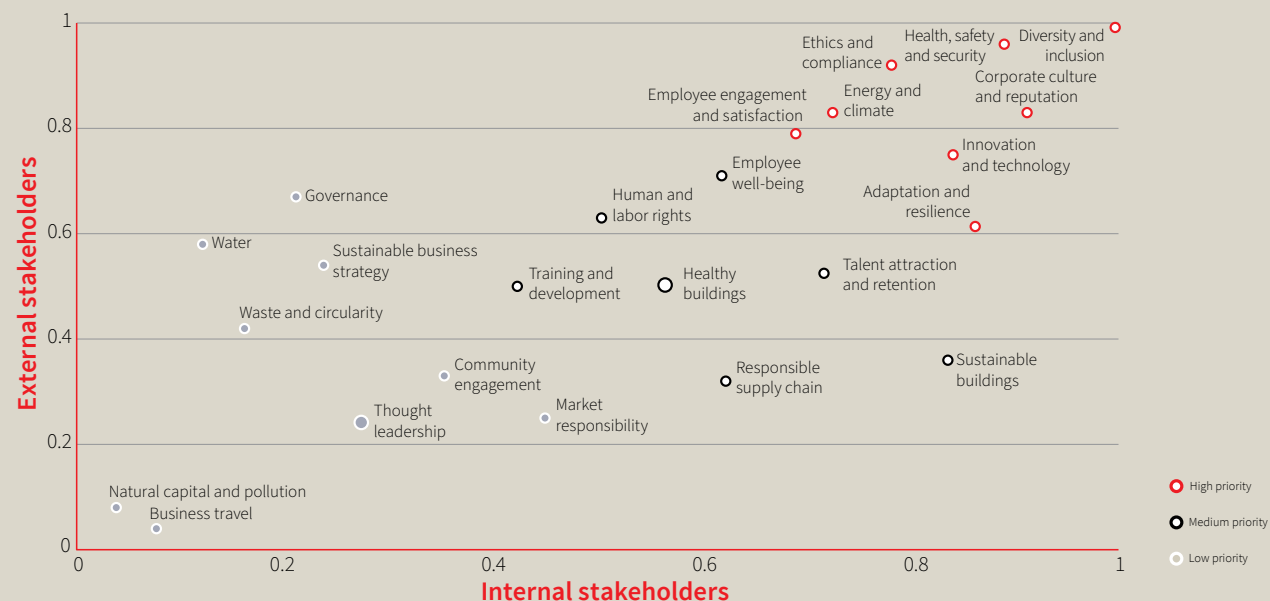
Our material issues and approach

Together with JLL, Tétris has identified 24 issues which are deemed to be material to the business. As a result of the findings of our 2020 materiality refresh, the most significant issue was diversity and inclusion, identified by both internal and external stakeholders as the most material issue to our business. Diversity and inclusion was followed by health, safety and security, ethics and compliance, corporate culture and reputation, innovation and technology, energy and climate, employee engagement and satisfaction, and adaptation

and resilience, all of which are reflected in the matrix below. While all issues in the matrix are material, the graphic depicts their relative importance according to our stakeholders and market reporting and benchmarking.

Our strategy and approach to each material issue is regularly evaluated to ensure that we are responding appropriately to these key issues and that we have effectively identified priority areas for action over the short, medium, and long term.

Materiality Matrix



Our sustainability priorities and targets

Four Pillars

Tétris has established a list of strategic sustainability priorities and goals that are expressed through our JLL Group's sustainability programme, Building a Better Tomorrow, and its four pillars: People, Clients, Workplaces, Communities.

Generating lasting value for our clients

- | Drive **sustainable innovation** as a key business point of differentiation
- | Integrate a **360° sustainable design approach**, through various design principles, biodiversity and biophilia
- | Develop a **culture of sustainable works** execution approach, from the waste management on site to the furniture delivery
- | **Optimise sustainability across our supply chain process** and understand the lifecycle of our projects, working towards a **circular economy**
- | Create a culture of sustainability throughout the firm and provide **training** and develop everyone's skills

[More about our targets page 46](#)

Engaging our people

- | Demonstrate our commitment to the **wellbeing** of our staff
- | Promote **Diversity & Inclusion** by demonstrating how we embrace diverse backgrounds, experiences, skills and ideas
- | Provide suitable and structured **Health & Safety** management systems for the business

[More about our targets page 74](#)

Supporting our communities

- | **Demonstrate and drive positive social impacts and responsible procurement practices**, such as buying local and supporting community involvement and participating in community programmes
- | Commit to **strong principles of business and professional ethics**, ensuring compliance with community, state, regional and national regulatory requirements

[More about our targets page 101](#)

Transforming our workplaces

- | **Design sustainable fit-out workplaces** for our people and rethink the way we use our spaces
- | **Minimise our impact on the environment and our carbon footprint** (energy, carbon, plastic, water, waste, paper, resources, biodiversity)
- | **Set and report progress on quantifiable, time-bound goals** to minimise the environmental impact of our workplaces as part of a continuous improvement process

[More about our targets page 88](#)



10 priority areas

of interest in order to continuously improve the design and build of our projects for our users, our employees, our customers and our communities.



Sustainable design



Diversity & Inclusion



Sustainable works



Ethics & compliance



Waste management & circular economy



Health & Safety



Supply chain



Social impact on communities



Training



Wellbeing

Our sustainability governance team

In 2020, Tétris consolidated its commitment to sustainability with the creation of a dedicated governance team.

Responsibility carried within the Tétris Strategic Board

Tétris' sustainability ambition is supported within the Tétris Strategic Board by Nicasio Gutiérrez, Managing Director. He is in charge of presenting Tétris' sustainability strategy, policies and actions to General Management and informs it of any sensitive issue in this area.

Our Tétris sustainability leadership team

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.

The creation of a Sustainability Advisory Group and governance team

Our efforts to address sustainability within our internal operations are overseen by the Sustainability Advisory Group, responsible for aligning the sustainability interests of Tétris with those of our clients, employees and stakeholders, developing and monitoring our sustainability strategy, and overseeing its implementation through training, reporting and the provision of guidance. We decided to create an Advisory Group dedicated to sustainability to encourage our people to bring their perspectives and concerns to the table in a collaborative spirit. Differences can be articulated and discussed so that a fuller understanding of the issues can be made clearer to the evaluation. We are convinced that Advisory Group participation and engagement in the sustainability process can lead to better quality, utility and use of the work. We created it in a very participatory-oriented perspective in order to engage with various stakeholders and even beneficiaries, on occasion.



Chaired by Joanna Gajewska-Sokolowska, Tétris Deputy COO, the Sustainability Advisory Group meets quarterly and regularly reviews strategic and operational decisions related to Tétris' sustainability performance and progress in achieving our sustainability strategy and targets. It is comprised of eight employees, both regional sponsors for sustainability and experts in specific areas of knowledge and methodology that are directly linked to our daily work with clients:



Design Operations



Waste Management



Supply Chain & Procurement



Health & Safety

A network of Tétris Sustainability Country Representatives with a passion for the subject

Overseen by the Country Managing Directors who are committed to a sustainable future, the Tétris Sustainability Country Representatives are responsible for the successful implementation of our strategy in our markets. Our ambition is to deliver consistency, best practice and direction at an international level. In so doing, we will come closer to our ambition of embedding sustainability throughout our organisation.

In order to guarantee the operational and local deployment of our sustainable development strategy, our Sustainability Country Representatives create a permanent link between the local teams and our Sustainability Advisory Group, but also develop strong local initiatives with employees, customers and communities in their country.

Our sustainability leadership team



Nicasio Gutiérrez
Sustainability Board Sponsor
Managing Director



Joanna Gajewska-Sokolowska
Sustainability Chair
Deputy Chief Operating Officer



Grégory Gué
Sustainability Coordinator, EMEA
& Country Representative, France



Tracey Byer
Head of Client
Development, EMEA



Tomasz Madej
Head of Supply Chain
& Procurement, EMEA



Silvia Aranda
Design Operations
Director, EMEA



Patrick Hailstone
QHSE Manager, United Kingdom & HSE
Process Improvement Manager, EMEA



Laura Roxburgh
Human Resources
Director, EMEA



Chantal Wheeler
Head of Legal, EMEA

An interview with



Nicasio Gutiérrez

Managing Director

Can you describe your background and how sustainability interacts with your role?

My passion for design started early on, even before Tétris, when I was working as an architect. Tétris has allowed me to realise my career ambitions by combining the creative design process with implementation.

The importance of sustainability has been increasing significantly in the recent years. A couple of years ago, I began to work on the development of a business-wide sustainability strategy. From the very beginning, there was great commitment and enthusiasm from all senior team managers. At that time, we already had some initiatives underway, but there was no overall strategy.

Tétris prides itself on listening to its people, so we conducted a survey to understand what sustainability means to our staff. The responses showed us a profound encouragement and support for sustainability. People wrote about how they like to be

sustainable both at work and in their personal lives. The environment is important to the entire company, so we knew we were heading on the right direction.

In response to the amount of people volunteering to help, we built a governance team. We tried to bring all the countries together to share what they were doing locally with an overall strategy, and each country had a sustainability champion tasked with implementing it. The reality is that sustainability is within everything we do at Tétris as we pay attention to every small detail.

What are the key initiatives that have been set up in 2020 to embed sustainability into Tétris?

One of our major achievements in 2020 was the creation of a Sustainability Code, which will be launched in 2021. It is an innovative new approach to inspire our designers and transform our clients' workspaces in a more sustainable way.

We have also placed sustainability at the heart of awards and recognition by creating a dedicated category within our Tétris Design Awards in 2020, recognising the best projects for our clients.

Furthermore, one of the foundations of our approach was to build a team dedicated to sustainability leadership. We have chosen to make this step as inclusive as possible with a strong international orientation and a variety of profiles.

How did the COVID-19 pandemic influence Tétris' sustainability vision?

Firstly, COVID-19 reinforced the importance of health & safety and wellbeing at the core of our sustainability strategy. The pandemic has made us consider things we took for granted. It really made us redefine the division between people's professional and personal lives, proving that you can't separate one from another. This gave me the opportunity to reflect on the crucial role of wellbeing and the impact your surroundings can have on you.

Secondly, I also thought about the importance of communities and supporting each other, which is one of our key sustainability pillars. Our teams came up with different ways to quickly support our clients. In early April 2020, the resilience of our people was fundamental – despite very difficult circumstances, everyone was going to clients' sites, working alongside sub-contractors and achieving outstanding projects.

Finally, this crisis has strengthened the foundation of our values. It is important to highlight that there are more than 800 employees at Tétris, but the pandemic made us all realise that it's not just our staff but also their families and their personal lives. It certainly broke down the barrier between the professional and personal, and I want to reiterate what I always say: we are a family at Tétris, and family always helps in times of needs.

From your perspective, what are the consequences on workplaces given the predominance of remote work?

It's true that COVID-19 has made a huge impact on our company and lifestyles. However, the office is – now more than ever – an essential part of the company's image and foundation. This has been reiterated throughout successive lockdowns, where

the expectation of employees returning to their workplace was increasingly strong. It is the place where a sense of cohesion and belonging to the company culture is created. It's a place that offers a fantastic setting for meeting colleagues, friends and customers. It's a place that helps the sense of belonging. I strongly believe the office simply needs to be reimagined. We need to socialise, meet and bring different cultures together, and incorporate wellness, sustainability, technology and focus on people first.

All in all, the pandemic showed that we are capable of working flexibly, and that it should always be an option for companies. However, we cannot dismiss the importance of the office in terms of building real, human connections.

In terms of sustainability, what do you think the future brings for Tétris?

Our ambition is to become the leading sustainable design and build company by designing and building vibrant spaces that inspire people to live and work better. We can create and deliver environments that are as beautiful and functional as they are sustainable. We want to bring personal elements into design so that people feel their workspace on a deeper level.

Speaking of making things more personal and sustainable, we also want to create spaces that are inclusive. Diversity and inclusion is in our DNA at Tétris – our colleagues come from all over the world and all walks of life, so we understand the importance of how different cultures can influence people; therefore, we try to make them feel as welcome as possible. Our goal is to support our clients in designing and building inclusive workplaces for all.

To conclude, social impact is also in our team's DNA and it's our focus both now and in the future.



An interview with



Joanna Gajewska-Sokolowska

Deputy Chief Operating Officer

Could you describe us your background and your current role at Tétris?

I have over 20 years' experience in regional operational roles, most of it in real estate. I joined JLL in 2006 to establish the EMEA Centre of Excellence. It's now my fourth year at Tétris as the chief deputy operating officer. In my current role, I focus on digital transformation and sustainability.

How does sustainability influence your role?

I'm personally very passionate about sustainability. It's a personal mission for me and I'm a firm believer in the idea that every day actions can help heal the environment. Within the company, you meet a lot of passionate people who want to make changes to the way they work and live to make it more sustainable as well as incorporate sustainability as part of their roles and daily activities. I'm proud that we have this culture of caring for the planet.

I've seen that there's a growing interest in sustainability from our clients; our clients ask us about how we manage sustainability and our supply chain and how we can support them through their journey.

We wanted to really focus on sustainability last year and COVID-19 brought the importance of having these initiatives to the forefront. We made an advisory group that drives the initiative and keeps people connected across borders, working towards a common goal and overall strategy. We got people to volunteer to be leaders in different parts of the strategy.

Sustainability became the topic for the entire business.

How do you manage sustainability at Tétris? What are the key elements you implement?

Having a clear sustainability programme is key and it's good not just for clients but attracting and retaining talent and helping them feel fulfilled.

It's an open type of working and we approach sustainability as one team, encouraging the sharing and exchanging of best practices across our community.

We introduced the idea of the sustainability report to summarise our vision, which can motivate us further because we are making a promise to be better. We want to show how important sustainability is to the business, how we can improve, and how we can work with clients and suppliers to build a sustainable future.

What does the future hold for Tétris in terms of sustainability and what does it mean to you?

In 2021, we would like to invest in training based on the strategy we produce so our colleagues know what they can do daily to promote sustainability at work and on the projects we do as well as their general lives. We also want to focus on diversity and inclusion and demonstrate we value the importance of a diverse, inclusive workforce – our differences and experiences only enrich our company culture.

I have a lot of hope for a brighter, better tomorrow, and sustainability is the way we can achieve this.



Stakeholder engagement

We define stakeholders as individuals, groups or organisations who can affect or be affected by Tétris' business activities. In 2020, we created our mapping to reflect a more 'outside in' view, to show the level of interest and degree of influence of each stakeholder group. Our approach mapped key stakeholders based on their relative importance to Tétris.

Stakeholder group	Stakeholders' top priorities	Our approach	Action taken by Tétris
Clients	Our clients aspire to professional spaces that favour wellbeing, health and safety, and diversity. They choose us for our expertise in design and build projects and the quality of our approach and management of their projects.	<p>We strive to provide the highest level of quality in our design and build approach to achieve fit-out development excellence. We reimagine their spaces and seek to reflect their brand values and DNA. We support their ambitions and objectives for sustainable development within their projects by offering innovative solutions and approaches.</p> <p>See the section page 45</p>	<p>Website</p> <p>Real Estate, workspace, design and fit-out fairs and events</p> <p>Client webinars</p> <p>Client satisfaction survey</p> <p>Occupational Health & Safety</p> <p>Business ethics & integrity</p> <p>Sustainability</p> <p>Waste management & circularity</p>
People	Our employees are looking for innovative, sustainable, technological, and productive workplaces where health, safety and wellbeing are highly valued. They want to be valued for their contribution and have strong prospects for growth and career development.	<p>We focus on inclusive workplaces, with a strong emphasis on health and safety. We offer a wide variety of workspaces and a strong wellness experience. Our employees are encouraged to participate, communicate, give feedback, and exchange between different teams in a participative and collaborative way. We offer training opportunities, encourage diversity of profiles, and career development.</p> <p>See the section page 73</p>	<p>Employee intranet and internal communications</p> <p>Employee engagement survey</p> <p>Occupational Health & Safety</p> <p>Learning and development</p> <p>Sustainability</p> <p>Employee well-being</p> <p>Business ethics & integrity</p> <p>Diversity & inclusion</p>

Suppliers

The suppliers we work with expect us to share with them our policy and our objectives and expectations regarding quality requirements, health and safety, sustainability, and business ethics.

We work with a wide range of suppliers. We expect them to respect our values in terms of sustainability expectations and ethical practices. Tétris is committed to a corporate culture that embraces and promotes strong principles of business ethics at every level.

[See the section page 65](#)

Business ethics & integrity
Sustainability
Responsible and sustainable supply chain
Training & development

Communities

The local communities in which Tétris may be involved in its operations expect us to support them and minimise our environmental impact while maximising our social impact.

We are committed to local communities, support the causes of several associations and are attentive to our social and environmental impact on these communities, with a view to contributing to the wellbeing of individuals.

[See the section page 101](#)

Local community involvement
Charity partnerships
Charity sponsorships
Donations
Employee volunteering
Sustainability

JLL continues to leverage relationships with Ceres, the World Green Building Council and local Green Building Councils, and World Economic Forum (WEF) to ensure we are responding to our stakeholders' priorities and expectation. In 2019, Christian Ulbrich joined WEF's Alliance of CEO Climate Leaders, a group of CEOs committed to actively engaging in global efforts to create market opportunities for tackling climate change. We are working with members on key actions and initiatives for delivery at the next United Nations Climate Change Conference, COP26. In 2019, JLL became a founding sponsor of Bloomberg Green, a new platform across Bloomberg's communication channels that uses clear data and solutions-focused content to make sense of climate change.

Our commitment to good governance and ethics

Together with JLL, Tétris is committed to a corporate culture that embraces and promotes strong principles of business ethics at every level, a commitment reflected in our Code of Business Ethics. We are proud of the global reputation we have established and are determined to protect and enhance it.

Our recognitions: we are delighted and honored to be recognised by the Ethisphere Institute for our strong commitment to ethics.

2021 World's most ethical companies

The Ethisphere® Institute, a global leader in defining and advancing the standards of ethical business practices, has again recognised our efforts, naming JLL on its 'World's Most Ethical Companies' list for the 14th consecutive year in 2021. For the 14th consecutive year, JLL has been honoured for its commitment to improve communities, build capable and empowered workforces, and foster a corporate culture focused on ethics and a strong sense of purpose.

Ethics inside certification

JLL received Ethics Inside certification from Ethisphere in 2020, a continuous recognition since 2008.

Ethics everywhere programme

Tétris stands for uncompromising integrity and the highest ethical conduct. We are proud of the global reputation we have established and are determined to protect and enhance it. Ethical behavior is a core responsibility of each and every Tétris employee and is one of Tétris' core values. We seek to embed these behaviors deep within the company's corporate culture.

Our Ethics Everywhere programme establishes the operating framework to enhance our ethical culture and maintain compliance with our Code of Business Ethics for the various activities we undertake. This programme sets out processes for people to raise ethics and compliance questions, make suggestions or report concerns and establishes mechanisms to detect, investigate and resolve potential violations. The programme is supported by our network of Ethics Officers, Ethics Liaisons and Investigators.



As part of the **Ethics Everywhere programme**, we offer a variety of training programmes and ethics awareness campaigns to our global workforce. In 2019, more 90% of our Tétris workforce completed training related to legal, ethics or compliance matters.

Our ethics everywhere programme relies on five main pillars

Ethics Everywhere annual report: Our ethics officers are committed to maintaining and enhancing our Ethics Everywhere programme. Read our **Ethics Everywhere annual report**.

Whistleblower and non-retaliation policy: At Tétris, we promote a safe speak-up culture. This policy sets out global standards for reporting and investigating reports and ensures effective protection from retaliation. Read more **here**.

Modern slavery statement: Our commitment to the Modern Slavery Act extends across all our operations. Read more **here**.

Code of Business Ethics: our **Code of Business Ethics** is the cornerstone of our ethics programme and provides the foundation for the way we conduct our business. Everyone who represents our firm must understand and follow our Code of Business Ethics – it is central to our purpose and draws on our core values of teamwork, ethics and excellence. Read more about our **anticorruption compliance programme** and our **human rights policy**.

Vendor Code of Conduct: We expect all vendors to adhere to our **Vendor Code of Conduct**.

In 2020, we conducted eight investigations of potential violations of our Code of Business Ethics, equivalent to 9.6 investigations per 1000 employees. Of these investigations, seven cases resulted in action being taken, ranging from additional training to termination of employment.

Ethics liaison programme

As part of our commitment to ethical conduct, we have established the Ethics Liaison Programme, which is designed to enhance the communications of ethics matters, both to and from our people.

Each year, the Ethics Liaison Programme appoints individuals within business units or client accounts. Appointed Liaisons become ambassadors for the firm's Ethics Everywhere Programme, through which employees are trained to understand and comply with JLL's Code of Ethics, recognise non-compliance by others and report incidents of possible non-compliance to our Ethics Officers. Ethics Liaisons are trained by Ethics Officers to be trusted, on-site representatives who enhance awareness about ethics on a regular basis throughout JLL. Responsibilities of the Liaisons include an ongoing familiarity with JLL's Code of Conduct and Vendor Code of Conduct, willingness to lead training and discussion sessions with colleagues on ethics, the ability to assist coworkers in reporting suspected misconduct, and more.

It is essential that Tétris employees conduct themselves at all times in a way that is both professional and ethical. We are committed to a corporate culture that embraces and promotes strong principles of business and professional behavior. The work done by JLL's Ethics Liaisons further our strong corporate culture by helping to increase the transparency of our global operations.

An interview with



Chantal Wheeler

Head of Legal, EMEA

Can you tell us about your role at Tétris?

I've been working for Tétris for four years as Head of Legal. This was a newly created role so my first task was to build up the legal function specifically for Tétris to ensure an aligned and consistent approach across EMEA and in our different countries.

How does sustainability impact your role?

The Tétris legal team oversees and regularly updates our template contracts and we have provided template sustainability clauses for our sub-contracts. We provide compliance training for our top vendors/suppliers. We also run ethics and compliance training regularly at every level of the business as well as being part of the JLL training programme. Sustainability is clearly a priority not just for us at Tétris, but for businesses we partner and we're seeing an increase in sustainability related requests. Clients also want to include contractual clauses that put forward a pledge to reduce their environmental impact, which is fantastic to see.

Can you tell us a few words about ethics and integrity at Tétris?

Alongside that, we continue to prioritise and promote good compliance practices in our contractual relationships and beyond. Tétris and JLL has a long tradition of tackling anti-bribery and corruption, modern slavery and championing ethical behaviour more widely. It's great to see because we have a strong heritage of being ethical; JLL, our parent company, is consistently voted as one of the most ethical companies in the world, and it's something we also enshrine as one of our pillars at Tétris. Tétris is committed to a corporate culture that embraces and promotes strong principles of business and professional ethics at every level. Ethical practices are inherent in our values, mission and strategy, and must guide all of our interactions with clients, customers, vendors and employees. We also established a corporate governance and compliance committee two years ago.

2021?

Our focus for 2021 will be the upcoming "Speak Up" campaign which will coincide with the refresh of the JLL Whistleblowing Policy and will continue to encourage people to come forward if they see or experience misconduct. The aim is for everyone to feel comfortable reporting any issues and reassure them that they will be treated fairly and in confidence. There will also be the roll out of the JLL Ethics App, which will allow you to ask compliance or ethics related questions and will automate certain requests for approval.



United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals 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 Sustainable Development Goals (SDGs) have been defined as a worldwide call to action.

Tétris carried out a comprehensive exercise to identify the SDGs that are most material along each stage of our value chain and subsequently prioritise actions and interventions where we have the greatest potential to make a positive contribution, as well as mitigating any negative impacts.

Below are the ways the SDGs influence our work within the four Pillars of Building a Better Tomorrow:

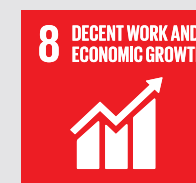
1. Raising awareness of the SDGs within our core service lines and advancing the opportunities identified in the value chain assessments.
2. Expanding the Workplaces Pillar to address new impact areas such as waste and circularity to ensure that we are fully addressing our core SDGs.

3. Reviewing our areas of focus within the People Pillar and collecting more comprehensive data to measure progress against our targets.

4. Focusing action in our Communities programmes on our key SDGs with a new goal to align 75% of community activities to Tétris' six priority SDGs by end of 2022.







Partnerships for the Goals, SDG 17, continues to be an important component in delivering against our key SDGs. This includes collaboration with our suppliers, clients, and industry organisations to share knowledge, best practices and drive innovation. No one business can do this alone, and we are committed to working together with our peers to deliver industry-wide change.

SUSTAINABLE DEVELOPMENT GOALS



Showing our contribution to the SDGs

The table indicates the activities by Pillar for each of the SDGs identified as most material to Tétris.

		3 GOOD HEALTH AND WELL-BEING 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
	Sustainable design	✓		✓	✓	✓	✓
	Sustainable works	✓		✓	✓	✓	✓
	Supply chain	✓		✓	✓	✓	✓
	Circular economy	✓		✓	✓	✓	✓
	Health & Safety	✓		✓			
	Diversity & Inclusion		✓	✓			
	Personal and career development		✓	✓			
	Rewards and recognition		✓	✓			
	Health and well-being	✓		✓			
	Energy				✓	✓	✓
	Waste and circularity				✓	✓	
	Water				✓	✓	
	Health and sustainability buildings	✓			✓	✓	✓
	Business travel						✓
	Sustainable procurement	✓	✓	✓	✓	✓	✓
	Employee volunteering	✓	✓	✓	✓	✓	✓
	Charitable contributions	✓	✓	✓	✓	✓	✓

Our commitment with external organisations

Since 2011, we have developed local approaches with recognised sustainability organisations. Thus, we benefit from personalised support and strong expertise, but also from sharing best practices in the environmental and social fields and from developing rewarding exchanges with a network of passionate people and partners. Despite the COVID-19 pandemic, we have maintained our efforts in 2020 with an even stronger commitment.

The following are eight external sustainability organisations where we have pledged our support.

Re-NetTA Project of research at Politecnico di Milano – Italy

In 2020, Tétris supported the students of Politecnico di Milano in the ongoing research project Re-NetTA. Re-NetTA (Re-manufacturing Networks for Tertiary Architectures) aims to apply circular economy in the building sector, focusing on tertiary sector building components, characterised by rapid obsolescence and temporary uses. Re-NetTA (funded by Fondazione CARIPLO for the period 2019–2021) aims to define new organisational and operational models and new business strategies related to re-manufacturing and reuse (or, in their words, the “re-hierarchy”: re-manufacture, re-condition, re-purpose, reuse, and repair) necessary

to launch regenerative circular economy processes in the context of the transformation/renewal of buildings for the tertiary sector.

Green Building Council Spain (GBCe)

Since 2011, Tétris has been an active member of Green Building Council Spain.

GBCe (Green Building Council Spain, or Council for Sustainable Building in Spain) is the main organisation for sustainable building in Spain. Founded in 2009, GBCe is a leader in the transformation towards a sustainable model for the building sector and belongs to the international network of the World Green Building Council (WorldGBC), with a presence in more than 70 countries and 36,000 members, representing the entire value chain.

Polish Green Building Council (PLGBC)

Since 2016, Tétris has been an active member of the Polish Green Building Council (PLGBC). In June 2020, our Polish Creative Director was appointed to the membership of the management board of this organisation. PLGBC is a non-governmental organisation that, since 2008, has been implementing the mission of radically improving the design, construction and use of buildings in Poland so that sustainable construction becomes the norm.

Urban Mining Collective – Netherlands

Since 2017, in the Netherlands, Tétris has been an active member and partner of the Urban Mining Collective organisation. The Urban Mining Collective (UMC), initiated by New Horizon, was launched in October 2017 during Dutch Design Week (DDW) in Eindhoven. The aim of the organisation is to deliver

building materials that contribute to a circular economy. The UMC uses the city as a source and makes raw materials from demolition sites suitable for reuse. The organisation gathers different partners that have the same circular mission and purposes, and therefore, they present themselves as the Urban Mining Collective.

UN Global Compact – France

Since April 2017, in France, Tétris has been an active member of the UN Global Compact France organisation. As the official local relay of the United Nations Global Compact, Global Compact France brings together more than a thousand companies and non-profit organisations around issues related to CSR and sustainable development. Global Compact France offers its members a voluntary commitment framework based on ten principles to be respected in the areas of human rights, labour law, the environment, and the fight against corruption. It is also mandated by the UN to support the implementation of the Agenda 2030 and the appropriation of the Sustainable Development Goals by the French business community.

EcoVadis – France

Since 2012, Tétris has chosen the leading solution EcoVadis for the assessment of its environmental and sustainable development performance. By combining innovative technology with CSR expertise, EcoVadis strive to engage companies and help them adopt sustainable practices. EcoVadis' CSR assessment methodology is based on international CSR standards (Global Reporting Initiative, United Nations Global Compact, ISO 26000). It is steered by a scientific committee composed of CSR and supply chain experts to ensure independent and reliable CSR assessments.

Observatoire de l'Immobilier Durable – France

Since July 2020, JLL and Tétris teams in France have also been active members of the Observatoire de l'Immobilier Durable (OID). OID is the real estate sector's independent forum for discussion on sustainable development. Thinking responsibly about real estate is the raison d'être of the OID, which brings together around sixty members and partners, including the leaders in the French commercial real estate sector, across the entire value chain. The OID is an association that actively participates in the rise of ESG issues in France and internationally through a programme of actions in the field and with public authorities.





Generating lasting value for our clients

Creating sustainable added value

In context of increased competition, where the challenge of attracting and retaining talent has become fundamental for companies, Tétris supports its clients by positioning itself as a true business partner in order to accompany them in their sustainability ambition and goals.

At Tétris, we aim to deliver outstanding, sustainable design and build projects. We strive to design and build healthy environments and sustainable living spaces that inspire collaboration, creativity and productivity while maximising attention to wellbeing. For us, sustainable development is not only an ambition to reduce the carbon footprint, but also a source of re-enchantment of spaces in order to bring maximum wellbeing to users and occupants of spaces, with a strong focus on their health and safety.

We strongly believe in the opportunities that can bring a sustainable and responsible workplace approach for your organisation and for the wellbeing of your people.

We are fully committed to supporting our clients in reducing their environmental impact across the fit-out lifecycle. In order to develop our sustainability innovation spirit, we focused our efforts on three priorities:

Inspiring sustainable change through our 360° design and build approach

Together with our partners, we drive disruptive and significant change by embedding sustainability into our full design and build approach.

Developing a strong sustainable design culture

More companies are recognising the importance of making sure any new fit-outs are water and energy efficient, minimise waste, use healthy and sustainable materials, technology, eco-friendly furniture, and cut carbon. We've helped leading companies meet high sustainability standards while keeping the right look and feel for their brand and making sustainability a value-add.

Supporting our clients with environmental certifications and wellbeing standards

With expertise in the many environmental standards in the construction sector, we support you in your choice of the most appropriate certification and level of recognition, identifying and prioritising targets to achieve, choosing technical installations and materials/products, and operationally implementing the work site. Our in-house teams will guide you through the process from registration to certification, and to meet your desired score.

Further supporting this strategy is our commitment to training and upskilling our professionals on sustainability-related topics, including climate risk, green building and fit-out certifications, health and safety, wellbeing, and more. We are on track to deliver against the 2021 Clients Pillar sustainability goal of targeted training to employees from key business lines and have incorporated sustainability basics into the onboarding checklist for new hires.

In this section, we also highlight some examples of client achievements over the past year where we have created strong added value in sustainability.



2020 highlights



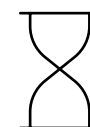
1,247

hours of sustainability training for our staff



112

employees delivered client work related to sustainability



37,700

hours of client work related to sustainability

Our mid-term sustainability targets

Key: ○ Completed ○ On Track ● Behind

Pillar	Target	Status
Clients	Together with JLL, contribute to the target to reduce scope 3 GHG emissions from the use of sold products 53% per square foot by 2034 from a 2018 base year.	○
Clients	Demonstrate thought leadership in workplace health, wellbeing, and resilience by end of 2021.	○
Clients	Integrate a 360° sustainable design approach in our projects and develop guidelines for more sustainable fit-out designs (certifications, biophilia, circularity) by end of 2021.	○
Clients	Support the transition to a circular economy and sustainable waste management through targeting zero waste fits outs by end of 2021.	○
Clients	Embed defined sustainability criteria in our supply chain process by end of 2021.	○
Clients	Deliver targeted training to employees from key business lines and incorporate sustainability basics into Tétris onboarding for new hires by end of 2021.	○
Clients	Increase completion of the recommended global onboarding training beyond 50% by end of 2021.	○
Clients	100% L-band managers undertake sustainability training and set goals for their business lines by end of 2022.	○

Performance



150+

sustainable fit-out projects
delivered in the last five years



300,000+

Square Meters of sustainable space
delivered across EMEA



6

categories of assets Offices,
Retail, Hotels, Residential,
Coworking, Education

Inspiring sustainable change through our 360° design and build approach

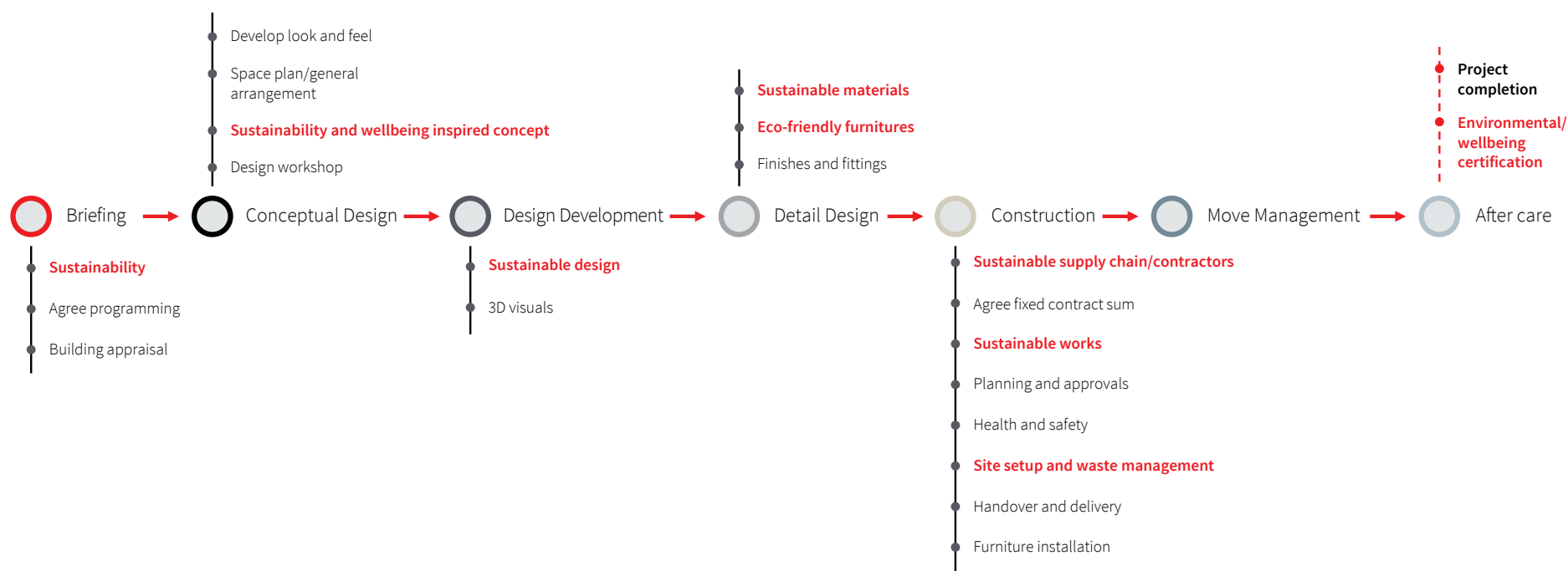
We apply sustainable principles and best practices throughout as part of our turnkey service so you can rest assured that we've got you covered.

Focusing on the wellbeing of your people, we can help you achieve your sustainability ambition while keeping the right design DNA for your company and your brand.

- Sustainable technology and smart solutions:** We implement sustainability solutions like high-quality sensors and smart exterior shuttering to reduce the consumption of lighting, heating, ventilation and air conditioning systems.
- Eco-friendly furniture solutions:** With a selection of over 400 partner brands, we can tailor a selection of sustainable furniture solutions for your space. We believe that office furniture plays a vital role in your employees' wellbeing and productivity.
- Sustainable materials:** We use the best sustainable materials, moving towards a circular economy approach, to improve the environmental and social impact of the project and to minimise its carbon footprint.
- Waste management and circular economy:** We are committed to minimising the impact that our operations have on the natural world, including making reductions in the amount of waste we generate on site, moving forward a circular economy approach.

Embedding sustainability in our design x build approach

We apply sustainable principles and best practices throughout as part of our turnkey service so you can rest assured that we've got you covered.



PepsiCo

Johannesburg, South Africa

Vibrant offices for snacks and beverages giant

PepsiCo is about creating joyful moments by bringing smiles ‘with every sip and every bite’, and their new space brings people together in this spirit.

The crisp lines of the space are juxtaposed with custom artworks by local artists using recycled materials, reflecting the company’s commitment to sound environmental practices.

Designed around the concept of “What’s your flavour?”, the activity-based working design centres on colour-coded departmental neighbourhoods. A variety of formal and informal workspaces include open and closed focus spaces, meeting areas, sound-proofed phone booths, and multifunctional open collaboration and closed collaboration spaces. The result is a striking and functional showcase of the PepsiCo culture, products and brand.

Organic curved shapes, concrete and glass with sweeping vistas create movement, leading people from one neighbourhood to the next as they switch tasks. Curved partitions, tables and organic ceiling designs reinforce this, with a standout feature of two dome-shaped seating booths designed to replicate the iconic PepsiCo logo globe symbol.

Open plan layouts and the extensive use of glass often present acoustic challenges, so Tétris worked with a specialist consultant to incorporate functional acoustic materials. Creating a cohesive design language while featuring PepsiCo’s many unique brands also presented a unique challenge. To ensure balance, the base of the space was kept neutral with charcoal, white and light timbers, incorporating product branding through feature wall treatments, art and gradient colour-coding.

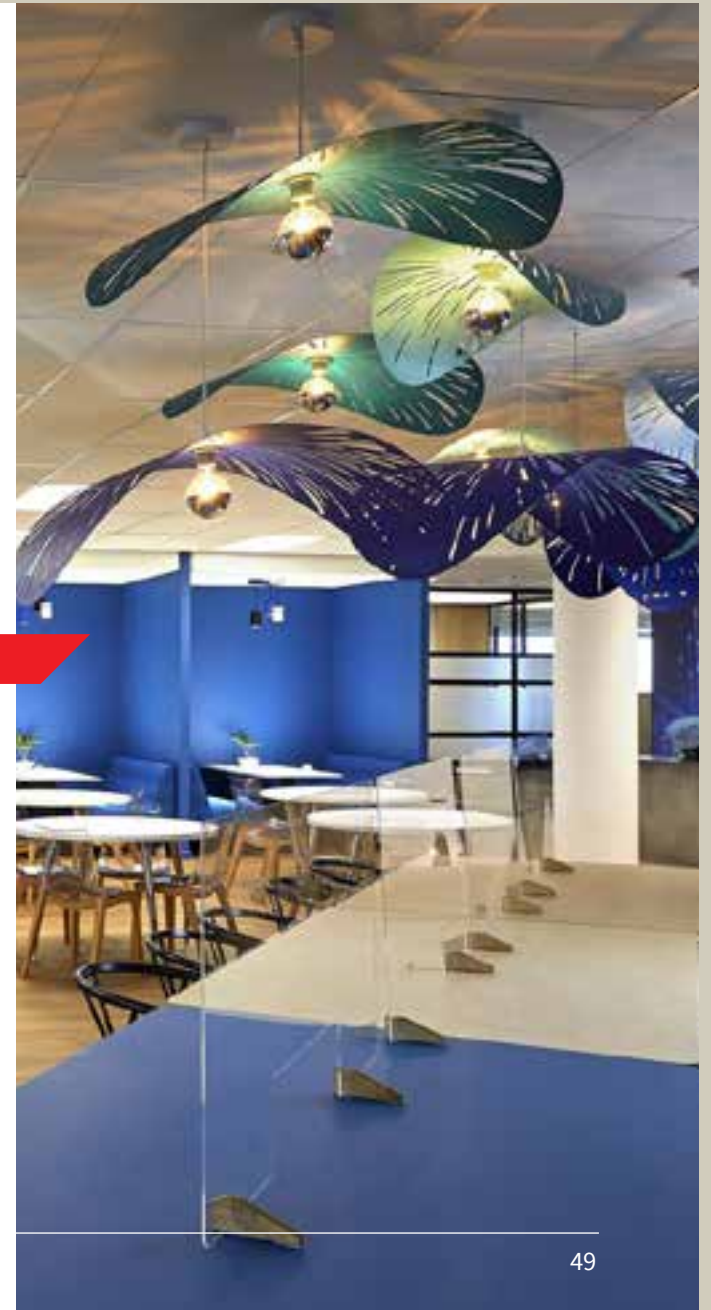
A variety of formal and informal workspaces include open and closed focus spaces, meeting areas, sound-proofed phone booths, multifunctional open collaboration and closed collaboration spaces.

The end result is a striking and functional showcase of the PepsiCo culture, products and brand.

To find out more on this project, visit www.tetris-db.com

CASE STUDY

VIDEO



An interview with our design experts



Niels Kramer
Creative Director, EMEA



Nuno Fernandes
Design Studio Director, EMEA



Amaury Watine
Creative Director, EMEA



Silvia Aranda
Design Operations Director, EMEA



Tomas Pfeifer
Creative Director, EMEA

Could you please explain us the importance of Design at Tétris?

Nuno Fernandes: Design is the centre of what we do here. Design is essential in the conversations with our clients. Without design, we'd just be any other fit-out company. Our formula goes from design to construction, but we try to create excellence through design. Initially, we started to establish several design studios across the region and to set up a regional consistent approach. Then we felt it was necessary to focus on several creative directors to tell our clients that we can deliver first class design in a consistent way and to bring design innovation to the next level. We connected them with the different local design

studios. They can give the outstanding creative input based on their extensive experience, bring essential knowledge, share best project practices, and open new perspectives for our clients.

Design you can feel is our new brand vision. Can you tell us a few words about it?

Nuno Fernandes: When we specifically think about design, we believe the workplace isn't just an office, it's something you should feel comfortable in, somewhere you want to spend time in – it's an experience. It's about creating spaces where people are comfortable and look more homely rather than a sterile office – it shouldn't feel like a sacrifice to go there. Your work will

reflect the space you're in, so a comfortable, accessible, homely feel will inspire creativity. We are advocates for human-centred design; people inspire the design we do. The workplace should be inspired by the workforce.

Niels Kramer: When we talk about design you can feel, we want you to feel that it's a sensory experience. Every sense needs to be triggered for a holistic, all-body experience. An experience isn't only what you see but what you feel. We craft these experiences. Going to the office serves a purpose and it shouldn't be a pain.

How did you support the design teams during COVID-19 pandemic?

Silvia Aranda: At the beginning of 2020 – before COVID-19 became a serious threat – all of the heads of design met in the same city for a few days. COVID-19 radically altered the way we work and meet, so we invited all the heads of design for a fortnightly coffee. We still have these in place to this day, and people can speak about any topic, not just work. We also have a WhatsApp group chat that we use to talk to one another if we need help on any projects or to inform others of new projects in case any team member can help with any information from experiences they've had in the past. So, we have multiple channels which all enable true connectivity as you can reach everyone.

What is the role of the Creative Director at Tétris?

Amaury Watine: Being a creative director at Tétris is pretty exciting. Our daily life is made of two main facets.

Firstly, we focus on interacting and animating the design international community at Tétris, supporting the different teams in our countries and local design studios. We focus on innovation, we brainstorm, and we share new ideas and concepts, aiming to bring design storytelling to the next level. We always challenge ourselves and are inspired by new trends

in design, spaces, workplaces, and wellbeing. We also produce lots of design content, documents, and guidelines for our teams.

Secondly, our role is to promote our design approach to our clients. As designers, we are ambassadors for our brand and we also seek to share our design culture and DNA with them in order to offer them breath-taking and outstanding fit-outs.

Can you tell us more about design diversity at Tétris?

Silvia Aranda: Diversity is at the heart of the design excellence at Tétris. First and foremost, it's cultural. Our teams come from different countries, are all different nationalities, have learned to work in different ways, and carry a strong multicultural dimension, linked to their past, their travels, their international experience and the way they see the world. Our teams are also made up of a great diversity of profiles. Our design studios have more than 200 people, from architects to interior designers, 3D modelists to creative profiles, operational profiles, furniture designers, graphic designers, engineers... the list goes on! Diversity also means a mix of senior and junior profiles and a strong balance between men and women. One of our great strengths is our curiosity and openness to the international scene: our teams are driven by many different passions and interests.

Niels Kramer: We are an international connected community.

How do you cultivate and celebrate design excellence at Tétris?

Nuno Fernandes: Since 2019, we created an internal competition to promote design excellence and a healthy rivalry to raise the overall quality and awareness of our design projects. With the Tétris Design Awards, our objective is to reward and recognise creativity and design capabilities throughout all our locations.

In 2020, we celebrated our second edition with a virtual ceremony. We established a call to action for projects and received more than 40 case studies. There are several different categories: Best Big Office, Best Small Office, Best Design Concept, and a new one, Best Sustainable Design. In a very inclusive approach, we shared the projects with our employees and created a dedicated jury made of Tétris and JLL employees, clients, and external guests. The jury selected the best projects in terms of innovation, originality, aesthetic quality, emotional content, impact, and sustainability.

Interior Works design project in Netherlands was the winner in the Sustainability category. Could you please tell us a few words on its design?

Niels Kramer: InteriorWorks asked us to design an outstanding workplace where everyone is welcomed and where people are happy to work. We focused on

human-centered design and innovative sustainable design. We decided to introduce a ‘park’ concept: a new indoor office environment that looks and feels like a natural outdoor environment. The design was focused on organic shapes and a holistic connection with nature. When you enter the space, it feels like a walk in the park. We incorporated lots of natural and biophilic elements, natural lighting, indoor gardens, and diverse spaces to facilitate different ways of working. We used natural and recycled materials, using recycling glass partitions and wood. We selected local suppliers and materials. The feedback from the client was extremely positive. The office has been completely transformed and had a really positive effect on people’s health and wellbeing – six months after the refurb, the number of people on sick leave had decreased by 59%!

How does design interact with sustainability?

Nuno Fernandes: We can do something for sustainability all the time because everything we do makes an impact. You can make better decisions that don’t cost more. The more we normalise sustainable decisions, the lower the price of sustainable items will fall. The more we do, the more it becomes normal for everyone. We can be sustainable every minute of every day with real, tangible solutions. Sustainability is about sharing ideas to create a better world for all.

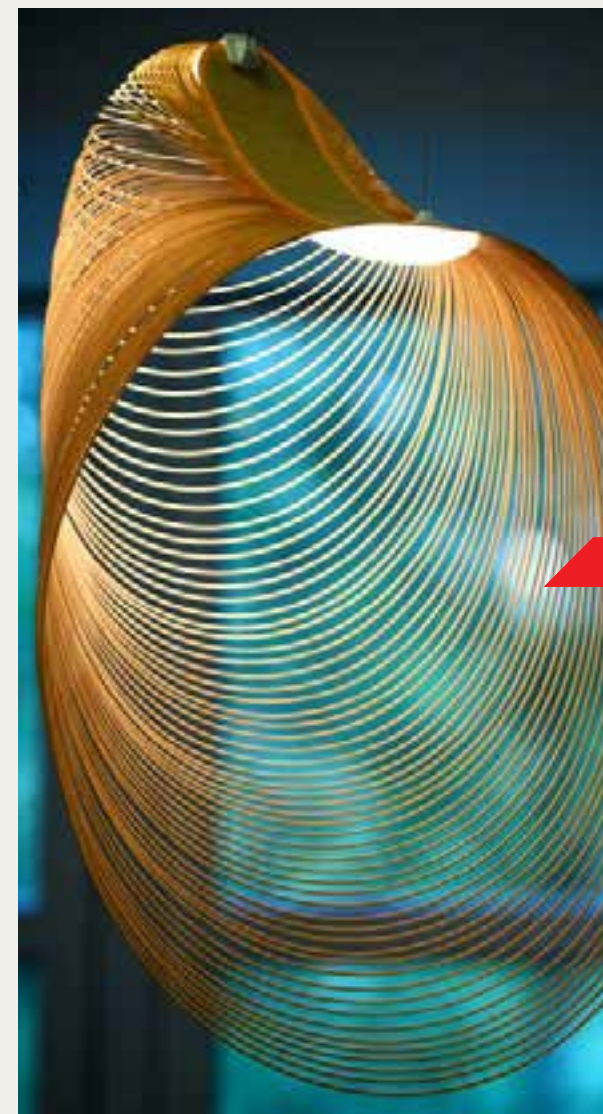
Silvia Aranda: We want to create a better world through design. Sustainability is our responsibility and it’s the present and future of design. Sustainable design is not only for our own wellbeing, but it’s to secure a better, more environmentally friendly future. Our generation has understood that we can have a positive impact on whatever we’re doing. There is so much we can do and it’s the right time to act. In 2020, despite the COVID-19 pandemic, we managed to create a real buzz and excitement around this topic. A dedicated working group has been formed, with more than seven nationalities and 16 international staff. We are building an inspiring approach for our teams and for our clients, with the objective of putting sustainability at the heart of design.

What words would you choose to describe sustainable design?

Amaury Watine: It’s time to give back to the Earth considering how much we as humans have taken from it.

Niels Kramer: Wellbeing for us and for the future.

Tomas Pfeifer: Responsibility to the communities around us.



Interiorworks

Netherlands, Amsterdam

2020 Tétris Design Awards in Sustainability Category

A walk through the park: an organic workspace blending work, leisure and holiday in a sustainable business environment.

Tétris created the 'ParkOffice', inspired by Central Park in New York, in a new BREEAM® that is WELL™ certified and has a CO₂ neutral energy system supported by rooftop solar panels and heat pumps for heat recovery and floor cooling in summer.

All joinery works were made from regained wood and other materials. Partitioning and glass panels are all made from recycled materials. A green (planted) rooftop, a sports field and a rainwater reservoir for toilet flushing contribute to the employee health.

Even at night, special lighting from regained energy shines on plants that clean the indoor climate. Six months after opening, the number of sick-leave employees had diminished by 59%.

To find out more on this project, visit www.tetris-db.com

CASE STUDY



JLL

Manchester, United Kingdom

An inclusive and connected workforce

We worked in close collaboration with JLL, embodying their workplace standards within the office space. The design itself celebrates collaborative working while providing a healthy office environment. A modular design was adopted to provide flexibility now and in years to come. Designing for an inclusive environment was key to the project. We ensured the workspace catered to everyone, from clear, contrasting iconography and signage, to differing finishes for the visually impaired. Rooms dedicated to personal wellbeing have also been included in a quiet part of the office. In addition to this, a Wellbeing & Multifaith Room provides a private space for contemplation with an abundance of natural light and plant life. Here, not only can people of religious faiths observe their rituals, but the space can also be used for meditation & mindfulness practices. It is a space for all to use as required.

A sustainable workplace of the future

Sustainability was core to the design from the outset, in line with JLL's UK net zero carbon and global science-based target commitments including WELL, BREEAM and SKA.

Biophilia forms a key part of the design, with over 100 plants having been introduced to the scheme and the inclusion of innovative NAVA 'active green walls', drawing upon attractive and stress-relieving views for employees. From an aesthetics view, we drew upon elements of nature throughout, seen in timber finishes.

A circadian lighting scheme was also designed into the scheme, allowing the colour temperature to be adjusted during the day supporting the body's natural circadian rhythms.

Noise management and privacy was a conscious consideration and the workplace has been designed to minimise disruptive noise, with individual telephone booths and focus rooms for calls, as well as sound baffling fabrics and panels and sound masking.

We embedded circular economy principles throughout the project to minimise the embodied carbon in our fit-out. From refurbished task chairs to re-used materials for office finishes – the kitchen and reception worktops are in fact made of recycled yoghurt pots.



The end result?

Tomorrow's workplaces are being (re)imagined, and JLL's North West office embodies our 'new normal'.

With COVID-19 changing the nature of the office, JLL's North West workplace has employee safety and experience at its heart. Its design provides multi-functional spaces that support the role of the office as an ideas factory and hub for collaboration, while being responsive to the need for a healthy working environment.

But seeing is believing, and numbers speak louder than words. We are proud to have contributed towards JLL achieving:

- | **Speed of delivery:** The design, fit-out and delivery was completed in just 12 months.
- | **Net zero carbon:** Delivered in line with JLL's UK 2030 net zero carbon commitment, the workspace incorporates active workplace design, wellbeing, and circular economy practices.

- | **Reuse savings:** 70% of the former office clearance was reused and savings of over £40,000 were achieved by using repurposed furniture instead of new.

- | **CO₂ savings:** Over 500 items were delivered from JLL's former office clearance, achieving 45 tonnes of CO₂(e) savings and diverting 15 tonnes of products back into reuse.

- | **Charity:** JLL's partnership with the Business to Schools charity ensured unused furniture – worth £30,000 – was donated to three schools.

To find out more on this project, visit www.tetris-db.com

CASE STUDY

VIDEO



Blue House Capital

Warsaw, Poland

New look for popular building

Tétris was responsible for the concept design and execution of work for the modernisation of the common areas of the office building in Warsaw belonging to Bluehouse Capital. The idea for a new look came from the concept of creating a green oasis in a concrete desert. The added value for the building is the use of the lobby as a place where you can work, rest or have an informal meeting. Natural greenery was incorporated for a positive effect on wellbeing and helps to ensure good air quality. The revitalisation of the entrance area included refreshing the reception area, atrium, lift halls and public toilets on the ground floor. All works were carried out at night so as not to disturb the normal functioning of the building.

To find out more on this project, visit www.tetris-db.com

CASE STUDY



Health & Happiness Group

Italy, Milan

BigSee Interior Design Award 2020

“The way we live our lives and the choices we make directly impact the joy we experience”.

With this principle in mind, the project concept was realised to design and build a relaxed, pleasant and comfortable working space with a natural feeling oriented towards sustainability. Informal areas with a grass-effect carpet, a break area equipped with

a coffee point and finished with wood-effect PVC come to life in the office. Similarly, the installation of greenery and swings hanging from the ceilings brings a lively and friendly atmosphere. In the same way, the choice of furniture solutions, characterised by organic and sinuous shapes, plays a role in recreating a fresh, bright and natural sensation that encourages employees to collaborate and work more efficiently, generating a relaxed mood.

The project is one of the winners of the BigSEE Interior Design Award 2020 and has also been nominated for the best Grand Prix project in the Workplace category. BigSEE is a dynamic platform of the latest generation that explores, evaluates, exhibits and promotes entrepreneurial and creative excellence in the world of architecture, interior design, product, fashion, wood, and tourism, bringing together 19 countries from South East Europe and a community of 350 million people.

“

At H&H, we work in a fast-paced environment where we expect our people to work at their very best. We therefore know the importance of creating a working environment that really compliments our culture – where people can try new things, where they are empowered to be disruptive and they are safe to ensure that we can all Learn, Grow and Improve. We want to bring that to life in our office space as we know people spend a considerable amount of their time there and therefore we want to ensure we can support our people in being healthier and happier – **Meera Patel, Senior Manager People & Culture Europe**

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To find out more on this project, visit www.tetris-db.com

CASE STUDY

BIG SEE INTERIOR DESIGN AWARD



Nuxe Laboratoires

Italy, Milan

A showroom office space with a natural essence

The new Milan headquarters of Nuxe Laboratoires, a pioneering French brand in natural cosmetics, is the result of the company's need for work and representative spaces that convey the company's values and philosophy. The concept of the project, which was inspired by the company's brand values, aims to reproduce the sensation of energy, regeneration and wellbeing that comes from being in contact with nature and its elements. Elegant wood-effect floor finishes, comfortable upholstered

furniture create an intimate atmosphere. A rounded reception counter and bespoke joinery, made by local artisans gives the space a very homely and welcoming feel. The use of biophilia – a variety of potted green plants and flower boxes integrated with full-height laminated panelling separating the various operating units from each other – is used throughout the space. In addition to the benefits on people's comfort and air quality, the presence of greenery creates a pleasant aesthetic effect that infuses a feeling of freshness and lightness throughout the environment. The exposure of a large part of the environment to natural light coming from

the large windows, which mainly face the entrance area, also contributes to giving the environment a brighter look. The choice of colours is the result of a chromatic study that proposes a palette in shades of grey, wood, green, light blue, red and burgundy, with nuances that recall the colours of the earth, plants, water and floral essences. In the meeting rooms, representative offices and circulation paths with warm, sober tones of light grey carpet prevail, which becomes bright green in the open spaces to recall the company's visual identity and its natural philosophy.

“

Our need was to have welcoming work and representative spaces that could reflect our brand philosophy. Tétris has created for us a working environment inspired by the values of our company that promote wellbeing and respect for the environment and nature. The design of the spaces is fresh, light and bright – also thanks to the abundant presence of green – but at the same time colourful, dynamic and refined in the choice of finishes, colours and materials. Throughout the project, both in the design and execution phases, Tétris listened and satisfied our requests by proposing original and creative solutions, totally tailor-made for us and for our new offices, with special attention to details and completing the project within the agreed delivery time. We are enthusiastic about the work carried out and we can therefore only recommend Tétris for their seriousness, reliability and competence.”

– Cécile Drouilly, Managing Director, Nuxe Laboratoires Italia

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To find out more on this project, visit <https://www.tetris-db.com/en/>

CASE STUDY

Support our clients with environmental certifications and well-being standards

We support our clients in obtaining the latest international environmental certifications and wellbeing standards. We help them in choosing the most appropriate certification and level of recognition, identifying and prioritising targets to achieve, choosing technical installations and materials, products, furniture solutions and operationally implementing the work site.

We developed a strong expertise in delivering, designing and building WELL™, BREEAM®, LEED®, HQE™, and SKArating® certified projects and we have a strong record of achieving sustainable fit-out certifications for our clients, increasingly in health and wellbeing. In the last five years, we assisted our clients in achieving a total of more than 45 green fit-out project with certifications requirements, helping to provide sustainable, healthy, efficient and productive workplaces for their employees or users.

2020 highlights



16

fit-out projects with



19

sustainability certification requirements



89,275

Square Meters of total client fit-out space with sustainability certification requirements



6

different international sustainability standards categories achieved



6

categories of assets Offices, Retail, Hotels, Residential, Coworking, Education

Performance

45+

certified projects with the latest environmental and wellbeing standards during last five years

250,000+

Square Meters of sustainable space delivered that meet certification requirements during last five years

Interface

Paris, France

Webinar on biophilic design

On 15th October 2020, we organised a sustainability webinar for our clients, which was “How to make the return to the office more enchanting? New perspectives on biophilic design and air quality, in the light of WELL certification and the LIVING WORKSPACE INTERFACE”, highlighting our recent Interface case study. Our experts explained how to meet the challenge of biophilic design and WELL certification, as well as the challenge between architectural interior design, office furniture and the execution of works. The webinar was held in the presence of Mickaël Cornou, Interface Marketing Manager, Muriel Landrin, Design Director at Tétris, Vanessa Brunet, interior designer at Tétris, and Ramesh CAUSSY, founder of Partnering Robotics.

We focused on:

- | WELL certification and our design and build approach through its themes
- | Biophilic design and the innate and necessary link between human and nature
- | The 14 principles of biophilic design through the Interface development project and the WELL certification



©INTERFACE

WELL™ Gold recognition for office redesign

Fitting out a living workspace Interface

Health and wellbeing are fast becoming a top priority for today's workplace. For Interface, a global player in professional floor coverings and producer of carbon-neutral flooring products, it was at the heart of their plans to create a modern and sustainable workplace for their 27 employees. With ageing offices and showrooms, Interface realised there was a disparity between their industry reputation and the space they occupied. They asked **Tétris** to design and build an innovative new workspace using industry best practice that reflects their commitment to their people and the planet.

How we achieved it?

From the outset, the project centred on three main objectives: quality of life at work, 360° wellbeing, and **WELL certification**. Tétris approached the design and build of the **Interface space in the prestigious OPUS building** in Paris using the

WELL Building Standard's seven concepts for healthier buildings: Air, Water, Nourishment, Light, Fitness, Comfort, and Mind. As a living workspace, biophilic design and the 360° wellbeing concept feature prominently. A diverse range of formal and informal work areas support different work styles and business needs, while furniture is ergonomically designed and incorporates recycled materials. The 14 principles of biophilic design are integrated into the space, including natural light, green walls, and visual and sound stimuli as well as maintaining good air quality.

The layout facilitates movement through the working day, while integrated relaxation spaces, ergonomic workstations and noise-absorbent materials maximise employee comfort. Elsewhere, movable glazed partitions allow natural light to penetrate all areas of the office, while additional lighting at varying brightness enhances the ambience of the different spaces.



©INTERFACE



The results

The Interface office received the first WELL GOLD certification of its kind in the greater Paris area and lives up to the Interface ethos of *Better products. Happier people. Healthier planet* and commitment to *Performance with Purpose*.

The resulting office and showroom space meet Interface's environmental criteria while reflecting its values and enhancing the quality of life at work for employees. And Interface employees agree; almost 43% say their sense of wellbeing at work has increased, while 38% report a rise in productivity (according to an internal survey by Interface).

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To design our new showroom in Paris, we wanted to be consistent with environmental and well-being values. We naturally called on Tétris, the European leader in the design of professional spaces. What attracted us was their involvement and their advice week after week to create a working environment in just 4 months. An additional challenge was that we wanted the space to function as both an office and a showroom and that it should meet the criteria for WELL certification—still very new at the time in France in 2018. As for the environmental aspect, we wanted to be pioneers. Our design sought to inspire change beyond the physical space and to foster a change in culture. We wanted a more flexible, agile and productive workplace. Spaces where our teams and visitors can feel at home and want to come back to, including biophilic design. After several months of effort, we finally obtained the Gold level (new & existing interiors) of the WELL certification, a first in Paris and the Ile-de-France region and only the 3rd project of its kind in France at the time. To check that these new spaces had a real impact on our occupants, we carried out a post-occupancy survey (POE) and the results were surprising: a 43% increase in perceived well-being, a 74% decrease in sedentary behaviour and a 38% boost in productivity. What was also very appreciable was the teamwork between some of our employees selected for this project and the Tétris teams—particularly Laurie Chesnel's site supervision and WELL certification and Vanessa Brunet's design advice.

– Benjamin Plault, Marketing executive & Wellbeing Officer, Interface France & Italy

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As recognised pioneers in sustainability, we wanted to incorporate spaces that would meet our requirements and current environmental standards. That's why we chose a BREEAM Very good and HQE Excellent certified building that fits in with our Climate Take Back™ strategy to combat global warming. As a business, our ultimate goal is to have a negative carbon footprint on the environment by 2040, and our showrooms are part of that very ambitious goal. In addition to the building envelope, we challenged our teams to think of new ways of working and our partners to reduce our waste and find recycling alternatives. We are extremely proud of our showroom, which was designed as a corpworking space and which hosts around thirty events dedicated to the environment each year. It has become a place for networking, rich in reflections, exchanges of best practices, know-how, experience sharing and innovative solutions to fight global warming together.

– Laëtitia Boucher, Sustainability Manager, Interface Southern Europe

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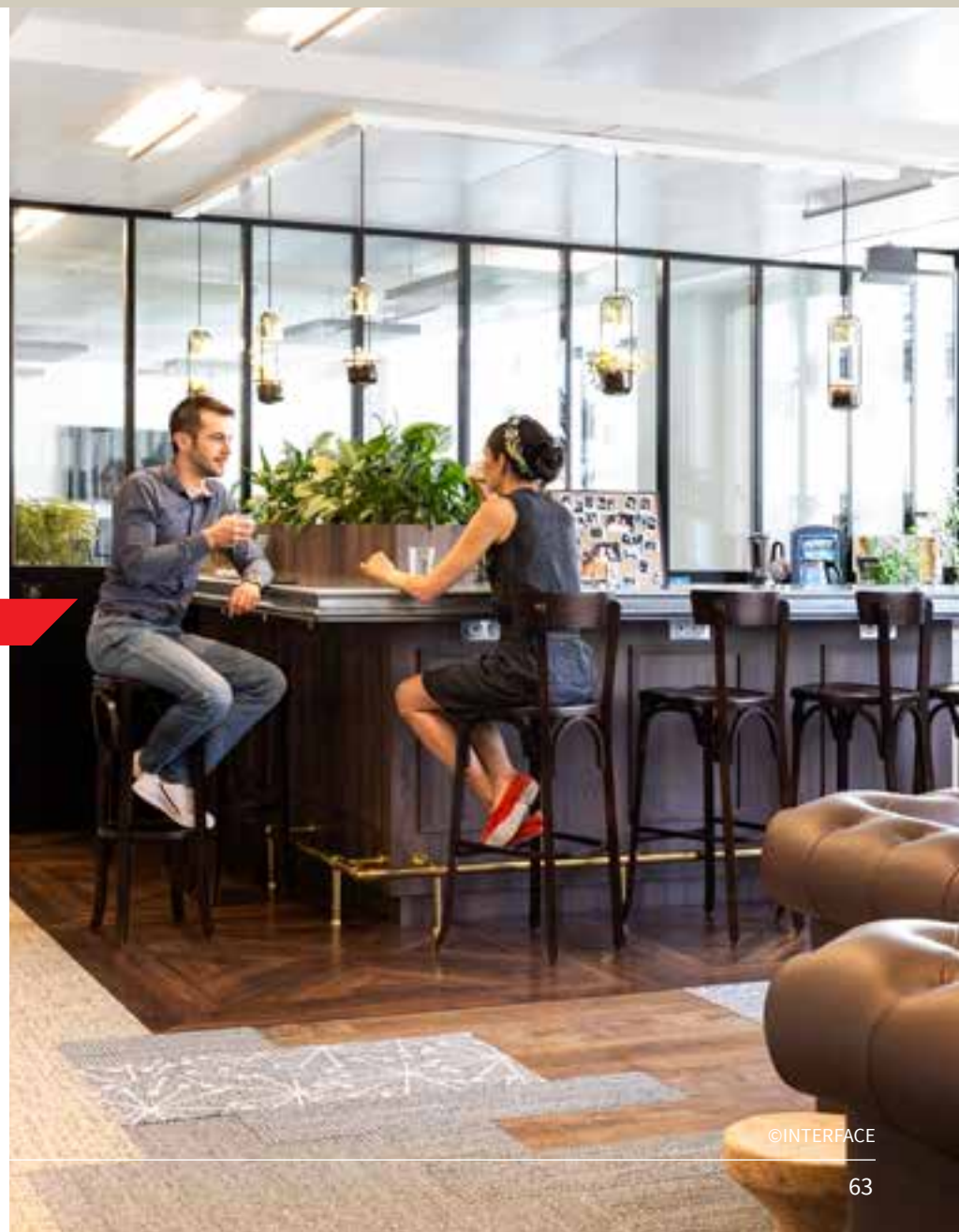
To find out more on this project, visit www.tetris-db.com

CASE STUDY

VIDEO

CERTIFICATION

WELLCERTIFIED



©INTERFACE

Publicis

Paris, France

A new sustainable campus

It is within the framework of the opening of its new site “The NeXxt” in Gambetta, in the 20th district, that Publicis, a French company, ranked third in the world among communication groups, called upon Tétris for the fitting out of its new offices. Formerly the Rectorat de Paris, this new 16,000 sqm campus brings together several of the group’s entities. Thought in a collaborative way, its architecture wants to illustrate the “Power of One” of Publicis, with circular floors, passageways and many common spaces such as a green atrium, client laboratory, stand-up meeting rooms, flex and co-working spaces, inscribable walls and terraces, living and exchange spaces.

The double X and the colour yellow were chosen as the graphic guideline for all the common spaces, illustrating the identity defined by Carré Noir, the internal agency of Publicis Group in charge of developing the overall concept of these shared spaces. On the design side, Tétris conceptualised all the work, meeting and customer exchange spaces. The elements of interior greening in the atrium are based on the general CSR values of the group. This project earned Publicis an HQE™ certification as well as a BREEAM® Very Good certification. The co-design phase as well as the works were completed in a record time of five months, including the transfer of the 1000 employees in one weekend.

To find out more on this project, visit www.tetris-db.com

CASE STUDY

VIDEO



Supply chain management

Sustainability across our supply chain process

Our supply chain

Tétris has an extensive supply chain which supports a significant amount of procurement for both us and our clients.

Our Sustainable Procurement Framework

In Tétris, we have successfully rolled out the principles of JLL's Global Sustainable Procurement Framework in 2020, which guides our business through five levels of sustainable procurement, from 'Foundations' to 'Lead'.

As its name implies, the 'Foundations' level lays the groundwork on which to build a strong programme. This includes: training, policy, identifying top impacts, and supplier engagement programmes and initiatives that help us reduce these impacts across our business.

As we progress through the five levels, we will strengthen and formalise our approach to sustainability throughout our supply chain, increasing expectations in our contracts and working with our key suppliers to set shared targets and KPIs that drive meaningful improvements.

This process will help us to deliver excellence for our clients and our communities through the best value sourcing of products and services, accounting for environmental, social, ethical and human rights aspects over the whole product or service lifecycle. Together with our clients, we will develop, scale and deploy market leading sustainable solutions and help to shape the future of real estate for a better world.

Training

Strong governance and leadership are fundamental parts of any sustainable procurement programme, as is ensuring our Sourcing and Procurement teams have the skills they need to support the sustainability agenda. Hence, the Sourcing and Procurement function was one of the core functions tasked with targeted sustainability training as part of both our framework goals and our Clients Pillar goal.

Several sustainability trainings on the Procurement Framework, as well as key topics such as supplier diversity and modern slavery, have been provided to our people.

In the near future, we plan to expand the training to certain suppliers, briefing them on our new Framework, direction, and expectations, and open the dialogue for collaboration and sharing of best practices.

Policy, Strategy and Communications

Across our EMEA region, we identified a set of core principles and objectives that should be applied consistently across our supply chain and have developed a Tétris EMEA Supply Chain Management and Procurement Policy, endorsed by our senior leadership, which was launched and made available to our staff in 2019.

The Procurement Policy was the result of detailed spend analysis done to better understand our biggest impact and opportunity areas and focus our efforts going forward.

We considered differing sustainability impacts, opportunities and priorities, and local differences in legislative and regulatory requirements, organisational governance, and methods of implementation, which all result in slightly different areas of focus and priorities for each region.

From this process, we identified a set of core sustainability objectives to be applied consistently across our global supply chains:

- | A culture of health, safety and wellbeing: Effective management of HSE is seen as integral to the success of our business. To achieve that, all our people involved in procurement should

work closely with our suppliers to ensure that the HSE management of their goods and services are aligned with our expectations. To ensure we achieve the desired level of alignment, all our suppliers should be provided with, and commit to, our Global HSE Policy.

- | Fair and Living Wage compliance

- | Eliminating modern slavery: Tétris has a zero-tolerance approach to modern slavery and we are committed to enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. It is the responsibility of all Tétris employees to ensure that our suppliers do not engage or participate in modern slavery in any form.

- | Diversity and inclusion

- | Reducing our carbon footprint

- | Climate and business resilience

- | Resource efficiency and supporting the circular economy

- | Support for local economies through employment opportunities and skills development

- | Strong principles of ethics and integrity: Ethical practices are inherent in our values and strategy and must guide our interactions with our supply chain. It is the responsibility of all Tétris employees to ensure that our suppliers sign, acknowledge, and comply with, the Vendor Code of Conduct.

- | Understanding the sustainability goals and priorities of our clients and delivering goods and services to support their achievement: The Tétris team must ensure that our procurement practices have a positive impact on the built as well as the natural environment. Supply Chain Management and Procurement is at the heart of our sustainability leadership ambition, Building a Better Tomorrow, supporting all four pillars of Clients, People, Workplaces and Communities as we recognise that a large proportion of our impact occurs in our supply chain. We have a responsibility to ensure that we are minimising the impacts of these purchases and making a positive contribution to society and the environment.



Procurement process

To create a sustainable supply chain, we commit to working in partnership with our suppliers to ensure they comply with our Sustainable Procurement Policy. As part of these efforts, we developed sustainability clauses linked to our policy objectives to be included in supplier contracts.

We expect all our suppliers, whether they provide goods or services directly to Tétris or indirectly to our clients, to embrace the practices described in our Vendor Code of Conduct. By acknowledging the Code, they commit to conducting their business in accordance with social, ethical and environmental principles. We ensure compliance with the Code through our vendor due diligence and onboarding programme, and also provide ethics and compliance training to some of our high-risk suppliers.

Sustainability criteria is a core element of our process when evaluating suppliers for new business. Tétris will identify the best procurement offer based on a total value assessment that includes an analysis of how suppliers manage our key priority issues, and in time, we will favor suppliers who have embedded sustainability into their business activities and their own supply chain.

Measurement

Measuring and reporting on our progress is key to the successful adoption of the Framework and to the tangible sustainability improvements and outcomes in our supply chain and for our clients. Our objective is to improve our measuring and reporting system, and to develop a more robust approach to setting and reporting on sustainability KPIs across spend categories and accounts.



Ethics, human rights, and modern slavery

Tétris respects and supports human rights principles as defined by the Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. Tétris works to ensure that we do not violate these human rights principles throughout our business operations.

Our different Tétris business units are working with JLL's Global Ethics and Compliance team with the objective of eliminating modern slavery in the supply chain and to raise awareness and facilitate continuous improvement in our approach to keeping modern slavery out of our supply chains. Underpinning our approach are our Code of Business Ethics, Vendor Code of Conduct and Human Rights Policy, which require compliance with applicable labour laws, prohibit forced labour, and prohibit modern slavery in all forms.

Tétris encourages transparency and reporting of issues by suppliers and maintains a global ethics helpline as well as a website to enable anonymous reporting by third parties. We have a non-retaliation policy for reporting of issues or incidents in good faith and we encourage all staff, vendors, contractors, sub-contractors, and clients to report any issues.

Supplier diversity

Tétris is committed to advancing diversity and inclusion in our supply chain. We belong to the, JLL Group and through this we are engaged with JLL's formal Supplier Diversity Programme. For Tétris, we are looking forward to drive and to improve supplier diversity across all countries we operate in.

Tétris sustainable supply chain taskforce

To move forward with the integration of sustainability criteria in our procurement strategy, a dedicated taskforce has been built across EMEA in 2020. Led by Tomasz Madej, our Head of Supply Chain & Procurement – Tétris EMEA, this team gather different profiles, from senior designers to junior interior architects, EMEA Sustainability, Sourcing and Procurement Managers. This taskforce will be leading on the Supplier engagement summary.

Integrating sustainability criteria in our key framework contracts

In 2020, Tétris started to integrate five sustainability criteria in its key EMEA framework contracts. By signing the contract, the supplier acknowledges it has read and shall comply with the objectives and requirements of Tétris Sustainable Supply Chain Management and Procurement Policy and Global 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 and inclusivity and health and wellbeing 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

An interview with



Tomasz Madej

Head of Supply Chain
& Procurement, EMEA



Maggie Weber

Cost Manager,
South Africa

How does sustainability interact with your role?

Maggie Weber: It has an impact on every costing we take on based on what's specified from the get-go, so it's integral to my role. We need to design and cost practical sustainable solutions which match or exceed our client's expectations.

Tomasz Madej: Sustainability has an increasing role in everything we do in supply chain and the supply chain is evolving in terms of sustainability. Some of our biggest suppliers committed to zero carbon years ago. Now, even smaller suppliers have a diversity policy as well as health and safety. Through working with us, our clients can improve their sustainability. Also the supply chain cannot live without

sustainability. When we select partners, we work with sustainable ones and ones that share the same values and commitments as us. Environmental and social impact are the elements we strongly consider when we select our suppliers.

What lies ahead in terms of sustainability?

Maggie Weber: In the past year, we've increased our engagement with sustainability ten fold. We have established a taskforce that is dedicated to strategizing ways to maintain a sustainable supply chain. I'm hoping to build on what we achieved last year. While I believe we could do some more in terms of helping others become more sustainable. We have started off with identifying the most sustainable suppliers to engage with, put frameworks in place

and distribute to our wider teams. We are working to onboard a technology solutions company who will be able to provide a sustainability score for each supplier. This will enable us to accurately measure how environmentally friendly our project has been and also see how we can improve on future projects.

Tomasz Madej: I think the general trend will be that clients see the value in creating a sustainable workplace because of the benefits it has for their employees and surrounding communities. Through choices made through the supply chain, we can really help clients achieve reductions on carbon emissions and their footprint. This has the knock-on effect of helping people feel safe and happy when they go into the office.



Waste management on clients' construction sites

At Tétris, we pay particular attention to waste management on our project sites and for our clients. Our ambition is to ensure the environmentally responsible management of this waste with the aim of minimising its volume and impact on the environment. We are looking for an ideal approach to the circular economy and are constantly working to improve in this area. For us, waste management is also about surrounding ourselves with partners who are beyond reproach in this area.

Not only do we provide our clients with innovative and efficient waste management systems in

our projects, including the installation of waste separation bins within the fit-outs, but above all, we pay close attention to optimal waste management throughout the project. Each project is to conduct and record an Environmental Risk Assessment and to produce a Project Environmental Plan to complement the Construction Phase Health and Safety Plan. These are to be completed prior to each project commencing and be updated as required throughout the duration of the project. On projects where substantial demolition or strip-out is taking place, it is a requirement to also conduct a Pre-Demolition Audit. This may also be a client

requirement where they have asked for a Site Waste Management Plan. Tétris-HSE-PP-026 Pre-Demolition Audit should be consulted for further information on this requirement. Form template Tetris-FM-HSE-093 Pre-Demolition Audit is available for use.

We formalised this approach with the establishment of Tetris-HSE-PP-025 Project Level Environmental Risk Assessment and Tetris-HSE-PP-026 Pre-Demolition Audit. In 2021, our priorities will be applying the new Tetris EMEA Health, Safety and Environmental policies related to waste.

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Our ambition is to provide strong support from a regional level with the aim to make our approach consistent in all our countries. We want to implement sustainable waste management principles in our daily process and move towards doing zero waste projects. We also aim to improve our data collection regarding waste management.

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**Joanna
Gajewska-
Sokolowska**

Deputy Chief Operating Officer





Engaging
our people

2020 was a year like no other, as our people around the world reacted to the COVID-19 global pandemic and began adjusting to the new — and next — normal of work, life, education and socialisation. Weathering these challenging conditions, our people showed extraordinary fortitude, flexibility and commitment, as we figured out how to work together as a global, virtual team of more than 820 people.

- The crisis became a time to reinvent how we engage with our people. We rapidly adjusted to home-working, hybrid-working and client-site working, where our teams supported vital healthcare facilities and other essential services.
 - We offered new tools, training and forums to provide guidance on how to work in the new normal, while enabling employees to continue to connect with each other, learn and grow.
 - We supported our employees and communities in the stand against social and racial injustice and reinforced our resolute commitment to building an inclusive and diverse culture where everybody, virtually and in the workplace, feels like they belong.
 - We redefined our approach to wellbeing and flexibility, and more fundamentally, our ability as an organisation to be agile and resilient in the face of challenge.
- We promise to help our people achieve their ambitions by enabling them to explore new opportunities, build expertise, create long-term careers, work with talented people, and succeed through inclusion.
 - Through both a new, global approach to talent management and our new people survey, we gained additional insights into how our people are feeling and thinking about the Tétris environment. We also launched tools for managers to facilitate higher quality conversations with their people. We created more expert, global processes.
 - We developed one consistent way to measure performance, potential and development in our cyclical talent development initiatives including year-end performance reviews, mid-year talent reviews and succession planning.
 - This year, we're continuing to innovate and streamline in recruiting and onboarding.
 - In addition to developing leaders, we support our people in their career planning and progression at every level. We refined our career framework, exploring new ways to use it as a foundation for career development and progress.



2020 Highlights

820

employees

108

new hires (permanent contracts 2019/2020)

850

online training hours

47%




of global workforce are women

20

languages

18

nationalities

Our sustainability mid-term targets Key:  Completed  On Track  Behind

Pillar	Target	Status
People	Demonstrate our commitment plan to wellbeing with a dedicated action plan by end of 2021.	
People	Train 50% of managers on adjusting approach to wellbeing needs of employees by end of 2023.	
People	Together with JLL, refresh wellbeing resources and achieve at least 10,000 regular users by end of 2021.	
People	Improve gender balance in our Tétris teams, managers, and leaders by end of 2021	
People	Together with JLL, achieve a best-in-class inclusion score of 79* by 2023.	
People	Establish a process for gathering and reporting on incidents in all Tétris countries and ensure that employees are consulted on health and safety by end of 2021.	
People	Together with JLL, contribute to reduce employee lost time injury frequency rate by 10% off of the two prior performance periods by 2021.	
People	Together with JLL, contribute to the target to reduce JLL's Accident Severity Rate (ASR) year on year.	
People	Together with JLL, contribute to the target to achieve a safety culture score above the industry standard benchmark year on year.	

Our culture of diversity and inclusion

Diversity and inclusion (D&I) have always been important to our people, business, clients, partners, and communities. And at Tétris, we have always seen D&I as strategic imperatives for the way we do business. Powerful social movements and heightened awareness of the racial and social inequities around the world served as catalysts to deepen our commitment at every level of our organisation to our D&I efforts. At Tétris, we succeed through inclusion and celebrate the characteristics that make us unique. This includes ability, education, generation, industry experience and thinking style, along with gender, ethnicity, race, religion, and sexual orientation.

In 2020, together with JLL, we launched an enterprise-wide strategy to embed D&I more deeply into the DNA of our company, focusing on taking a leader-led approach, ensuring action on a global, regional and local scale. We engaged an external D&I coach to assist our leadership team in refreshing our strategy based on our desired future outcomes and recognised best practices. We began new initiatives, such as establishing reverse mentoring programmes to support candid dialogue, empowering employees to share their experiences with senior leaders. Executive leaders across all our regions committed in various ways to participating and contributing to strengthening our D&I.

We are intent on embedding diversity and inclusion as a core part of our business practices, in every step of our business cycle, from recruiting and onboarding to proactively identifying and preparing a diverse pipeline of future leaders. A major initiative in 2020 to help diversify our external hires was the launch of a new AI-based candidate assessment technology which aims, in part, to remove bias from the recruitment process.

In 2018, we successfully established and externally committed to a goal to improve representation of females in senior leadership over the next three years. We also developed a three year global strategy to build a more diverse talent pipeline.

Our global D&I strategy is on a progressive journey, and our success is contingent on unwavering commitment and relentless consistency. Together with JLL, we build this commitment through the roll-out of global, regional and local initiatives.

As of December 2020, 30% of our board and operating committee members and in our senior leadership people are female. 31% of people in our management positions are female, and 47% in our total employees. In addition, of our executive hires in 2020, 44% were female.

2020 diversity data	Male %	Female %
Total employees	53%	47%
Management	69%	31%
Senior leadership	70%	30%
Board and operating committee members	70%	30%

Recognitions

JLL has received recognition for its work in diversity and inclusion over the past year, including being awarded:

- | 9th on Forbes America's Best Employers for Diversity 2020
- | Listed on Forbes Americas Best Employers for Women 2020
- | Best Places to Work for Disability Inclusion – scored 90% on the Disability Equity Index 2019-2020
- | Rated as a Military Friendly Employer 2017-2020
- | Top 100 in Stonewall's Diversity Champion Program and top 10 in Stonewall's Top Trans Employers
- | Top 100 in Ethos Institute's Diversity Guide

Read more about JLL diversity and inclusion here.

JLL Women Inspire campaign kicks off International Women's Day

For JLL, International Women's Day is not just one day, but every day, because diversity and inclusion are core to our culture and our purpose of shaping the future of real estate for a better world.

In 2020, JLL launched the “JLL Women Inspire” campaign to elevate and showcase the voices of some of our most senior women leaders by asking them:

- | **Who is a female inspiration/role model to you and why?**
- | **How are you inspiring women to achieve their ambitions at JLL?**
- | **Why does inclusion matter to you?**

“JLL Women Inspire” kicked off on International Women's Day, which takes place on 8th March, and carried on throughout the year, focusing on sharing insights from our women leaders on the JLL website, corporate social media platforms, internal communications, events and many other avenues.

These amazing women and allies brought the campaign to life with their insight, leadership and humanity in a genuine, authentic and credible way. “JLL Women Inspire” shines a light on our culture, our respect for and commitment to Diversity and Inclusion, and our diverse women leaders around the world. And the strategy created stories that live on past International Women's Day, as the theme of inspirational women always creates relevant, powerful stories.

The vision also helped JLL with its goal to attract and retain diverse talent, engage and inspire employees, drive our culture of belonging and increase the number of women employees around the globe, including more women in our management and leadership band. The campaign lives on today and truly showcases JLL's commitment to Diversity and Inclusion.

Cultural diversity

One of the strong points of Tétris is also the cultural diversity of our organisation, the multicultural aspect of our teams, their highly international dimension, the presence of 15 nationalities and the use of 12 languages on a daily basis.



Developing our talented workforce

Providing strong opportunities to help people grow in their jobs, progress their careers and develop market relevant skills is critical to sustainable business growth and long-term organisational health. In 2020, our challenge was to continue to upskill, train and coach people in an entirely virtual environment.

The newly established Global Learning and Leadership Development team stepped into gear in parallel to the start of the pandemic with the main objectives of accelerating Tétris' learning culture growth, delivering a global offer of best-in-class content, revamping learning processes and developing cutting-edge learning analytics, with the additional complexity of succeeding in those objectives virtually.

2020 proved to be a record setting year in globalized learning adoption, highlights include:

- On average, employees spent nine hours in instructor-led and on-demand learning sessions in 2020.
- Nearly 100% of employees with access to our online learning took a course.
- We pivoted our Real Leadership offering, which focuses on leading self, leading others and leading leaders, to virtual webinars.
- We launched JLL Virtual Learning, in seven languages, with great adoption and videos on hot topics from leadership to D&I to innovation to sustainability.

In a year marked by stress, distractions and new business challenges, our employees' commitment to their own continued growth and development was remarkable. 2020 provided a foundational roadmap for our global learning and development offering and has successfully set us up for the launch a transformational global Learning Management System in 2021.



Embedding a performance culture: reward and recognition

We provide reward and recognition opportunities that deliver on our employees' ambitions. In 2020, we continued to reinforce our performance culture. Despite the uncertainties generated by the pandemic, employees continued to adopt our new technologies to set and track their goals. All of our employees used our global performance management system. For the year-end performance and annual review, we had over 86% of our employee's performance rated on our platform and calibrated by their manager and HR teams.

Recognition is a key lever for employee retention and engagement. In 2020, we started to take our digital reward platform, Going Beyond, global. Going Beyond offers real-time reward opportunities that range from simple digital expression of thank you to larger point-based awards.

Pay Equity is an important topic for us and for our industry. While the requirement to report on

the Gender Pay Gap was dropped in the UK in 2020 in response to the pandemic, JLL voluntarily completed their reporting and results. As part of our commitment to equity and ethics, we conduct regular compensation and promotion reviews to help ensure that our employees are treated fairly, regardless of their gender or race, ethnicity, religion, or sexual orientation.

Listening to our people

In 2020, our JLL Employee Survey proved to be a critical tool to measure engagement and to check in on how our employees were feeling and coping during the pandemic, as well as to identify any pressing needs. Managed by an external provider to ensure complete confidentiality of responses, we ran a total of three surveys over the year, in March, May and November.

Over the course of the year, employee participations rates increased from 39% (March) to 53% (May) to 65% (November), with a strong participation rate from both men (62% in November) and women (70% in November).

Benchmarking engagement scores during such an unprecedented year proved quite difficult given the varied circumstances country by country and person by person. Therefore, we used our pulses as a means to get actionable insights for the moment, measuring employee engagement levels during a difficult times, identifying pockets of the organisation that struggle with COVID-related issues, discovering ways to help our employees with the re-entry process and gauging how well employees understand and view our evolving business strategy, purpose and commitments to key initiatives. The insights from these surveys have driven some core actions in D&I, wellbeing, safety, and career development, to highlight a few.

In 2020, we conducted a survey to measure the wellbeing and satisfaction of our employees and:

- | 57% of Tétris employees answered the survey
- | 76/100 was the average wellbeing note that our Tétris staff gave
- | 78% of employees would recommend working for Tétris

An interview with



Laura Roxburgh

Human Resources Director, EMEA

Can you tell us more about your role and background?

I'm the EMEA Human Resources Director for Tétris. I started out in recruitment then moved to human resources, business partnering and leadership through engineering, professional services, property and, finally, design and build.

How does sustainability shape your role?

Sustainability is important to the role because it's the right thing to do. It's also important to me personally that I work for a company that prides itself on having a strong, sustainability-first ethos. From a recruitment perspective, sustainability is really important when attracting millennials and Gen Z candidates as it's something these

generations really care about; they'll ask about what we do as a company in terms of being ethical and sustainable. We want to develop and retain talent and sustainability has to be a key pillar to show our people we believe in it – it's not a tick-box exercise but is something we are committed to. Honestly, it impacts everything I do!

How did COVID-19 affect human resources and our people?

2020 really shone a light on the importance of mental health and ensuring we look after people's wellbeing even more so than before. We set up lots of different initiatives such as LinkedIn Learning, free access to the Headspace app, mental health first aid training, and diversity and inclusion awareness. We

also wanted to ensure that people feel like they can bring their whole selves to work, so we introduced flexible working patterns, opportunities for people to work in their own ways and locations, opportunities to join different groups like our Women in Business network, and our reverse mentoring programme for the ethnically underrepresented.

We are also working on a global recognition programme to acknowledge people who have gone above and beyond. We're also thinking about flexible benefits that allow people to get and redeem rewards that are specific to them. If anything, the pandemic has reiterated how all companies need to focus on the individual and tailor-make a package that is specific to them.



Employee sustainability training, learning and development

In a year marked by several local confinements within the countries in which our teams operate, we offered our employees numerous online training courses, with the aim of developing our talents on several subjects related to sustainability such as:

- Health, safety, security and environment
- Diversity, inclusion and belonging
- Wellbeing
- Unconscious bias
- Ethics, Legal and Compliance
- Code of business ethics
- Sustainability certifications
- Sustainable design
- Sustainability strategy and added value
- Technology collaboration tools

Our teams could also benefit from an internal intranet dedicated to sustainability training. We gathered resources to encourage our people to take an active role in making Tétris a leading sustainable design and build fit-out specialist.



2020 highlights



1247

hours of sustainability training have been delivered to our people



10

categories of sustainability trainings delivered



10

webinars delivered

We are constantly seeking to improve the sustainability skills of our teams by listening to their needs and providing them with the latest training in these areas and we will continue this approach in 2021.

Our Sustainability Ambassadors

In 2020, our teams' commitment to sustainability was strong, with the emergence of working groups and think tanks in several countries. New local sustainability ambassadors have joined our teams and reinforced our dedicated sustainability governance team, advisory group, and sustainability country representatives.

Spain sustainability groups

In 2020, in Spain, our Tétris teams have created a local working group of several taskforces. Eleven employees work to implement the sustainable development strategy in the country. All departments and business units are represented and involved. The different taskforces are working on various issues such as waste management, training of employees on environmental certifications, implementation of a sustainable supply chain, and sustainable design.

As a result of 2020's key initiatives and actions, 28 people have participated in a specific training regarding sustainability certifications and standards. Twenty eight members of the Spanish design team are recognised as "BREAM Associates" and have

also received specific training regarding the WELL Building Standard Certification.

France sustainability groups

In France, our Tétris teams meet regularly to discuss different issues around sustainable development. These exchanges are consolidated around a "green lab", bringing together all the company's profiles and professions, as well as all the departments and business units. The aim of this group of 14 sustainability ambassadors is to develop the strategy at a local level and to share best practices or provide innovative solutions.

In May 2020, a new working group was also created to bring together our most motivated employees on sustainable development at the level of our regional entities in France, including the sites of Lyon, Lille, Marseilles, and Bordeaux. More than 17 employees are looking to move Tétris France forward on issues such as internal communication related to sustainable development, sustainable design, sustainable construction and build, circular economy, reuse, and recycling issues. The objective is to develop a regional dynamic called "Force Verte" to ensure that each employee can implement strong sustainable development actions on a daily basis and to create a network of local partners.



Our culture of health and safety

At Tétris, we are committed to providing all our employees with a safe and secure workplace that protects them from safety risks and hazards. Tétris advocates a ‘safety first’ policy at all of our workplaces. The health, safety & welfare of our employees, clients, contractors & visitors are of the utmost importance to us and under no circumstances will this be compromised. All employees have a responsibility to contribute towards achieving this goal.

To achieve this, we are committed to acting in accordance with all applicable health and safety laws and regulations. We have also defined our own rigorous safety protocols and standards established across our sites. In 2020, we placed a strong emphasis on training our employees to ensure that everyone complies with applicable safety policies and procedures, with the ability to identify and manage potential safety risks.

“One team S.A.F.E.R together” approach

Tétris is fully committed to creating an environment that unequivocally protects our employees, our clients and our supply partners. Our safety vision is ‘One team S.A.F.E.R together’, a global approach to embed safety behaviors throughout its operations. In 2020, we continued to strengthen our focus

on the health and safety of our employees and supply partners in our own offices and the sites we manage on behalf of our clients by delivering our “One team S.A.F.E.R together” programme. This is an ongoing programme focused on employees and subcontractors aimed at improving our safety culture by defining the behaviors we expect staff and contractors to embed into their approach to work.

Our Health, Safety, Security and Environment (HSSE) programme, with strong support from our JLL Group, is based on a regional approach and is structurally reinforced locally with several HSSE Lead profiles to ensure excellence in its application. We strive to continuously improve our safety performance by focusing on regular identification and updating of hazards, assessment of new risks in the environments in which we operate, constant internal communication to our teams, and provision of accurate resources via a dedicated intranet. As part of this programme, Tétris has appointed an EMEA Health, Safety, Security and Environment governance team and advisory group to build a consistent approach to health and safety, knowledge sharing and technology adoption across our international operations. We have continuously consolidated our Health and Safety teams into a single global direction bringing together more than 18 health and safety professionals working

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Despite COVID-19, we achieved fantastic fit-out spaces and managed to adapt ourselves. We wanted to provide the best service and design for when the pandemic ends. Despite the uncertainty, we continued to work where we could and where we thought we could provide the right level of safety, but we didn’t change in terms of our ambition and quality. In the middle of the pandemic, we were managing ~300 projects across EMEA.

Asides from COVID-19, we celebrated our first Safety Week in Europe and reported zero accidents last year. Both of these were great achievements.

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**Joanna
Gajewska-
Sokolowska**

Deputy Chief Operating Officer

throughout different countries. This has enabled us to better leverage the experience, strength and depth of health and safety knowledge within our business, ensuring that we build a consistent strategy to knowledge sharing and technology adoption across our global operations.

Our S.A.F.E.R Behaviors

- S** – Speak about safety
- A** – Act safely
- F** – Focus on safety standards
- E** – Engage in safety initiatives
- R** – Recognise safe performance

Tétris celebrates its first Global Safety Week in September 2020

Now more than ever, the importance of health, safety and wellbeing has been intensified in our daily lives as a result of the pandemic. While always a priority, our commitment to the culture of safety is essential. The foundation for “One team S.A.F.E.R together” drives us to build a yet stronger HSE culture. Each one of us has a role to play in creating safe and healthy environments for our colleagues, clients, suppliers, service partners and communities.

During 21st – 25th September, Tétris participated to its first Global Safety Week, an opportunity to recognise, reflect upon, and recommit to the importance of creating safe and healthy environments for our colleagues, clients, suppliers, service partners and communities. From South Africa to Spain, from France and Switzerland to United Kingdom, our teams across the region celebrated the first Tétris Global Safety Week enthusiastically. We focused on embedding our theme of “One Team S.A.F.E.R. Together” to promote expected safety behaviors. Activities involved Tétris staff, supply partners and clients and included webinars and seminars, site-based training, awards, poster design competitions and a video competition. To demonstrate our commitment to safety we asked all our Tétris employees to sign a safety pledge.

South Africa

Our South African team produced dedicated daily posters to be shared on sites and on Tétris premises and decided to nominate a Safety Star for 2020.

United Kingdom

Our teams created and developed an internal awareness campaign around Health & Safety with various S.A.F.E.R. awareness activities organized for all staff (raising awareness about health and safety policies, tool box talks on Dust including PP-HSE-021 requirements, teams briefing for the build team on required standards for the site set ups).

Spain

Our teams in Spain developed a highly engaging awareness health & safety campaign around various S.A.F.E.R. activities on sites (collaborative speech on health and safety, visits to the sites, participation of Tétris workers through playful vignettes to identify health & safety risk factors or situations, health & safety supplier surveys).

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Last year has shown what an asset health and safety managers are to the whole business and also showed that we do much more than just health and safety. COVID-19 obviously shone a light on the importance of health and safety in everything we do. The pandemic was in overdrive, so we had to react quickly. We had to ensure that we were respecting local laws and restrictions according to each country as some countries locked down sooner than others, for example.

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Patrick Hailstone

Quality, Health, Safety and Environmental Manager, United Kingdom and HSE Process Improvement Manager, EMEA

France

An awareness training was organised with various sessions conducted by the local team and more than 140 attendees were specifically trained on COVID-19 health & safety management processes. More than 20 sessions were organised in Paris, Lille, Lyon, Bordeaux, and Marseille.

Safety performance

We are constantly working to improve the collection of health and safety data at our various local entities.

There were ZERO Tétris employee fatalities reported in 2020.

There were ZERO Tétris accident reported in 2020.

Health and safety management systems

It is important to note that all our health and safety management systems are aligned with ISO or equivalent standards. Congratulations to our Tétris international teams that managed to achieve their first ISO certifications. A long process and after several months of preparations, our team's great contribution and dedication offers our business credibility and recognition for Tétris expertise. It demonstrates our ability to meet with international health & safety standards in our market industry, and an impressive accomplishment.

2020 Tétris health and safety, environmental and quality management systems overview

Country	Occupational Health & Safety	Environmental Management	Quality Management
United Kingdom	ISO45001:2018	ISO14001:2015	ISO9001:2015
Spain	ISO45001:2018	ISO14001:2015	ISO9001:2015
Italy	ISO45001:2018		ISO9001:2015
South Africa	In process	In process	In process
France	In process		



Our culture of wellbeing

Our wellbeing heritage: to create amazing spaces where businesses and relationships thrive

Since 2003, Tétris has rolled out wellbeing initiatives for employees and is strongly committed to providing its employees with an environment that promotes physical and mental wellbeing. This is an inherent part of our corporate culture and sustainability goals. We pay close attention to the design of our workspaces, with a desire to make them real places to live for our employees. In 2020, despite the exceptional context marked by the COVID-19 pandemic, we have maintained our efforts in this area with, for example, the creation of new offices in Lisbon and Lille, designed to promote the wellbeing and concentration of our employees and to strongly stimulate teamwork and creativity.

We are experts in using innovative furnishing solutions and collaborative spaces to optimise teamwork and productivity, and we put this expertise to work for our employees. Our workspaces are designed to provide maximum comfort to their users, with a wide variety of office furniture, but also with the aim of reducing stress with relaxation areas and improving concentration with innovative acoustic solutions.

The impact of the COVID-19 pandemic

As a result of the pandemic, wellbeing has become an increasingly top priority at Tétris as employees and their families continue to face physical and mental health challenges, increased work demands, caregiving challenges, and feelings of isolation and loneliness. Along with all the local initiatives, Tétris employees benefit from JLL's wellbeing employee site, which provides access to tips for self-care and stress management, resources for working caregivers, information about employee health benefits and assistance programs, wellbeing webinars, and a plethora of other resources. Financial wellbeing and inclusion in the workplace are other important topics highlighted on the site. Additionally, when re-entering the workplace, after lockdown periods, Tétris knew it had to be a knowledgeable guide to the safety protocols and guidelines for its employees. The sharing of ongoing health, safety and local guideline information with employees across the organisation became a key priority for Tétris. We reopened all our offices around the globe, invited our people back, and helped them navigate the space and feel safe, all while remaining flexible to people's needs.



An interview with



Mathias Grossman

Managing Director, France

Can you tell us about wellbeing at Tétris?

Wellbeing is part of our corporate culture. Our objective is to make sure that our employees feel good. Taking care of our employees and making them feel good in their workplace is essential. That is why we regularly redesign our workplaces to maximise the feeling of wellbeing among our employees. Within our office at Cœur Défense, we have favoured a diversified approach. So-called informal retreat spaces, where employees can isolate themselves to work individually or in teams, are integrated into the heart of more traditional and formal spaces. Our WorkCafé is large in terms of square metres compared to the number of employees. We have designed it as a living space and a meeting place where teams can meet, exchange ideas, have lunch together but also get together to work more informally. Our offices obviously include numerous meeting rooms, digitalised meeting rooms and coworking spaces for our employees in the Paris region and for international employees who are visiting our offices.

How do you think COVID-19 has changed office design?

Companies had to adapt very quickly and make arrangements for their employees to work outside their offices. Digital tools have enabled this rapid transformation and managers have realised that teleworking is a real opportunity for their organisations. The workplace of tomorrow will be a space for wellbeing, creativity, and collaboration. The COVID-19 pandemic has accelerated trends towards flexible, employee-centred workplaces, creating a significant opportunity to reimagine the design of the office. Designing a low-density workplace is about aligning the need for interaction and collaboration with health and safety requirements. With low-density design and fewer people in the office, tasks and projects need to be reorganised to accommodate remote working while recreating the same collaborative energy as when everyone was physically present.

Does social distancing mean the end of open space offices?

Remote working cannot replace human interaction over coffee, lunch, or a chat in the corridors. It is important to come back to the office for exchanges, communication, and social interaction. It is not possible to physically disconnect 100% from colleagues. Yes, the practice of social distancing must be reflected in the layout, but it is important that communication and collaboration doesn't suffer as a result.



Strive for
excellence and
*Achieve
Ambitions*










Transforming our workplaces

Our approach

In our global operations, we strive to limit our impact on the environment wherever possible. At Tétris, we recognize that the systemic nature of global warming requires changes to be made at all levels of our organisation, including the management of our workplaces. We are constantly seeking to make our workplaces more sustainable and are striving to limit our energy consumption, optimise our waste management, and reduce our water consumption, while focusing on a people-centered approach to the wellbeing and health and safety of our employees.

Our mid-term sustainability targets

Key:  Completed  On Track  Behind

Pillar	Target	Status
Workplaces	Science-based target: together with JLL, contribute to the target to reduce absolute scopes 1 and 2 emissions by 68% by 2034 from a 2018 baseline year.	
Workplaces	Sustainable procurement framework (level 1) to be adopted globally by end of 2021.	
Workplaces	Establish smart targets and goals for all our Tétris offices, enabling us to achieve more with less impact by end of 2021.	
Workplaces	Set ambitious new sustainability requirements for our Tétris global office portfolio by end of 2021.	
Workplaces	100% of Tétris offices have waste streaming and recycling programs in place by end of 2023.	
Workplaces	100% of Tétris offices in high water-stress areas to have water management plans in place by end of 2023.	
Workplaces	Top 8 Tétris countries (referred to as the J8) to reach level 2 of the Sustainable Procurement Framework by end of 2023.	
Workplaces	Remove single-use plastics from all Tétris offices by 2023.	
Workplaces	Take unified action responding to the current crisis in the way our workplaces will be adapted to the new circumstances in terms of health and safety, wellbeing and flexibility by end of 2021.	

Focusing on healthy and sustainable buildings for our offices and wellbeing for our people

The buildings in which we spend so much of our time can have a huge impact on our health and wellbeing. At Tétris, we want to provide our employees with office environments that are not only safe and secure but also foster and promote mental and physical wellbeing. We seek to do this by incorporating best-in-class sustainable buildings standards for our offices wherever possible.

Sustainable buildings not only have a reduced impact on the environment, they provide workplaces which support health, wellbeing and productivity. We seek to apply sustainable practices whenever we can, and fit-outs provide a great opportunity for us to do so.

We certified two of our offices through the rigorous BREEAM and LEED standards, reflecting a strong commitment to the health, wellbeing and comfort of our employees. For example, our Tétris teams in Madrid are sharing their offices with JLL teams. The 20,311 sq ft office located Paseo De La Castellana 79 in Madrid received LEED ID+C: Commercial Interiors (v3 – LEED 2009) certification and achieved Platinum certification level on 8th November 2018. Our Tétris offices located on Levels 27-30, Building A, Plac Europejski 1, 00-944 in Warsaw received BREEAM 2009 Europe Commercial: Offices (fit-out only) certification and achieved Very Good level on 27th June 2017.

2020 highlights

11 offices are located in sustainable and certified buildings

2 offices benefit from a certified fit-out

2 new sustainably designed offices in Lisbon and Lille

36,5 K of Tétris Square Meters office space

27,8 K of Tétris sustainable Square Meters office space

76% of our office space benefits from environmentally certified requirements

In conversation with Betty Surgis

“

At Tétris, we firmly believe that office fixtures and fittings play a crucial role in the wellbeing and performance of employees and turn workspace into living space with personality and soul. Thanks to our specific Furniture & Solutions department, we have the expertise to make office environment a priority so that it becomes a real driver of the brand image and a true reflection of the company culture. We know that office fixtures and fittings must combine comfort, functionality, ergonomics and efficiency, and help to make it a pleasure to be in the workplace. The set-up must be adapted to the individual, but also to the group, and provide modular, flexible and varied solutions to encourage discussion, the sharing of information and social contact.

”



Betty Surgis

Head of Furniture Solutions, EMEA

Tétris offices in Paris La Défense

Design and delivery of our offices

Tétris moved into its premises on the 39th floor of the Coeur Défense complex in February 2015. Of course, we fitted out the future office spaces ourselves with transparent surfaces, curved lines and openness. Connected meeting rooms, fitted out with innovative digital systems. A number of informal areas to encourage exchanges between colleagues. Discreet and effective window decals.

Cœur Défense is highly committed: obtaining HQE Exploitation (High Environmental Quality, Operations category) certification in 2009 was the culmination of a concerted approach to sustainable development adopted by Cœur Défense. This “Tertiary Building Operation” label, issued by NF, the French standards association, is testimony to the complex’s performance in the areas of eco-construction, eco-management, comfort and health. Cœur Défense was awarded a “Very efficient” ranking for nine of the 14 environmental targets in the HQE standard. The building is also Breeam In Use certified with the following ratings: Sustainable Building – Excellent – and Sustainable Management – Very Good.

Indoor vegetable gardens in our offices

We implemented our first indoor vegetable garden for our offices in Coeur Defense. We installed it in the cafeteria where we grew some lemon basilica plants and created some gardening workshops for our employees. It was a good way to make our offices green while creating a friendly working atmosphere. The vegetable gardens encourage inter-departmental meetings and bring employees together to limit working in silos.

Atrium greening and sustainable building transformation

Without having developed the whole design, we have still strongly participated in the sustainable transformation of the building by developing new green spaces and by integrating nature in the atrium and within several spaces, but also by carrying out the works of two restaurants with a premium concept, innovation and strong emphasis on the wellbeing of users.

To find out more on this project, visit www.tetris-db.com

CASE STUDY



Tétris gets a new sustainable office in **Lisbon**

JLL and Tétris and their values are a constant presence in the new Lisbon office, with several decorative and chromatic elements to mark it. It also incorporates elements of its local surroundings, scoring the space with typically Portuguese pieces and materials, such as cork or Bordalo Pinheiro ceramics.

Sustainability is one of the main focuses of the new Tétris and JLL office. From the beginning, you can see that we have used recycled materials, repurposed furniture and equipment, and have also used LED lighting throughout. The emphasis on sustainability is also visible through the strong presence of biophilia concepts, plants all over the office, and the freeze-dried plants suspended from the ceilings. Also the space has been designed to reduce the carbon footprint as much as possible. The office was designed without ever neglecting the quality of the architecture or the experience of the people. Proof of this efficiency is in the “double” function of the workspace, as it also works as a Tétris showroom.

The new office hosts the different pieces of furniture and decorative elements that Tétris works with in its projects being fully used by its employees, thus functioning as a living showroom for customers and testing for employees. In structural terms, the new office integrates two major areas, united in the purpose of providing the best experience to those who use the space, both as an employee and as a client. On floor 8 is the “factory”, the strength of the company, where the teams will mainly be the most active. Here are the jobs and the collaborative zones, with the great novelty that there are no places allocated. On floor 11 are the meeting spaces, the common cup area and a hybrid auditorium prepared to receive all kinds of events, from internal training to external events, as well as the JLL and Tétris Café. This floor has been specially designed to welcome customers and employees during breaks.

To find out more on this project, visit www.tetris-db.com

CASE STUDY





Tétris gets a new sustainable workplace in **Lille** in a BREEAM Very Good Certified building

An innovative upcycling approach

In order to bring all of the Lille employees together in one place, Tétris designed and built a 600 sqm office space. Ideally located near the train stations, the SWAM is located in the heart of the Euralille business centre. The upper level is dedicated to the reception and customer experience spaces (material library, reception, work café, coworking), while the lower level is reserved for work spaces. The layouts are designed in a friendly, corporate and collaborative spirit, in line with the Group's values. The offices are a demonstration of Tétris' and JLL's wide range of skills, with an aesthetic and functional showroom:

change management, space planning work in accordance with staff needs, and in an agile and flexible perspective, and installation of advanced architectural materials.

As an extension of the BREEAM "very good" certification of the building, we wanted to introduce an "upcycling" approach in some areas.

To find out more on this project, visit www.tetris-db.com

CASE STUDY

BREEAM Very Good Certified office in **Warsaw**

The fit-out of the new Tétris and JLL office in Warsaw has been carried out in the full design and build model. The office is located in the tower of Warsaw Spire building.

Our task was to design and deliver a creative space that would positively stimulate users and create value for the company. On each floor, there are 15 to 20 rooms of various sizes. These include small rooms to work in concentration (ie. a library), creative spaces, and rooms for internal meetings.

The main themes of the office are Polish landscapes (forest, sea, beach), natural resources (coal, salt, amber), elements of folklore (Polish lace), as well as famous Poles.

For example, we created a library called Copernicus and a room called Maria Skłodowska Curie, which is adorned with prints depicting the elements of laboratory equipment.

The office is BREEAM Very Good certified.

To find out more on this project, visit www.tetris-db.com

CASE STUDY



Tackling energy and resource use

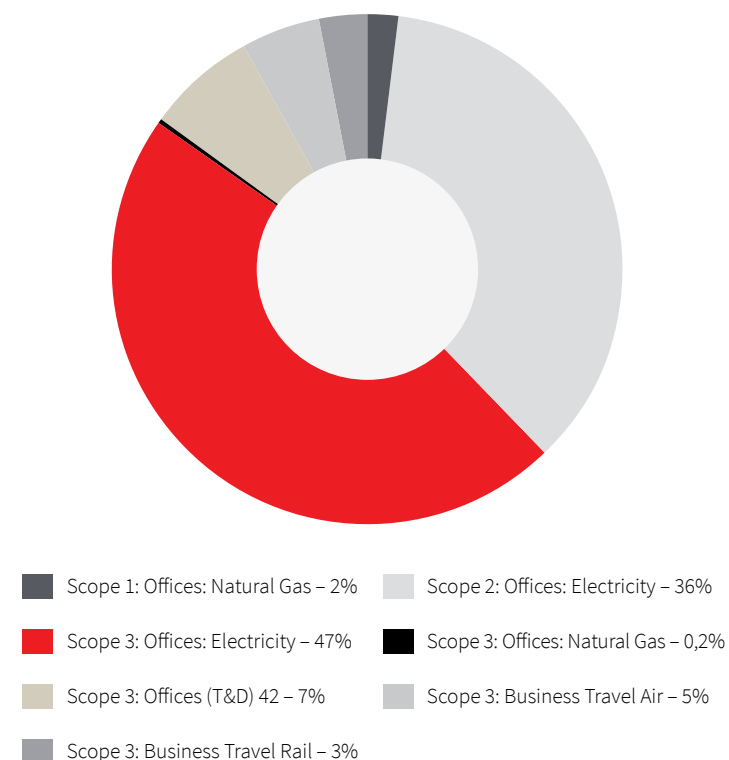
At Tétris, we fully acknowledge the threat presented by climate change and recognise our responsibility to act to mitigate its impact. Our group, JLL, set a science-based target for the reduction of our Scopes 1 and 2 carbon emissions, and an accompanying Scope 3 target which focuses on enabling our clients to act to reduce their own footprints. Aligned with the objectives of the Paris Agreement, SBTs provide a way for organisations to set emission reduction goals that aim to keep global warming below 1.5°C from pre-industrial levels.

Alongside the wider JLL business, Tétris is committed to minimising the impact that our operations have on the natural world. We are continuously working to improve our understanding of our environmental and social impact as a business. We believe data and KPI's are important in part of this, although due to the decentralised nature of JLL and our current reliance on processes and systems outside of our control, this remains one of our biggest challenges. We have built our own reporting regarding Scope 1, Scope 2 and Scope 3 emissions.

2020 Carbon Footprint in T CO₂e

Our Tétris 2020 Carbon Footprint GHG protocol scope	Category	Total (T CO ₂ e)
Scope 1	Total Scope 1	11
	Offices: Natural Gas	11
Scope 2	Total Scope 2	228
	Offices: Electricity	228
Scope 3	Total Scope 3	387
	Offices: Electricity	295
	Offices: Natural Gas	1
	Offices (T&D)	42
	Business Travel Air	34
	Business Travel Rail	16

2020 Scope 1, 2 and 3 Emissions Breakdown (T CO₂e)



Business travel and activities

Tétris 2020 business travel activities generated approximately 50 metric tonnes of CO₂e. In support of our aims of driving down business travel and providing staff with options to support flexible working practices, our employees are routinely provided with personal IT equipment that has web conferencing functionality. Our largest offices provide on-site video conferencing facilities in meeting rooms.

We are working hard to eliminate unnecessary travel and to encourage the use of less impactful modes of transport.

We encourage all our employees to make use of the technology we provide to eliminate travel whenever possible. We also actively work to select office locations that are accessible by public transportation to ensure our people can get to work in a way that is both low-cost and sustainable.

Waste

At Tétris we are committed to minimising the impact that our operations have on the natural world, including making reductions in the amount of waste we generate. It's for this reason that Tétris has committed to removing all single use plastics from our office portfolio by 2023. We are working with our JLL colleagues across our EMEA business to identify the volumes of single use plastics in our offices as a basis for prioritised action to remove them from our supply chain. Obtaining data on these impact areas from our global portfolio continues to be challenging. We're working on creating a robust baseline for our waste and water impacts which will allow us to set future reduction targets.



Reducing our environmental impact and eliminating single use plastic

In March 2020, in order to reduce our environmental impact, we equipped our French employees with an individual glass Retap bottle. The most sustainable way to drink water is to fill reusable containers with tap water or filtered water. The introduction of Retap bottles for Tétris allows us to eliminate the consumption of single-use plastic bottles and reduce the amount of waste generated on a daily basis. An independent study by Carbon Footprint Ltd shows that 17.99kg of CO₂ is saved each year by using Retap bottles compared to standard 500ml PET plastic bottles.

As part of the improvement of our workplaces, we have chosen to equip all our employees in France with a 50cl glass bottle.

Equipped with a cap made of thermoplastic elastomer (TPE), free of PVC, Bisphenol A (BPA) and phthalates, and easy to clean, the Retap x Tétris glass bottle is made of strong borosilicate glass, using up to 30% recycled glass. The glass itself is a natural material made primarily from silica sand.

Reducing the amount of waste linked to tea or coffee breaks

The beginning of an eco-responsible approach to our tea and coffee breaks.

One of the most sustainable ways to drink tea or coffee is to fill reusable containers. The introduction of ceramic mugs for our Tétris France staff in March 2020 enabled us to minimise the consumption of single-use plastic cups and reduce the amount of waste generated on a daily basis. Each employee can fill the ceramic mug at the WorKafé. Compared to a cardboard cup (with integrated plastic), using one mug offers many advantages: It can be reused over and over again and avoids the generation of non-recycled waste, which is systematically incinerated or landfilled.



Water

At Tétris we are committed to minimizing the impact that our operations have on the natural world, including making reductions in the volume of water we consume.

Zero Kilometres water

For its offices in the Cœur Défense building in Paris and its various regional offices in France, Tétris has chosen to implement the innovative and sustainable Castalie solution. Microfiltered water, zero plastic and zero kilometres in travel, which fits perfectly with our approach to reduce waste and protect the environment. Connected to the mains water supply, our various fountains improve the quality of our workspaces and microfilter the water locally, thus eliminating single-use plastic packaging and the CO₂ emissions linked to the transport of bottles. A concrete action for the plane, and for the wellbeing of our employees. Every year, 10 million tonnes of plastic waste end up in the ocean*, the equivalent of one plastic garbage truck per minute. Castalie fountains are eco-designed, manufactured in France and Italy. Water is microfiltered on site, so there is no longer transport between the source and the place of consumption. With this, we wanted to make a commitment and stop supporting this plastic pollution.

Air quality

In a context where air quality has become an essential element of employee wellbeing and an

expectation that has become even more pronounced with the health crisis linked to COVID-19, we have experimented with several innovative solutions within our work spaces. We will continue to develop this approach in the future in order to offer our clients possibilities to improve air quality and to continuously measure the evolution of its data.

Coeur Défense Robot

As part of our partnership with start-up Partnering Robotics, 2020 was marked by the presence of the Diya One X robot, a robot made in France with a unique intelligence that allows it to move fluidly and autonomously over large areas. Diya One X measures and collects eight parameters of interior wellbeing in real time (CO₂, fine particles, VOC, ozone, temperature, relative humidity, brightness, noise). Equipped with a unique filtration system, it creates a healthy air bubble around employees, cleaning of 99.95% of pollutants.

Air quality monitoring in Madrid offices

The current pandemic has highlighted the pre-existing need to review the quality of the air we breathe indoors. Today, ensuring adequate indoor air renewal has become a clear priority. This is especially true in spaces such as offices and educational or hospitality centres, where there is a high density of occupancy over long periods of time.

In 2020, our Tétris teams in Madrid decided to equip their offices with smart solutions, devices and sensors to monitor indoor air quality and facilitate correct ventilation.

The following air quality indicator parameters are measured: internal temperature, relative humidity of the environment, CO₂, indoor toxic pollutants such as formaldehyde, a wide range of total volatile organic compounds, dust particles in the air, temperature, relative humidity and atmospheric pressure of the outdoor environment.

Thanks to the continuous monitoring of CO₂ and other air quality indicator parameters, the information provided by these devices makes it possible to objectively assess whether ventilation is adequate and facilitates being able to act on the spot to ensure a healthy indoor environment. Our teams are working on continuous improvement regarding this approach with ultimate aim of proposing it to our clients.

Improving our workplaces data

Collecting a full data set for our carbon footprint has been challenging but we have been able to make significant improvements in recent months. To support efforts to drive improvements in our data quality, we are working alongside JLL's teams and have developed and implemented new data management systems and processes for our business. In addition to our efforts to improve the data relating to our portfolio energy consumption, we are working closely with other functions across JLL to ensure that we are able to collect good quality data on our waste, water, business travel, fleet operations, and other wider impacts.



Supporting our Communities

Our approach

At Tétris, we focus on employee volunteering and charitable contributions. Our people are committed to Tétris core values of teamwork, ethics and excellence. These values are the foundation of our organisation. Clients, employees, business partners and potential hires are drawn to these values, as well as our commitment to a sustainable future. As part of this commitment, we strive to be good corporate citizens. The work we do with our clients and through our volunteer efforts helps build robust and resilient communities that allow our business to grow and thrive. Tétris has always provided employees with consistent opportunities for community outreach, volunteering and engagement. We engage communities by giving our local operations the autonomy to tackle the issues that they see as priorities while reflecting the wishes and interests of our employees.

We are doing our best to establish consistent opportunity for employees at EMEA level to spend their time volunteering, with an aim to move towards a more unified impact-focused approach to community engagement in the longer term. We create shared value by forging local charitable partnerships, and by giving our people time to contribute personally to the issues that mean the most to them.

Our key principles

- Being aligned with our six material selected Sustainable Development Goals
- Providing employees volunteering time
- Supporting local communities
- Developing local charitable partnerships
- Giving our people time to contribute personally

Sustainable Development Goals

We will continue to support this approach going forward, while encouraging our employees to align their efforts with our six material Sustainable Development Goals whenever possible.

Our community actions in 2020

In 2020, our Tétris employees completed individual community improvement projects throughout our

different countries, ranging from volunteering for Se Tendre La Main and Architectes de l'Urgence to supporting of young people and the construction of schools in Madagascar, the rehabilitation of schools in Haïti, helping vulnerable populations in the French Maritime Alps after the passage of Storm Alex, and also helping in Lebanon following the explosion of the Port of Beirut.





Our teams also aided in the fight against the COVID-19 pandemic by supporting hospitals and their medical staff, with a donation to Fondation AP-HP in France and to Chris Hani Baragwanath Academic Hospital in South Africa. In Poland, our teams reenchant the daily life of poor children, inviting them to a cultural trip to Warsaw, and participated to the #Gaszynchallenge to raise awareness of Spinal Musclar Atrophy (SMA).

In this section, you can discover some of our community success stories from Poland to France and South Africa.



Our mid-term sustainability targets

Key:  Completed  On Track  Behind

Pillar	Target	Status
Communities	Offer our employees the feasibility to volunteer some of their time, energy, talents, and skills through solidarity programs by end of 2021.	
Communities	Together with JLL, contribute to the group target to increase employee time in our communities (includes volunteering, supervising work experience, fundraising and secondments to charitable organisations) to 23,500 days by end of 2023.	
Communities	Together with JLL, contribute to the target to donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis.	
Communities	Align 75% of community activities to Tétris's 6 priority Sustainable Development Goals by end of 2022.	

2020 highlights

\$72,908 +

Total Tétris EMEA cash contribution (gross monetary amount Tétris pays in support of charities/organisations)

451

Total number of hours (Tétris employees committed to community activities during work time)

3169

people directly reached or supported by our community activities

\$13,429 +

Total Tétris EMEA in-kind contribution (non-cash donations made to charitable organisations valued at the cost to Tétris)

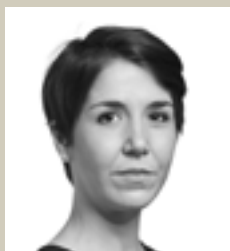
51

Total number of employees (that actively participated in community activities during work time)

25

organisations that directly benefited from our community activities*

An interview with



Giulia Cazzaniga

Architect, Italy

Can you tell us about your background and your role at Tétris?

I'm an interior designer and I've been with the Italian Tétris team since 2019. I love my job because it allows me to design spaces that are as sustainable as they are beautiful. Nothing is better than seeing something you have designed come to life!

How does sustainability impact you in your job and your personal life?

Personally, sustainability is a very important part of my life. I would say that my personal interest in giving back to the environment and promoting nature has crossed over into my professional life, and I'm just grateful that the company encourages anyone's ideas when it comes to how we can be more sustainable.

Can you tell us more about your communities involvement?

In 2016, I co-founded Selva Urbana. It started out with myself and a group of other young people who enjoy climbing and hiking, especially in the northern Italian mountains. At one point, we decided to organise a climbing competition in a climbing gym, who gave us money. Rather than keep it for ourselves, we decided to plant trees with the money raised. That was the beginning of our story. Since then, we work with large brands and continue to plant trees. Planting a tree can be really symbolic. Each tree is like a new start for everyone. A small action but something great for the planet.

How do you reconnect this personal commitment to your daily work at Tétris?

So, essentially, I was planting trees and doing my bit for the environment in my spare time and decided to incorporate it into my professional life too! In 2021, in Italy, we supported Fondazione Arché, a charity that

helps victims of domestic abuse and homelessness. We decided to support them in a local project, called Casa Marzia, in Rome and we donated furniture to improve the quality of life of the community. In terms of interior design, biophilia becoming increasingly important to clients, especially after COVID-19 lockdowns allowed people to reconnect with nature more. Clients are responding to their employees' desires to bring the outside in, so we're seeing an increase in innovative, green designs that incorporate several 'outdoor' elements to give a natural, relaxed feel to the office. People are now understanding why it's important to have a green environment and the positive impacts it has on creativity, collaboration, and wellbeing. I truly believe that it's small actions that can make the greatest impact, which is why I make sure I do something positive for the environment every day.

Combining sports and charity

Les Cycles de l'Immobilier Charity Ride

France

Tétris teams in France take part in an exceptional sports and charity challenge

This year again, Fabrice Ferrante, Investors Department Director at Tétris, proudly represented the colours of Tétris, at the controls of his Italian road bike and created a team of six participants. Several employees from the JLL group, including Michel Lagrave, Director of Development at JLL and

Sébastien Masson, Head of Reversion & SME Paris Office Team at JLL, joined the adventure.

Les Cycles de l'Immobilier – Property Cycles is a cycling club and an Association under the French Law of 1901. Its objective is to promote cycling among European real estate professionals and to donate funds to charities during the events it organises.

“

We have experienced an exceptional human adventure, made of beautiful encounters and nice moments of sharing with our clients. But above all, it is the possibility of transforming our sporting mobilisation into a beautiful charity collection for meaningful projects that motivates us more than anything else. We are proud of our contribution. – **Fabrice Ferrante, Investors Department Director, France**

”

“

Over the last three years, Tétris cyclists have covered more than 15,540 km for a cumulative collection of more than €53,446, i.e. €3.4/km covered. As a leader in its market, Tétris is bringing other companies in its wake to join these solidarity efforts. Many thanks to Tétris for combining the values of charity, sport and networking through its commitment. – **Yves Descourtieux, Les Cycles de l'Immobilier MRICS Member**

”



Charity impact

Exceptional support for healthcare personnel: A significant charitable endowment to the Fondation de AP-HP

In the exceptional context of the COVID-19 pandemic, marked by the cancellation of the MIPIM 2020 real estate show, and in view of the urgency of the health situation, all the sponsors of Les Cycles de l'Immobilier Charity Ride and their organisers have decided to make a significant donation to the Fondation de l'AP-HP to demonstrate their spirit of solidarity.



4745 km

Cumulative distance travelled in 2020

A strong mobilisation for the charities Se Tendre La Main and Architectes de l'Urgence

For the 2020 edition, Les Cycles de l'Immobilier has chosen to concentrate on common values such as construction and education, selecting two main charities. Se Tendre La Main aims to create, encourage and maintain exchanges and strong links with the Malagasy population, notably in the construction of schools for children. Architectes de l'Urgence aims to renovate health centres, schools and public buildings that have been damaged by disasters or exceptional events. A minimum of \$0,12 per kilometre covered by each cyclist was donated in equal parts to these two charities.



193 hours

Total cumulative cycling effort time in 2020

The individual collection of cyclists: an additional charitable commitment

The cyclists of the Tétris team committed themselves individually to raise funds for the people and causes that are dear to them. Each cyclist commits to an individual charitable donation of at least \$715 and can support the association, the project, or the charities of its choice and could invite friends, clients and suppliers, personal and professional network members to contribute to this charitable initiative. For the 2020 edition, the Tétris team have raised \$29,697 for five different associations.



\$63,742

Cumulative amount since 2018 of the charity collections obtained by the Tétris team

Architectes de l'urgence

“Since 2001, through its action programmes throughout the world, the Fondation des Architectes de l’Urgence (FAU) has been able to demonstrate that help for populations in distress cannot be limited to the mere provision of food and care: Rebuilding shattered lives also means allowing the most destitute to find decent living conditions as soon as possible. The funds raised by Les Cycles de l’Immobilier have enabled Architectes de l’Urgence to continue to be present and to work in favour of vulnerable populations, in France in particular with the distribution of protective equipment during the COVID-19 crisis, in the Alpes Maritimes after the passage of Storm Alex, and also in Lebanon following the explosion in the Port of Beirut, on August 4th 2020. The foundation is still present via its partners, including the Windows for Beirut foundation, in Beirut for the rehabilitation of housing affected by the explosion. Architectes de l’Urgence has also contributed by sending building materials to the rehabilitation of schools in Haïti and Madagascar. The total of these investments over the past year is more than €380,000 in 2020.

Through Les Cycles de l’Immobilier, we would like to warmly thank Tétris, whose significant contribution has enabled us to provide valuable emergency aid for all of the above mentioned actions, and to provide schooling for children in an appropriate and safe environment.”

Dominique Alet

President Fondation Architectes de l’Urgence

Se Tendre La Main

“For more than 20 years, our association, Se Tendre la Main, has been responsible for the construction and maintenance of 43 schools, which now represent 121 classrooms occupied by approximately 7,000 students. The funds raised by Les Cycles de l’Immobilier have made it possible to consolidate and develop the Antanifotsy-centre school group, located in the centre of Madagascar, about 110 km south of the capital. This made it possible to ensure the total financing of the construction of three new classrooms with furniture for pupils and teachers, with a capacity of 50 pupils each, a sanitary building, eight toilet compartments, as well as a large room for meetings, examinations or training which is essential in this school establishment which is also an examination centre. The total investment amounts to the equivalent of €36,000. This school is the most important in our school network with approximately 600 children enrolled (a little less than 10% of the total number of children enrolled in our school network) from nursery school to CM2. This strategic establishment is located in the District capital (equivalent to a sub-prefecture), as well as in the District School District.

Through Les Cycles de l’Immobilier we warmly thank Tétris, whose significant contribution allows us to provide schooling for children in an adapted and secure environment.”

Vincent Rey

President de Se Tendre la Main.



A commitment to solidarity for health professionals and carers

In the exceptional context of COVID-19, Tétris' commitment has also been shown to the carers and health personnel who are putting their health at risk to preserve ours. During the health crisis, our different teams decided to provide logistical and material support to caregivers. Here is an overview of the initiatives.

In Poland, Tétris teams participated to the #RazemDlaMedyków campaign

The #RazemDlaMedyków project, coordinated by the MTP Group, is an expression of solidarity and gratitude towards the medical personnel standing on the front lines of the fight against COVID-19. The campaign started in November 2020.

In January 2021, Tétris decided to join the initiative by buying advertising space on the banner located at Aleje Jerozolimskie in Warsaw. Moreover, at Tétris, we supported a lot our medical staff and not only applauded them, but also organised meals and collected masks and funds for medical equipment necessary to fight with coronavirus.

In South Africa, Tétris teams supported Chris Hani Baragwanath Academic Hospital

In September 2020, our Tétris south African teams took part in a solidarity action with the donation of N95 face masks to support the local community of healthcare

personnel in the Chris Hani Baragwanath Academic Hospital in Johannesburg.

The Chris Hani Baragwanath Hospital is the third largest hospital in the world, with approximately 3'200 beds and about 6'760 staff members.

In the exceptional context of the pandemic, Tétris was happy to confirm a donation of 2000 masks to support the hospital and healthcare personnel, on the front line in the management of the COVID-19 epidemic.

In France, Tétris teams supported Fondation de l'AP-HP

The Tétris' Les Cycles de l'Immobilier Charity Ride cycling team participated in a significant donation of \$10,931 to the Fondation de l'Assistance Publique des Hôpitaux de Paris (Fondation de l'AP-HP) to support the healthcare personnel. This donation represents the totality of the reimbursements of the hotel partners and was made possible thanks to the spirit of solidarity of the sponsors, including Tétris. The AP-HP and its 39 hospitals are on the front line in the management of the COVID-19 epidemic. The number of patients followed and the excellence of its clinical research make it a crucial player in the fight against epidemics. The teams are fully mobilised to carry out diagnosis, patient management and research on COVID-19 at the AP-HP. The funds raised have made it possible to support the organisation of care and research.

“

The #RazemDlaMedyków project, coordinated by the MTP Group as a sign of solidarity and gratitude to the medical staff on the frontline of the fight against COVID-19, has managed to fund more than 15,000 meals for healthcare professionals fighting the Coronavirus epidemic. Tétris is part of the New Year's edition of the Warsaw Hospital Action. Many thanks to the entire Polish health service.

– **Rajmund Węgrzynek**, Managing Director
Tétris Poland

”

“

In the particular health context created by the COVID-19 epidemic, the AP-HP teams benefited in 2020, via the AP-HP Foundation, from a particularly appreciated surge of generosity. The contribution of Les Cycles de l'Immobilier, and through it all its donors, and Tétris, has made it possible to improve the research and care conditions of the AP-HP teams. We would like to express our sincere thanks to them.

– **Rodolphe Gouin**, Directeur de la Fondation de l'AP-HP, Directeur du mécénat et de la philanthropie de l'AP-HP

”

Supporting young children and people

Our Tétris and JLL teams in South Africa participated in community action by sponsoring the READPower programme, which distributes solar lighting systems to households in informal settlements and rural communities that cannot afford electricity. The objective was to make a positive impact in improving the national literacy rate.

READPower Programme

READPower is a social investment initiative developed by Asani Energy, a South African energy

solutions company, and Educubed Foundation NPC, a South African non-profit company developing future leaders by investing in them through education, to LIGHT the way to national LITERACY by distributing solar lighting systems and providing numeracy and literacy programmes in the communities we help.

Statistics show that 78% of Grade 4 pupils in South Africa cannot read for basic meaning, which means that eight of ten 10-year olds in South Africa are functionally illiterate.

A culture of learning and reading must be fostered; unfortunately, with approximately 13% of South African households living in informal settlements, this means that every night, millions of South African children face the serious struggle of trying to read and do their homework by candlelight or kerosene lamps. The READPower Programme aims to make a positive impact in improving the national literacy rate and secure South Africa's future by breaking the cycle of poverty through education.



Tétris participated to the installation of 30 solar lighting systems

On 25 February 2020, READPower handed over 30 solar lighting systems to 30 households located in the Thabo Mbeki informal settlement in South Africa, after receiving a generous sponsorship from JLL and Tétris Design & Build. In addition to the solar lighting systems, 170 stationery packs, school shirts and sanitary pads, sponsored from within our community network, were donated learners of Lion Park Primary School, the first school adopted under the READPower Programme.

The handover also included a demonstration to the learners of how a solar lighting system works as well as teaching the learners about solar power. The programme incorporated unemployed youth and women in the area by training them to install and maintain the lighting solutions and through this, empower them with a skill they can use in the future.

A strong social impact

READPower is a holistic socio-economic development solution which also incorporates unemployed youth and a focus on women living in informal settlements.

On 16 March 2020, ten unemployed youth from the Thabo Mbeki informal settlement were trained to install and maintain the lighting solutions. The youth have successfully installed the 30 solar lighting units donated and will continue to work with READPower on further installations while also being empowered to develop further opportunities for themselves within the energy sector.

“We make a living by what we get, but we make a life by what we give.” – Winston Churchill

In November 2020, Tétris teams participated in the collection of several items and a donation for a local community in the Thabo Mbeki informal settlement. We are honoured to have partnered with Educubed Foundation to make a difference in the lives of the youth. Numerous items have been collected: children’s books, toys, puzzles, clothes, dresses, magazines, teddy bears...The 325 items have been packed in boxes and then delivered to the local community.



30

solar lighting systems have been installed with our sponsorship



30

households located in the Thabo Mbeki settlement benefited from the action



170

stationery packs, school shirts and sanitary pads were donated



1

school was supported locally – Lion Park Primary School



100+

individuals and children have been directly reached by our community action



10

Tétris employees actively participated in the community event



325

items have been collected and donated to the local community

Tétris teams meet the children of an Orphanage

The Orphanage in Pawłówka was established on 15th September 1996 and is located on the outskirts of the Suwałki Landscape Park, in the small village of Nowa Pawłówka, 20 km from Suwałki, in Poland. It is a public care and educational institution, with the objective of developing socialisation and providing continuous support for children who are either permanently or temporarily deprived of their own family care.

In October 2020, Tétris invited 23 children from the orphanage to enjoy an amazing trip in the beautiful city of Warsaw.

From 16th to 18th October, Tétris teams organised an unforgettable weekend, with several activities and moments of joy, combining entertainment, general development, educational and hobby workshops, restaurants and cuisines from around the world, beauty, personal care and wellness experiences, safe and creative fun moments, innovative attractions and an unforgettable party.

To finance the weekend, Tétris teams placed moneyboxes in their Warsaw office to generate direct donations from employees. The total amount collected was \$3,697 and directly repaid to the charity Stowarzyszenie Przyjaciół Domu Dziecka w Pawłowce that manages the Orphanage in Pawłówka.



“

The kids had an unforgettable weekend. We managed to make some of their dreams come true. Activities and attractions that may seem to most people mundane and normal, like as a visit to the cinema, for many of them were the first such experience in their lives. The kids loved everything about Warsaw, experiencing joy that cannot be described. The programme we prepared in accordance with the children's age. After a meal in a nice restaurant, everyone over 12 years old visited the Warsaw Rising Museum while we took the younger children to play in playrooms areas. After dinner, an evening walk and a visit to the Tétris office at the 25th floor of Warsaw Spire turned out to be something many of them looked forward the most, while the youngest children enjoyed fairy tales read by our colleagues. Saturday began with the visit in the Copernicus Science Center. After sightseeing and many other attractions, we took the group to Elektrownia Powiśle, where, courtesy of White Star and some of the tenants, we had many attractions for our pupils: meals available at the restaurants, playing games, haircuts in an exclusive barber shop for boys and a makeup artist experience for girls. Meanwhile, younger children were having a trip to the National Stadium, a cinema and a block room. Later in the evening, we organised a mini disco. Finally, on Sunday morning, a visit to the Warsaw Zoo was their last fun spot before leaving. The happiness of the children was really overwhelming.

– Magdalena Zawadzka, Sustainability Country Representative, Poland

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“

Our youngest children enjoyed numerous attractions offered by Centrum Arkadia and at Smart Kids, older pupils visited the football stadium and went to the cinema, while our oldest pupils went to the Warsaw Uprising Museum. Together, we also visited the Powiśle Power Plant, the Copernicus Science Center and the ZOO. The kids returned from the trip tired but very happy. The trip to Warsaw was a great experience for the community of the Orphanage in Pawłówka due to the fact that it was the first this year's joint trip of the charges outside the facility due to the ongoing COVID-19 pandemic. We sincerely thank our great organisers of the trip, i.e. the Management, Employees, Members of Their Families and all those involved in organising the trip and making the stay of the kids in the capital more pleasant.”

The Association of the Friends of the Orphanage in Pawłówka

”



Tétris teams participated to the #Gaszynchallenge to raise awareness for Spinal Muscular Atrophy (SMA)

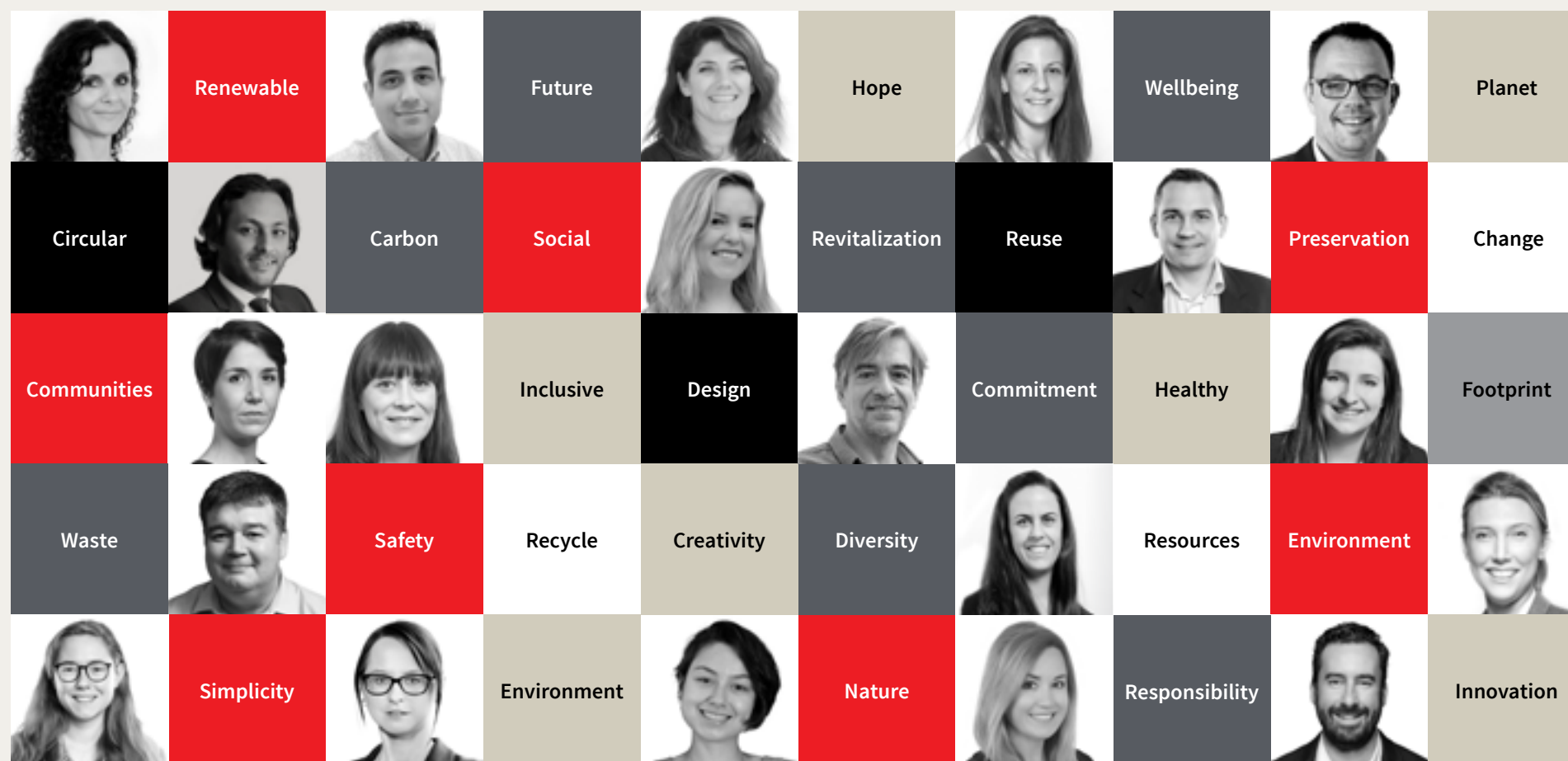
Can you do 10 push ups for a good cause?

In August 2020, our Tétris Polish teams took part in the #gaszynchallenge, a charity action and digital campaign which spread rapidly around Poland, involving state institutions and private companies to help through fun. The name of the challenge #gaszynchallenge comes from a village in Poland “Gaszyn”, where it all started, by a firefighter who lives there. The rules are very simple, nominees must do 10 push ups or 10 squats. If they complete the exercise, they donate at least 5 PLN, if not, they donate at least 10 PLN for a noble cause. Nominees have 48 hours to complete the task. Tétris Poland has been challenged by two companies in one day: JLL and BUFAB.

On the terrace, with a beautiful view of Warsaw, on the sand of Gdansk beach or on the ground of Krakow gardens, the Tétris Polish teams performed 10 push ups and squats and collected donations to rescue the health of Maciuś Cieślík and Stan Hani, two children suffering from Spinal Musclar Atrophy (SMA). After successfully completing the challenge ourselves, we nominated three other companies to participate to the #gaszynchallenge initiative: Eurobuild, PSB, and Cushman & Wakefield.



We asked our employees what is the first word that comes to mind when they think sustainability



2020 Global Sustainability Report

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Annexes

ANNEX A: Data note

The following notes provide details around definitions, restatements and methodologies pertaining to the data in our 2020 Global Sustainability Report. These notes should be read alongside the Data Summary in these Annexes, as well as relevant indicators throughout the report. The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. Where estimations have been made, they have been indicated.

The data in this report has undergone internal verification by our Global Sustainability Team. We are continuously working to improve our data processes, although due to the decentralized nature of our organization, this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication.

About this Report

This document is our annual sustainability report, covering all of our Tétris global activities in 2020. This report is not only for our people, clients, and investors, but also for our communities. In preparing and writing this report, we have applied the GRI reporting principles in the same approach as the JLL Global Sustainability Report 2020 in order to

define the different contents and the quality of these contents. In this way, we believe we are presenting relevant and balanced information that is useful to all stakeholders.

The information in this report includes quantitative data and examples of Tétris practices and case studies from the 2020 calendar year, covering our international operations. This report has not been externally audited but has been subject to rigorous internal review and control.

Financials

All monetary figures are expressed in US Dollars (USD).

Scope and pillars

This report spans Tétris' services and operations across two geographic business segments; Europe, the Middle East and Africa (EMEA), and Brazil.

Clients:

In 2020, we requested data from all our countries worldwide and conducted a data survey provided by our country sustainability representatives in order to analyse our completed projects, the volume and quality of our training hours, and the certifications achieved with our clients.

People:

The coverage of data under the People pillar represents 100% of our global workforce. We have consolidated the data from our different countries in order to build a precise vision on issues such as diversity and inclusion, personal development and career management, the well-being of our teams, and the health and safety of our employees.

Workplaces:

The coverage of energy & resources data under the Workplaces pillar represents 90% off our global offices. In 2020, the data relating to our operations (from our Workplaces survey) represented 35 sites that we occupy and 820 office-based staff. Where sites have not been able to provide actual data, reasonable estimations have been made to complete our office footprint. We have not made assumptions for other parts of workplace footprint (I.e. business travel and fleet usage).

Communities:

The coverage of data under the Communities pillar represents 100% of our global operations. The value of Tétris employee's community time contributions has been based on individual countries figures provided by our human resources teams and our sustainability country representatives.

ANNEX B: Data summary

Tétris 2020 Global Sustainability Report	2020
Corporate facts	
Corporate offices	35
Countries (with a corporate office)	18
Employees	820
Key financials	
GAAP Revenue (million \$)	574
Fee Revenue (million \$)	118
Clients	
Training	
Overall sustainability training hours (attendee numbers x training duration)	1247
% of countries that have incorporated sustainability into onboarding process	100%
Categories of sustainability trainings delivered	10
Sustainability webinars delivered	10
Projects	
Number of employees that delivered client work related to sustainability	112

Tétris 2020 Global Sustainability Report	2020
Full Time Equivalent hours of client work related to sustainability	37700
Organisations	
Sustainability-related organisations and industry initiatives Tétris is involved in	8
Certifications	
Total client fit-out space with sustainability certifications requirements in square meters	89,275
Number of sustainability certifications requirements	19
Client sustainable certifications LEED	5
Client sustainable certifications BREEAM	8
Client sustainable certifications Green Star	1
Client sustainable certifications WELL	1
Client sustainable certifications Ska rating	1
Client sustainable certifications HQE	3
People	
Diversity and inclusion	
Leadership (L-Band) (% female)	0%

Tétris 2020 Global Sustainability Report	2020
Board and operating committee members (% female)	30%
Senior leadership	30%
Management	31%
All staff	47%
Personal and career development	
Online training hours	850
Completion rate for Global Employee Engagement Survey	57%
Employees who would recommend working for Tétris	78%
Average wellbeing note given by our staff	76/100
Health & Safety	
Safety performance	
Employees fatalities reported	0
Accident reported	0
Health and safety, environmental and quality management systems	
ISO45001:2018	United Kingdom Spain Italy South Africa
ISO14001:2015	United Kingdom Spain

Tétris 2020 Global Sustainability Report	2020
ISO9001:2015	United Kingdom Spain Italy
Workplaces	
Energy and resource use	
Total Scope 1 (metric tons CO²e)	11
Offices: Natural gas (metric tons CO ² e)	11
Total Scope 2 (metric tons CO²e)	228
Offices: Electricity (metric tons CO ² e)	228
Total Scope 3 (metric tons CO²e)	387
Offices: Electricity (metric tons CO ² e)	295
Offices: Natural Gas (metric tons CO ² e)	1
Offices (T&D) (metric tons CO ² e)	42
Business Travel Air (metric tons CO ² e)	34
Business Travel Rail (metric tons CO ² e)	16
Healthy & sustainable buildings	
Offices with a sustainable building certificate	11
Offices with a sustainable fit-out certificate	2
Total BREEAM certifications	1
Total LEED certifications	1

Tétris 2020 Global Sustainability Report		2020
Communities		
Employee Community Time Contributions		
Number of hours employees committed to community activities during work time		451
Number of employees volunteering		51
Charitable Contributions		
Total charitable contribution, including corporate donations, employee donations and value of donated employee time (\$)		86,429
Total cash contribution (gross monetary amount Tétris pays in support of charities) (\$)		72,986
Total in-kind contribution (non-cash donations made to charitable organisations)		13,443
Charitable Organisations		
Number of organisations that benefited from community contributions		25
Impact		
People directly reached or supported by our community activities		3169
Ethics		
% Employees who received in-person training on all ethics topics including anti-corruption		90%
Total investigations		8
Ethics investigations per 1000 employees		9,6
Total actions		7



ANNEX C: Tétris Greenhouse Gas Emissions

Methodology

We consolidate our GHG emissions under the operational control approach, as defined by the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. The GHG gases we include in our emissions calculations are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Our emissions factors are from two sources: IEA and the UK Department for Environment, Food and Rural Affairs (DEFRA). All factors are calculated using Global Warming Potential value for 100-year time horizon from the IPCC 4th Assessment Report (AR₄).

Scope 1

- | Fuel consumption of Natural Gas consumption from office buildings.
- | Actual energy consumption figures (kWh) are multiplied by DEFRA emissions factors to convert to metric tons of CO₂e. Estimations have not been used.

Scope 2

- | Purchased and estimated electricity consumption for office buildings data has been multiplied by country level IEA emission factors to convert kWh to metric tons of CO₂e.
- | Estimated for our electricity consumption for our office buildings were derived from properties that had an actual invoice account for the period. A regional benchmark was derived for EMEA based on kWh/ m₂. These benchmarks was applied to the office area where actual data was unavailable.

Scope 3

- | Electricity and Natural Gas consumption not under the operational control of JLL or Tétris is reported under Scope 3, as defined by the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard.
- | Transport & Distribution losses (T&D): These emissions were calculated using IEA T&D emissions factors, applied to JLL's Scope 2 electricity consumption
- | Our 2020 business travel data consists of actual data from bookings made through our travel manager for the EMEA business. Travel mileage was converted to carbon emissions using DEFRA air and rail travel emissions factors.

Accounting for Tétris occupancy

JLL has been driving improvements to collecting workplace data and measure the carbon footprint of the global business portfolio. A Global Sustainability Team works alongside JLL's world-class Energy and Sustainability Services team who have developed and implemented new data management systems and processes for the global business. As part of the JLL business and workspaces, we have used this data to identify the carbon emissions associated with Tétris.

To ensure we only report the emissions associated with Tétris business activity, in offices that we share with the wider JLL business, we have estimated our apportion of emissions for this workspace based on the FTE headcount of Tétris staff relative to other JLL FTE's.

Using the headcount figures available at the time of this report from an average of offices

spread geographically, we have applied an apportion of to the Tétris business in shared spaces.

Scope of office coverage

Tétris occupies 35 offices, 29 of which are offices located in the EMEA region. We have different types of tenancy. Five offices are 100% occupied by Tétris. The remaining offices have a shared workspace. Twenty-three are offices which Tétris shares with the wider JLL business teams. There are also five offices which are coworking spaces.

We had no actual data and an insufficient amount of information to estimate consumption for 4 out of 35 offices used by Tétris. These offices are therefore excluded and represent less than 5 % of Tétris' staff. We therefore believe this is not material.

ANNEX D: GRI

General Standard Disclosures

GRI Standard Disclosure No.

Page Number (or Link)

Information related to Standard Disclosures required by the ‘in accordance’ options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found

Strategy

GRI 102-14

Introduction from the CEO (2020 Sustainability Report, page 4)

GRI 102-14

Dialogue: in conversation with senior leaders (2020 Sustainability Report, page 31)

Organizational Profile

GRI 102-1

Tétris

GRI 102-2

About Tétris (2020 Sustainability Report, pages 3, 5, 6, 17), Our services and design x build approach (2020 Sustainability Report, page 15), Our work (2020 Sustainability Report, page 16)

GRI 102-3

Our offices around the globe (2020 Sustainability Report, page 5)

GRI 102-4

Our offices around the globe (2020 Sustainability Report, page 5)

GRI 102-5

Our history (2020 Sustainability Report, page 6)

GRI 102-6

Our offices around the globe (2020 Sustainability Report, page 5), Our history (2020 Sustainability Report, page 6)

GRI 102-7	About Tétris (2020 Sustainability Report, page 3), Key financial information (2020 Sustainability Report, page 5)
GRI 102-8	About Tétris (2020 Sustainability Report, page 3)
GRI 102-9	Supply Chain Management (2020 Sustainability Report, pages 65, 66, 67, 68, 69)
GRI 102-10	Supply Chain Management (2020 Sustainability Report, pages 65, 66, 67, 68, 69)
GRI 102-12	Our commitment with external organisations (2020 Sustainability Report, pages 40, 41, 42, 43)
GRI 102-13	Our commitment with external organisations (2020 Sustainability Report, pages 40, 41, 42, 43)
Reporting Progress	
GRI 102-46	Our material issues and approach (2020 Sustainability Report, page 25)
GRI 102-47	Our material issues and approach (2020 Sustainability Report, page 25)
GRI 103-1	Our material issues and approach (2020 Sustainability Report, page 25)
GRI 102-49	Data note (2020 Sustainability Report, Annex A)
GRI 102-50	Data note (2020 Sustainability Report, Annex A)
GRI 102-51	Data note (2020 Sustainability Report, Annex A)
GRI 102-52	Data note (2020 Sustainability Report, Annex A)
GRI 102-53	Get in touch for more information (2020 Sustainability Report, page 113)

GRI 102-54	GRI Content (2020 Sustainability Report, Annex D)
GRI 102-55	GRI Content (2020 Sustainability Report, Annex D)
Stakeholder Engagement	
GRI 102-40	Stakeholder engagement (2020 Sustainability Report, page 35)
GRI 102-42	Stakeholder engagement (2020 Sustainability Report, page 35)
GRI 102-43	Stakeholder engagement (2020 Sustainability Report, page 35), The materiality process (2020 Sustainability Report, page 25)
GRI 102-44	Stakeholder engagement (2020 Sustainability Report, page 35), The materiality process (2020 Sustainability Report, page 25)
Report Profile	
GRI 102-50	Calendar year 2020
GRI 102-51	July 2021
GRI 102-52	Annual
GRI 102-53	Contacts (2020 Sustainability Report, page 113)
GRI 102-54	This report has been prepared in accordance with the GRI Standards: Core option
GRI 102-55	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines
GRI 102-56	This report has not been externally audited but has been subject to rigorous internal review and control

Governance

GRI 102-18	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-19	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-20	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-21	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-22	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-24	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-26	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-27	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-28	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)

GRI 102-29	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-30	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)
GRI 102-32	A message from our CEO (2020 Sustainability Report, page 4)
GRI 102-33	Our governance structure (2020 Sustainability Report, pages 10, 11, 12), Our sustainability governance team (2020 Sustainability Report, pages 28, 29, 30)

Ethics and Integrity

GRI 102-16	Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)
GRI 102-17	Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)

Category: Economic

Material Aspect: Economic Performance

GRI 201-1	Key Financial Information (2020 Sustainability Report, page 5)
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Material Aspect: Anti-Corruption

GRI 205-1	Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)
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Notes

2020 Ethics Everywhere Report to be released in summer

GRI 205-2	Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)
GRI 205-3	Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)
Category: Environmental	
Material Aspect: Energy	
GRI 302-1	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 302-2	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 302-3	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 302-4	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 302-5	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
Material Aspect: Emissions	
GRI 305-1	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 305-2	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 305-3	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 305-4	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C
GRI 305	Tackling energy and resource use (2020 Sustainability Report, pages 94, 95, 97), Annex B, Annex C

Material Impact: Waste

GRI 306-2	Waste management on clients' construction site (2020 Sustainability Report, pages 70, 71), Waste in our workplaces (2020 Sustainability Report, pages 96, 97)
GRI 306-3	Waste management on clients' construction site (2020 Sustainability Report, pages 70, 71), Waste in our workplaces (2020 Sustainability Report, pages 96, 97), Annex B

Material Aspect: Supplier Environmental Assessment

GRI 308-1	Supply Chain Management (2020 Sustainability Report, pages 65, 66, 67, 68, 69)
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Category: Social

Material Aspect: Employment

GRI 401-1	Engaging our people (2020 Sustainability Report, pages 72-82)
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Material Aspect: Occupational Health and Safety

GRI 403-2	Our culture of health and safety (2020 Sustainability Report, pages 82, 83, 84)
GRI 403-3	Our culture of health and safety (2020 Sustainability Report, pages 82, 83, 84)
GRI 403-5	Our culture of health and safety (2020 Sustainability Report, pages 82, 83, 84)
GRI 403-9	Our culture of health and safety (2020 Sustainability Report, pages 82, 83, 84)
GRI 403-10	Our culture of health and safety (2020 Sustainability Report, pages 82, 83, 84)

Material Aspect: Training and Education

GRI 404-1 Engaging our people in training and education (2020 Sustainability Report, pages 77, 78, 79, 80, 81)

GRI 404-2 Engaging our people in training and education (2020 Sustainability Report, pages 77, 78, 79, 80, 81)

GRI 404-3 Engaging our people in training and education (2020 Sustainability Report, pages 77, 78, 79, 80, 81)

Material Aspect: Diversity and Equal Opportunity

GRI 405-1 Our culture of diversity and inclusion (2020 Sustainability Report, pages 75, 76)

GRI 405-2 Our culture of diversity and inclusion (2020 Sustainability Report, pages 75, 76)

Material Aspect: Non-Discrimination

GRI 406-1 Our commitment to good governance and ethics (2020 Sustainability Report, pages 37, 38, 39)

Material Aspect: Supplier Social Assessment

GRI 414-1 Supply Chain Management (2020 Sustainability Report, pages 65, 66, 67, 68, 69)

ANNEX E: United Nations Sustainable Development Goals

SDG 3: Ensure healthy lives and promote well-being for all at all ages



Relevant targets

3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Our influence

Promoting health and well-being for our own employees, our clients, and in the wider communities in which we operate.

Clients

- Designing and building healthy workplaces and certifications (see pages 45 and 59).
- Supporting clients to respond to health emergencies such as COVID-19, helping them to return safely to their workplaces with health and wellbeing in mind (see pages 82 and 85).

People

- Offering HR policies and benefits that support health and wellbeing e.g. affordable health-care options including insurance for employees and their families (including mental health care), flexible working (see page 77).
- Promoting safe and healthy offices, promoting active mobility and sports (see page 73)

Workplaces

- Incorporating well-being principles into the design and fit-out of our corporate offices (see pages 85, 90, and 91).
- Incorporating health and well-being into purchasing decisions (see page 68).

Communities

- Supporting health-focused programs and partnerships as part of our Communities program (see pages 100 and 106).

Foundations

- Demonstrating thought leadership in workplace health, well-being and resilience to advance industry knowledge and best practices.

SDG 5: Achieve gender equality and empower all women and girls



Relevant targets

5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Our influence

Driving gender equality at all levels of our business and beyond.

Clients

- Leverage our significant client spend to advance supplier diversity via purchasing from women-owned businesses (see pages 65, 66 and 67).

People

- Embedding the principle of gender equality in policies and processes including recruitment, remuneration/benefits, training, promotion, and development reviews (see page 75).

- Supporting women's development via leadership and mentor programs and ensuring sufficient participation of women in decision making and governance bodies at all levels and business areas (see pages 75 and 76).

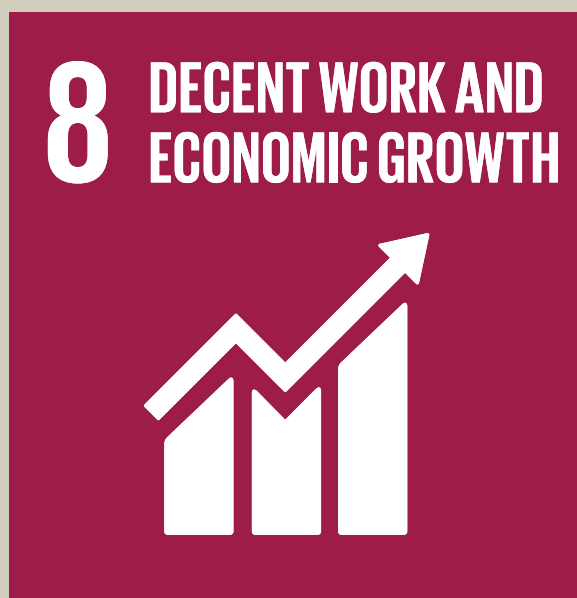
Workplaces

- Increasing corporate purchasing from women-owned enterprises and supporting suppliers in advancing gender equality and women's empowerment (see pages 66 and 67).

Communities

- Partnering with relevant stakeholders to advance gender equality in the workplace and in the community (see page 108).

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Relevant targets

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Our influence

Ensuring we are operating with ethics and integrity in everything we do, promoting safe and secure working environments and labor conditions, and contributing to sustained and inclusive economic growth.

Clients

- Ensuring we are incorporating the highest levels of health & safety (see page 82).
- Ensuring our third party spend on behalf of clients is with suppliers that protect labor rights, health and safety principles and diversity and inclusion (see page 68).

- Undertaking pre-competitive collaboration and partnerships to address industry-wide challenges.

People & Workplaces

- Protecting labor rights in our own operations and supply chains including freedom of association, collective bargaining and industrial relations, ensuring job security and a safe and healthy working environment and supporting employment promotion and stability (see pages 66 and 67).
- Embedding the principle of equality in policies and processes for both employees and governing bodies throughout own operations and supply chain (see pages 66 and 67).
- Ensuring responsible employment strategies, providing decent work and productive activities for all employees in our own operations and in our supply chain (see pages 66 and 67).
- Establishing fair policies for selection of suppliers and improving economic inclusion throughout the supply chain (see pages 66 and 67).

Foundations

- Increasing economic productivity through co-developing technology with start-ups and investing in innovation and technology (see page 98).
- Developing partnerships and collaborative projects to advance the solving of these issues industry-wide.

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable



Relevant targets

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

Our influence

Giving advice that promotes sustainable cities and communities and ensuring that we build it in to our own operations.

Clients

- Delivering fit-out certifications (see pages 59-64).

- Delivering sustainability services and embedded sustainability advice in everything we do, including to help operationalize how cities generate and use energy and infrastructure, reduce waste and their carbon footprint, and assessing client projects to incorporate safe, inclusive and accessible green and public spaces (see pages 47, 48 and 69).
- Increasing land use efficiency through shared office and commercial spaces where appropriate.
- Ensuring we're collaborating and knowledge sharing with clients, peers, public bodies, and other stakeholders to drive systemic change.

Workplaces

- Driving sustainable and resilient buildings and infrastructure by occupying certified buildings, undertaking certifications ourselves (see pages 89, 90, 91, 92 and 93).

Communities

- Developing Communities programs aimed at inclusive, sustainable and resilient development (see page 107).

Foundations

- Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

SDG 12: Ensure sustainable consumption and production patterns



Relevant targets

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Our influence

Ensuring we build resource efficiency and circularity principles into everything we do, for ourselves and for our clients.

Clients

- Supporting clients to manage waste and water for developments and refurbishments (see pages 96 and 97).
- Offering responsible, resource-efficient procurement practices for clients across all relevant services (see page 47 and 48).
- Delivering sustainability fit-out certifications for clients (see page 59).

- Building circular economy principles into the advice we give to clients through our design and build approach (see page 48).

Workplaces

- Incorporating responsible consumption and production into workplace design, fit-out and occupancy – e.g. through waste, water and energy programs (see pages 94, 96, and 97).
- Developing circular models for our office space including fit-outs (see page 92).
- Investing in the improvement of environmental performance of our supply chain (see page 67).

Communities

- Establishing programs and partnerships addressing efficient use of resources as part of our Communities programs.

Foundations

- Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

SDG 13: Take urgent action to combat climate change and its impacts



Relevant targets

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

13.2 Integrate climate change measures into national policies, strategies and planning.

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Our influence

Reducing our impact in line with climate science and ensuring we are resilient to the effects of climate change.

Clients

- Adopting low carbon development and refurbishment standards.
- Building climate risk into our procurement processes (see page 68).
- Delivering sustainability services focused on climate change mitigation and adaptation
- Collaborating and knowledge sharing with clients and peers to promote industry change.

Workplaces

- Ensuring energy efficiency and renewables use is a core factor in our office selection and occupancy (see page 94).
- Reducing our business travel and use of GHG-emitting vehicles (see page 96).
- Building resiliency and emergency management into our operational processes.
- Ensuring we are procuring low-emitting materials and resources (see pages 48 and 52).

Foundations

- Engaging in advocacy, policy engagement, partnerships, and education to drive climate action (see pages 41 and 42).

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