

Field operations training

Field operations training provides engineers, mechanics and technicians with the skills, knowledge and confidence to support customers.

As our technology and equipment evolve, our technicians need an ever-growing skillset in order to provide exceptional customer service and remain best in class at maintaining building safety and efficiency.

With this in mind, we offer a variety of programmatic courses in the HVAC, fire and security spaces.

These courses focus on the installation and service of our products and are available via a variety of formats: remote self-paced, remote cohorts of peers or in person at one of our many training institutes across the world.

Some courses are also blended in their approach, providing both online and in-person sessions.

Our field operations training courses include:

Service Technical Academy (STA)

STA is a career development program designed for North American HVAC service technicians and mechanics, as well as all security and fire technicians.

Building Operations Leaders (BOL 1.0)

BOL 1.0 is the sister program to Building Sales Leaders, but for our field operations managers. Topics include, but aren’t limited to, operations cadences, customer interactions and key performance indicators.

Building Operations Leaders 2.0 (BOL 2.0)

BOL 2.0 builds on the operational cadence of BOL 1.0, diving deeper into the leadership behaviors that govern successful branch operation. The focus of this program includes upskilling frontline managers on the practices and leadership behaviors that make impactful differences to the financials, personnel and backlogs of a branch.

BEST Installation program

BEST Installation is a centralized training program that supports new installation technicians for the first 12 weeks of their employment. Topics include Johnson Controls tools, platforms and services, best practices in installation and professional skills training for customer service excellence. This course culminates in a two-day in-person application event.

BEST Engineering program

The BEST Engineering onboarding program prepares new-hire and new-to-role engineers for hardware and software field engineering. Topics include project flow, tools, systems and processes.

BEST Service Controls program

BEST Service Controls is a multi-pronged approach to onboarding mechanics, technicians and chiller technicians. This 12-week course teaches the basics of reactive maintenance and repair, as well as covering Johnson Controls systems, tools and platforms related to controls.

BEST Mechanic program

The four-week BEST Mechanic program is a rapid onboarding and upskilling program for employees working on the service and repair of our mechanical equipment. This program prepares mechanics to effectively and efficiently repair equipment.

BEST Fire Alarm program

BEST Fire Alarm is a 12-week onboarding program that helps new fire alarm installers to learn their new role. Topics include programming, safety and installation.

BEST Financial Fundamentals program

BEST Financial Fundamentals is an introductory business basics course designed to support new leaders in being responsible financial leaders in their branches and markets.

Connected Chiller Onboarding

This onboarding program presents all connected chiller learning on one innovative, self-paced learning platform where technicians can access the materials required to successfully connect chillers.

Building Solution North America (BSNA) Operation System (BOS) training program

The BOS centralized training program focuses on all operating tools, platforms, operations cadences (LSW) and key performance indicators.

Manufacturing training

The Johnson Controls Front-Line Manufacturing Training program is designed to increase retention and decrease time to competency for priority front-line manufacturing roles.

Johnson Controls Standard Front-Line Manufacturing Orientation

This program presents temporary and hourly new hires with a proper orientation to their new facility, including sessions on what we make and how it’s made. There is also a heavy retention focus, ensuring coverage of current employees’ real-life career paths, positive quotes about what it’s like to work at their new facility and recent community engagement activities. The program also includes the facilitation of the Johnson Controls Standard (OSHA Compliant) Safety Onboarding module.

Johnson Controls Standard Front-Line Manufacturing Role-Based Training Program

Taking place in both classroom and lab/dojo settings, this program delivers the foundational knowledge, skills and behaviors needed for new hires and cross-training employees to become confident and competent in their new roles. In addition to building the required skills to perform assigned tasks, this program decreases performance impact on tenured front-line employees by decreasing the amount of on-the-job training needed to meet proficiency requirements.

JCOL Supervisor Skills Program

This 10-week program (one two-hour virtually-led module per week for 10 weeks) is designed to provide a common understanding of the supervisor role in all Johnson Controls plants. The program focuses on the skills and attitude required to succeed in the workplace and ensures that business goals are achieved with trust, respect, accountability and positive workspaces. The program also supports standardized skill building in the principles of servant leadership, standard work, leading lean, lean daily management and JCMS.

Performance management

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One of our strategic drivers is to build a high-performance culture.

Through a robust and standardized performance management program, non-production employees across the globe set goals aligned to both business and functional objectives and the company’s strategic plan, inclusive of the desired capabilities defined in our Enterprise Leadership Competencies and Company Values.

Employees are expected to “strive for five” by having a minimum of five goals, with at least one being development focused, and are highly encouraged to include diversity, equity and inclusion and sustainability aspects into their goals.

To this end, employees participate in quarterly goal progress review meetings with their managers and have dedicated time for development conversations and activities to ensure a continued focus on career growth. Employees have several resources to utilize when

researching and planning career development, including access to an individual development plan and online learning platform.

Our online employees also complete an online annual review process that includes active participation through both a self-review and a manager review to ensure the evaluation is comprehensive and includes the full year’s accomplishments. This review balances both achievement of performance metrics and behavioral expectations.

In addition to this, employees and managers are encouraged to seek feedback from others to include in their review and to utilize recognition received through Bravo, our recognition platform. Each year, management participates in calibration sessions to ensure the performance management process is applied equitably and fairly across teams and functions in the organization. Of the eligible non-

production employee population, 95 percent of employees received a fiscal year 2023 annual review.

This standardization of performance management enables strong feedback on employees’ performance, robust career development planning, informed pay and rewards investment, and detailed reporting and analysis. To complement this, we maintain intranet sites dedicated to human resource professionals, employees and managers for desktop access to key human resource-related information that has been translated for global use.

Ongoing training is also provided throughout the year to ensure that employees understand the purpose and benefits of the process.

Human rights

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In accordance with our Code of Ethics and Human Rights and Sustainability Policy, we’re committed to providing safe and healthy workplaces and operating in such a manner that protects human rights, human health and environmental quality in our communities.

We expect our employees to act in a socially and environmentally responsible manner and require them to comply with applicable laws and regulations. We require our suppliers to operate in a similar manner and incorporate such language into our supplier contracts.

Our business requires the line management of each facility to ensure implementation of the equal opportunity and no harassment policies in accordance with national, state or provincial law. Additionally, our Executive Vice President and Chief Human Resources Officer monitors implementation of and compliance with these policies. Johnson Controls expects 100% of our suppliers to abide by the principles outlined in our Code of Ethics, which covers issues such as labor, human rights and the environment.

Employees, temporary workers, visitors and other non-employees are encouraged to immediately report situations of harassment committed by anyone, including visitors and other non-employees. They are asked to report the matter to their department manager, plant or facility manager, or local human resources manager. We want to know of any allegation of harassment or unfair practice so that appropriate action can be taken following a prompt investigation.

To ensure our processes are working properly, and that employees, customers and shareholders understand our policies and guiding principles around treatment, respectability and integrity, we systematically gather feedback and take action to improve our work environment. As such, we track, analyze and communicate performance outcomes quarterly.

UN Global Compact

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Our human rights policy specifically states that we fully support the United Nations Global Compact’s Ten Principles. These principles are based on the Universal Declaration of Human Rights, the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.

Our progress in meeting each of the UN Global Compact Principles is reported publicly on the United Nations Global Compact website.

Child labor

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Our company takes active measures to prevent child labor through our policies. Both our Code of Ethics and Human Rights and Sustainability policy address child labor and are consistent with the UN Global Compact and ILO Convention.

We also take appropriate steps to ensure there is no child labor in any of our facilities, with potential employees required to show valid identification and proof of age before they are hired. We have not found any plants or operations that would be at significant risk for incidents of child labor.



Forced or compulsory labor
(Slavery and Human Trafficking policy)

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There are no operations within Johnson Controls that have been identified as having significant risk for incidents of forced or compulsory labor, which we take proactive measures to prevent through our policies.

Our Slavery and Human Trafficking policy complies with the Modern Slavery Act of 2015 and is updated annually. We’re committed to taking steps to ensure that slavery and human trafficking are not taking place in any part of our supply chain or in any part of our business. We require our employees and suppliers to abide by our Code of Ethics, while we also gather information to quantitatively measure our suppliers’ sustainability programs and to ensure compliance with local, state, federal and country laws, including laws on forced labor.

We expect that suppliers should also take steps to ensure that slavery and human trafficking are not taking place in any part of our supply chain or in any part of our business. As an added measure, we utilize a third-party review to assess our suppliers and create transparency on four key pillars: environment, labor and human rights, ethics and sustainable procurement.

Continued external employability

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The competitive nature of the business requires us to occasionally restructure in order to compete and survive in a rapidly changing, cost-driven customer environment. In alignment with company values, when workforce reductions occur, they are carried out with the utmost respect for the people concerned. In accordance with local, state, federal and country requirements, we also ensure the collective bargaining unit (if applicable), state dislocated worker unit and appropriate local government unit are advised.

Trade union health and safety

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Certain Johnson Controls operations are subject to collective bargaining agreements, including the health and safety topics covered by these agreements. We strongly believe in providing our employees with a safe place to work, no matter their location or union association. We communicate this belief through our Code of Ethics, which applies to all our employees and suppliers.

In the European Union, our health and safety programs are subject to Works Council review and approval, and to collective bargaining agreements in certain countries. We collaborate with trade unions and other employee representative organizations, as defined by local regulations, to improve workplace health and safety.

Conflict minerals

RT-EE-440a.1

We are a member of the Responsible Minerals Initiative (RMI) and are committed to the responsible sourcing of conflict minerals throughout our supply chain. As such, we compare the aggregation of smelter lists provided by our suppliers with the official RMI list of smelters to determine which smelters are potentially not conflict-free. Our company works diligently on the detailed identification of smelters that are not conflict-free and their possible presence in our supply chain, working to remove them from our channels with the help of our suppliers.

The overall information provided by our suppliers further aids in conducting our due diligence, including assessing reports for completeness and consistency, which are subsequently shared with the required parties. Our due diligence processes also conform to the primary principles of the internationally recognized due diligence framework from the Organization for Economic Co-Operation and Development.

We collect conflict minerals data from suppliers that are relevant to conflict minerals, and data for calendar year 2023 was received from more than 54% of those relevant suppliers.

Our [Conflict Minerals Policy](#) and our [Conflict Minerals Report](#) are publicly available on our website.

Security personnel

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Our security mission is to protect our people, property and intellectual assets through the implementation of appropriate risk-based and business-minded security and loss prevention tactics.

In order to achieve this security mission, we have processes, activities and metrics in place to support enterprise security operations that include loss prevention, asset protection, executive protection, enterprise security-risk-management, security investigations, travel security, crisis management and business continuity.

We employ security personnel either directly or through vendors, and their responsibility is primarily physical security. All such personnel are sufficiently qualified and are trained in our Code of Ethics, including our human rights policies and procedures.



Product safety

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We’re proud to have been recognized by LexisNexis as one of the world’s most innovative companies in its latest report, Innovation Momentum 2023: The Global Top 100.

This report recognizes companies advancing innovative solutions to today’s challenges, while laying the intellectual property foundations for further breakthroughs. This is very much in line with our company values of being customer-driven and future-focused, which define our commitment to helping our customers win and to continuously improving our business.

Our business is committed to providing quality products and services that meet or exceed the expectations of our customers, with responsibility for monitoring customer satisfaction residing with the Board of Directors and business management. Deficiencies that threaten the physical well-being of any person or put the financial security of our company at risk are required to be immediately reported to management. Deficiencies may involve product quality, manufacturing or design, as well as safe installation, commissioning, operations, service or maintenance.

Our internal Johnson Controls Operating System (JCOS) defines and standardizes best practices across our corporate activities. This includes our Commercial Excellence and Engineering Excellence initiatives, which ensure the continuous improvement of solutions that advance health and safety for our customers. JCOS also ensures uniformity in dealing with customers and brings prompt, measurable quality improvements.

Our business is committed to providing quality products and services that meet or exceed the expectations of our customers



Customer health and safety

Assessment of the health and safety impacts of product and service categories

403-7 | 416-1 | 416-2

Our products meet or exceed applicable government and industry safety standard requirements. This is accomplished through the implementation of a standardized procedure assessing safety and health impacts for our product development.

We follow a product development and launch procedure called the Rapid Closed Loop Process (RCLP), which identifies applicable product safety standards, codes and regulations and incorporates them in to the product design. The RCLP procedure uses a process known as Failure Mode and Effect Analysis (FMEA) to address single-point failure modes in the product design and manufacturing processes. For new products and products in the field, we may also use risk assessments or Fault Tree Analysis (FTA) in the design to capture compounding effects leading to failures, as well as mitigation or prevention opportunities, after which the countermeasures can be put back into the FMEAs as single-point failures.

Product safety requirements are defined under FMEAs with the highest severity ratings. Any identified non-compliance with applicable safety standards, codes and regulations is addressed through preventative means, or through our validation testing or in-process/end-of-line testing in our manufacturing facilities. In addition, a significant number of our new and current products are also evaluated and listed by either Nationally Recognized Test Labs (NRTL) or by qualified testing laboratories to applicable safety standards.

Our significant product and service categories are covered by, and assessed for compliance with, company procedures for assessing product or service health and safety impacts.

In line with this, we collect material due diligence information from nearly 10,000 active direct suppliers, covering over 500,000 parts in the form of IPC-1752A Class D Full Material Disclosures or simplified material declaration statements.

Our business takes potential product safety issues very seriously and routinely monitors consumer reports and other relevant information, including through www.saferproducts.gov. We also have a process for determining whether products in the field have non-conformities that might be the source of potential product safety concerns.

We regularly monitor field performance, as well as performance in the factory, to determine whether any non-conformities in our products could be the source of those types of concerns. If such circumstances exist where our product is sold to the end user, we determine the correct field actions, and in cases where we supply a component and not the entire product, we work with our customer to determine the correct field response for all parties. In doing so, we identify any requirements for reporting such actions promulgated by applicable regulatory agencies and report our actions consistent with those reporting requirements.

We collect material due diligence information from nearly 10,000 active direct suppliers covering over 500,000 parts in the form of IPC-1752A Class D Full Material Disclosures or simplified material declaration statements.

Product recalls

RT-EE-250a.1 | RT-EE-250a.2

Our products, as designed, manufactured and sold by Johnson Controls, have not had involuntary recalls as required by regulatory agencies specific to non-compliance with regulatory safety standards.

Product labeling and marketing

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Our product labels are routinely reviewed to ensure compliance with applicable regulatory requirements across the enterprise. As a result, our products are compliant with applicable regulations, codes and standards that require specific information to be placed on defined labels and warnings regarding safety. Many of our products are also listed by Nationally Recognized Test Labs (NRTLs), where these label and information requirements are verified for presence. These label requirements include maximum voltages, phases, amperages and design working pressures, as well as refrigerant types, circuit protection and more as noted in the requirements of the standards and as verified by the NRTLs as part of our product listing.

By regulation, we also create supplementary labels as needed or as required for the markets in which we sell, including DOE-required efficiency, ENERGY STAR and performance ratings. In addition, all of our product labels comply with recommended safety icons and language requirements as appropriate, consistent with national guidelines for safety labels.

Our installation, operation and maintenance manuals, on the other hand, are provided to relay specific information regarding safe use of products, as well as applicable safety warnings with regard to safe handling of chemical substances used by products, such as oils and refrigerants. These manuals also cover safe disassembly and end-of-life disposal of the product when required by regional regulations.

Furthermore, our product installation, commissioning operation and maintenance (ICOM) manuals are, where applicable, being evaluated and edited to reduce paper usage by using QR codes to provide online access to specific sections. In this way, required ICOM manual revisions can be managed in a streamlined manner, allowing customers access to the latest versions of these documents. However, full paper versions of the manuals are still provided upon request.





Data appendix



2024 Sustainability Report Data

About our reporting

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Johnson Controls recognizes the importance of transparency, reporting in accordance with recognized frameworks including the Global Reporting Index (GRI), the Task Force on Climate-related Financial Disclosures (TCFD), Sustainable Accounting Standards Board (SASB) Standards, the UN Global Compact, European Union Non-Financial Disclosure and CDP.

This sustainability report is produced to provide greater detail on our sustainability activities, as well as additional information material to our stakeholders.

Since 2003, we have reported sustainability data in accordance with the GRI guidelines. This report has been prepared in accordance with the GRI Standards for fiscal year 2023.

We follow the TCFD's recommendations for disclosing clear, comparable and consistent information about the risks and opportunities presented by climate change in accordance with the TCFD framework. More information on our climate risks, opportunities and strategy can be found in our annual [CDP Climate Change Response](#).

We're also a SASB reporter, now part of the IFRS Foundation, utilizing the SASB Standard for the Resource Transformation Sector – Electrical and Electronic Equipment in this report. In December

2023, the ISSB amended the SASB Standards in connection with the International Applicability of SASB Standards project. These most current standards are used in this report, while our separate annual United Nations Communication on Progress qualifies for the Global Compact Advanced level.

ESG Disclosure Committee
We've formed a multidisciplinary steering committee focused on our environmental, social and governance (ESG) reporting. The purpose of the steering committee is to oversee efforts designed to enhance our ESG reporting in anticipation of legally mandated ESG reporting requirements. The steering committee brings together leaders from across a variety of functions to share knowledge on ESG reporting regulations, trends, controls and procedures, to identify key ESG reporting issues and to facilitate collaboration among functional groups in generating ESG disclosure.

Accuracy and third-party assurance

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All information in this report is based on the best available data at the time of publication. We use several different third-party groups for data assurance. The groups selected are independent of Johnson Controls and are specialized in the subject area they review.

Financial external assurance

The consolidated financial statements reported in our [2023 Form 10-K](#) are audited by PricewaterhouseCoopers LLP, an independent registered public accounting firm.

Sustainability external assurance

Since 2011, Apex, an independent third-party assurance provider recognized by CDP, has verified our greenhouse gas emissions data per ISO 14064-3: Second Edition 2019-04: Greenhouse Gases -- Part 3: Specification with Guidance for the Verification and Validation of Greenhouse Gas Statements. Apex also assured our water data per the International Standard on Assurance Engagements (ISAE) 3000, having assured our waste data per this same standard since 2014. The objective of the assurance is to provide further confidence that our reported energy, GHG emissions, water and waste data has a low margin of error and is consistent with externally or internally defined sustainability accounting principles. The certificates for these most recent assurance engagements are linked as verification statements in the GRI Content Index.

We use certified registrars to validate and certify our operations to various quality, environmental, six sigma and safety standards, such as ISO 9000, ISO 14001 and OSHAS 18001. Additionally, filings with environmental health and safety and other regulatory agencies are routinely checked internally and by the applicable regulatory agencies.

Environmental health and safety external assurance

We use a third-party software tool for our Environmental Health and Safety Information System (EHSIS) to track environment, health and safety data from facilities worldwide. Data is reviewed routinely by qualified personnel, who check not only data in the system, but also original records and other aspects via site-level checks. Utilizing third-party auditors, the Johnson Controls internal environmental health and safety compliance audit program verifies compliance with applicable federal, state, provincial and/or local regulatory requirements, as well as Johnson Controls standards. It also supports our business goals of Zero Harm to people and the environment, while furthering our vision of a safe, comfortable, sustainable world. This includes being safer, healthier and having less impact on the environment, identifying opportunities for continuous improvement and providing education, awareness and understanding of applicable environmental health and safety requirements.

Scope 2-2

This report focuses on consolidated operations for the fiscal year 2023 in line with the Greenhouse Gas Protocol Corporate Accounting Standard, Chapter 3, Setting Organizational Boundaries, Control Approach.

Rationale for choosing a base year

The 2016 merger of Johnson Controls with Tyco International was a change in our company profile material enough that our Global Sustainability Council (now ESG Leadership Committee) determined new goals were needed. Accordingly, in 2018, we announced new 2025 goals related to greenhouse gas emissions, energy, water, waste, safety and diversity from our 2017 baseline. Many of our ESG commitments announced in 2021 are also aligned with our 2017 baseline.

Emissions metrics

While we continue to measure and report on intensity metrics, Johnson Controls promotes the use of absolute emissions and renewable energy as more relevant in terms of reducing our impact on the climate. With this in mind, our longer-term metrics are aligned to absolute emissions reductions, as well as the use of clean sources of energy.

Energy and emissions key performance indicators

Johnson Controls utilizes absolute and intensity metrics to assess the impact of its energy and emissions. Energy and emissions reported include facilities and fleet (entities) as defined under the GHG Protocol Corporate Reporting and Accounting Standard, Operational Control approach.

The following represent the operationally controlled entities included in the inventory:

- Wholly-owned entities
- Leased locations – leased locations where Johnson Controls is able to significantly modify operating policies for managing the facility through recognized leasing arrangements and other contractual requirements. More than 90 percent of our leased locations have leasing arrangements which allow us to manage our site operations, and thus are included in the inventory
- Consolidated joint ventures greater than 50 percent equity control and financially consolidated

Our GHG emissions inventory includes scope 1, scope 2 and the categories for scope 3 that are relevant and significant to our company. Use of purchased electricity and steam are reported as indirect emission sources to avoid double counting by organizations or agencies interested in compiling national inventory data.

Scope 1 refrigerant losses are calculated using the Material Balance Method outlined in Greenhouse Gas Inventory Guidance and include losses from charging air-conditioning products after we build them at all relevant manufacturing facilities, which are the facilities that use refrigerants in a production setting to mass-produce HVAC equipment. Scope 1 mobile combustion includes corporate jets and the company-owned and leased vehicles within our operational boundary.

We record actual energy use from owned and leased manufacturing sites, our corporate offices and other large energy users within our boundary. For other buildings, including office space, this inventory considers and estimates direct and indirect emissions. For estimated energy and emissions, we use a Johnson Controls-specific energy density value based on actual usage from a sample of facilities, with a regional usage factor for natural gas.

Starting with fiscal year 2022 data, Silent-Aire and other smaller acquisitions were added to Johnson Controls operational boundary and metrics, adding 12 manufacturing sites, as well as other buildings and the associated scope 3 emissions.

As the product-related emissions methodologies for Johnson Controls continue to be improved, scope 3 emissions calculations have been updated to reflect a change in methodology in alignment with industry best practices based on the availability of more refined sales activity data.

As a result, we have restated Scope 3 fiscal years 2022, 2021 and 2017. Categories 1 and 2 (Purchased goods & services and Capital goods) for the fiscal year 2017 remain unchanged, while Category 11 (Use of sold products) had the most substantive revisions. This category, which considers emissions from finished HVACR products, expanded its boundary to include our ducted systems, Johnson Controls-Hitachi, chillers (excluding absorption chillers), air handlers and industrial refrigeration business units. Product attributes used to estimate Category 11 emissions include heating and cooling capacity, heating and cooling efficiency, refrigerant charge and refrigerant GWP.

Greenhouse gas intensity is measured as total scope 1 and 2 emissions divided by total net sales, as reported in our 2023 Form 10-K, while energy intensity is total energy divided by total net sales. Total net sales values used in the denominator of these calculations may be adjusted from what is reported in our Form 10-K to ensure consistency with the operationally controlled facilities and fleet included in the energy and emissions values used in the numerator.

Due to rounding, some of the numbers presented in this report may not add up precisely to the totals presented, and percentages may not precisely reflect the absolute figures to which they refer.

Sustainability process data

Standards, methodologies, assumptions and calculation tools used for direct (scope 1) and indirect (scope 2 and 3) GHG emissions:

Activity data is mostly tracked using our Environmental Health and Safety Information System (EHSIS) tool. A small portion of the data is also tracked using templates consistent with the below listed standards.

- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol: Scope 2 Guidance, An amendment to the GHG Protocol Corporate Standard
- The Greenhouse Gas Protocol: Technical Guidance for Calculating Scope 3 Emissions
- The Greenhouse Gas Protocol: Scope 3 Evaluator Tool
- Greenhouse Gas Inventory Guidance: Direct fugitive emissions from refrigeration, air conditioning, fire suppression and industrial gases
- The Climate Registry: General Reporting Protocol
- The Climate Registry: Electric Power Sector (EPS) Protocol
- U.S. EPA Climate Leaders: Indirect Emissions from Purchases/Sales of Electricity and Steam
- U.S. EPA Climate Leaders: Direct Emissions from Stationary Combustion
- U.S. EPA Climate Leaders: Direct Emissions from Mobile Combustion Sources and DEFRA
- GHG emissions consolidation approach for scopes 1 and 2: Operational control
- Emission factor sources:
 - US EPA Emissions Factors for Greenhouse Gas Inventories, 2022 - Scope 1 Stationary and Mobile Emissions Sources
 - US EPA, eGRID 2022 - US, market- and location-based electricity
 - National Inventory Report 1990–2018 (Canada) – Canada electricity
 - International Energy Agency (IEA) Emissions Factors 2022 - rest of world, market- and location-based electricity
 - DEFRA Conversion Factors 2022 - UK scope 1 and 2 emissions sources
 - European Residual Mixes 2021, Association of Issuing Bodies - multiple European countries, market-based electricity
 - Comparison of Particulate Emissions from Liquid-Fueled Pool Fires and Fire Whirls at Different Length Scales, UC Berkeley, March 2021 - heptane
 - GWP values taken from: IPCC Fourth Assessment Report (AR4 - 100 years)

Environmental data

Certifications
ISO 14001, 50001 and 45001 certified and compliant status from manufacturing facilities

Company-Wide 2024 Certified Compliant	ISO 14001	ISO 50001	ISO 45001
	56%	4.5%	55%
	15%	0%	7%

Energy consumption within the organization
302-1 | RT-EE-130a.1

Consumption by Fuel Type	Unit of measure	2023	2022	2021	2017
Energy From Renewable Sources					
Biomass	GJ	34,543	38,908	49,172	59,131
Ethanol	GJ	17,380	4,406	764	2,288
Electricity From Renewable Sources	GJ	1,043,152	1,064,417	743,039	0
Purchased Stream From Renewable Sources	GJ	5,618	0	0	0
Subtotal	GJ	1,100,693	1,107,731	792,975	61,419
Energy from non-renewable sources					
Natural Gas	GJ	1,510,143	1,744,368	1,670,171	1,606,183
Fuel Distilled From Crude Oil and Other Fossil Fuels	GJ	3,373,499	3,049,517	2,989,660	3,801,458
Electricity	GJ	1,434,765	1,494,366	1,594,981	2,628,014
Purchased Steam	GJ	10,774	20,343	46,899	10,641
Subtotal	GJ	6,329,181	6,308,594	6,301,711	8,046,296
Grand total	GJ	7,429,875	7,416,325	7,094,686	8,107,715
Percentage of Total Electricity From Renewable Sources	%	42.1%	41.6%	31.8%	0%

Methodology notes:

- The data is tracked using the Environmental Health and Safety Information System (EHSIS) tool. Energy consumption is tracked at the facility, group and corporate levels
 - Percentage of total operational spending on energy (most recent reporting year): more than zero percent but less than five percent
 - The categories of heating and cooling are not applicable to our data tracking
 - The energy sold category is not applicable to our company. Johnson Controls does not sell energy
- All estimates are based on the best available data at publication and may change over time. Fiscal year 2022 biomass has been restated to reflect corrected data
 - The fuel distilled from crude oil and other fossil fuels category includes gasoline, diesel, propane/LPG/butane, jet fuel and heavy fuel oil. Increase in availability of fleet data has led to an increase in this metric
 - For the first time, in fiscal year 2023, we have verified renewable sources for purchased steam

Energy consumption outside the organization
302-2

Energy Category/Activities	Unit of measure	2023	2022	2021	2017
Use of Sold Products	GJ	83,508,186	115,665,392	118,567,029	105,850,345
Total	GJ	83,508,186	115,665,392	118,567,029	105,850,345

Methodology notes:

- Tracking of renewable energy in our value chain is currently outside of our energy accounting scope
- Use of sold products contributes significantly to the organization’s total anticipated energy consumption outside of the organization and is deemed material. This value was estimated by modeling the energy usage for a representative sample of product categories and extrapolating for the rest. Starting with fiscal year 2022 data, Silent-Aire and other smaller acquisitions were added to our operational boundary and metrics. In fiscal year 2023, we made substantive revisions to our scope 3 emissions methodology to better align with industry best practices by utilizing newly available datasets. The data in this table reflects this revised methodology across all years

Energy intensity
302-3

Energy Intensity	Unit of Measure	2023	2022	2021	2017
Numerator	GJ	7,429,875	7,416,325	7,094,686	8,107,715
Denominator	Million USD in total net sales	26,793	25,299	23,415	22,661
Energy Intensity (Ratio)	GJ per million USD in total net sales	277	293	303	358

Methodology notes:

- Scope includes what is under company’s operational control
- Fiscal year 2022 metrics have been updated to reflect updated metrics for biomass and the company’s fiscal year 2022 total net sales

Reduction of energy consumption
302-4

	Unit of Measure	2023	2022	2021	2017
Total Energy	GJ	7,429,875	7,416,325	7,094,686	8,107,715
Total Energy Reductions	GJ	677,840	691,390	1,013,029	NA

Methodology notes:

- Metrics reflect energy saved by conservation and efficiency initiatives. Total energy reductions represent reductions against the baseline year of 2017
- Year-to-year fluctuations are driven by our efforts to reduce energy, but are offset by necessary increases, including increased sales and temperature fluctuations

Reductions in energy requirements of products and services
302-5

Product and Services	Unit of Measure: Gigajoules (GJ)	2023	2022	2021
Energy Savings Performance Contracting	GJ	18,143,989	18,119,041	13,654,042
Total	GJ	18,143,989	18,119,041	13,654,042

Methodology notes:

- These values are guaranteed energy savings from our active energy-savings performance-contracting project portfolio in the US and Canada during each reporting year
- Our energy solutions team generates reports for our guaranteed energy savings active during each reporting year, which facilitates generating an annual aggregate total
- This metric does not include reductions in energy use from products sold other than those specifically used in performance contracting projects. The reduction in use from products sold is reflected our scope 3 use of sold products as reported in Results: Emissions

Results: emissions
Direct (scope 1), indirect (scope 2) and other indirect (scope 3) GHG emissions
305-1 | 305-2 | 305-3 | 305-4

Emissions - Metric Tons CO ₂ e ⁴	2023	2022	2021	2017
Direct (scope 1)				
CO ₂	303,853	300,669	219,329	327,023
CH ₄	51	59	54	59
N ₂ O	98	143	111	131
HFC ¹	101,286	109,232	231,817	355,549
Scope 1 ²	405,288	410,103	451,311	682,761
Indirect (Scope 2)				
Market-Based	200,819	213,336	212,918	396,612
Location-Based	308,046	331,839	300,725	400,442
Scope 1 Plus Market-Based Scope 2 ³	606,107	623,439	664,229	1,079,373
Other Indirect (Scope 3) ⁵				
Purchased Goods and Services	3,164,000	3,515,000	2,858,000	3,826,000
Capital Goods	680,000	694,000	564,000	1,891,000
Fuel- and Energy-Related Activities	29,000	33,000	43,000	23,000
Upstream Transportation and Distribution	173,000	236,000	403,000	460,000
Waste	15,000	15,000	11,000	14,000
Business Travel	30,000	18,000	9,000	35,000
Employee Commuting	213,000	214,000	215,000	203,000
Use of Products ⁶	173,772,000	222,592,000	224,871,000	238,338,000
End of Llife	2,495,000	2,974,000	4,058,000	4,276,000
Scope 3	180,571,000	230,291,000	233,032,000	249,066,000
Biogenic Metric Tons CO ₂ e ⁷	4,313	5,330	4,488	6,680
Grand Total (Scope 1+2+3) ⁸	181,177,107	230,914,439	233,696,229	250,145,373
GHG Intensity ⁸ (Metric Tons CO ₂ e per Million USD in Net Sales)	22.6	24.6	28.4	47.6

- Category includes manufacturing losses and losses from the use of air-conditioning equipment in our real estate globally. For the use of air-conditioning equipment in our real estate globally, loss intensity per square foot is calculated using actual data from our Building Solutions North America business and extrapolated globally
- Category considers stationary combustion, mobile combustion and fugitive emissions, including natural gas, propane, diesel, heavy fuel oil, gasoline, jet fuel, butane, wood pellets, heptane and refrigerant losses
- We compute both location- and market-based indirect emissions. We use market-based emissions to track our progress towards our reduction targets. Gases used to calculate scope 2 include CO₂, CH₄ and N₂O
- For fiscal year 2023 scope 1, 2 and 3 data, Apex, an independent third-party assurance provider recognized by CDP, has verified our greenhouse gas emissions data per ISO 14064-3: Second Edition 2019-04: Greenhouse Gases -- Part 3: Specification with Guidance for the Verification and Validation of Greenhouse Gas Statements. Additionally, fiscal year 2017 scope 3 (use of products) has been restated and verified by Apex
- In fiscal year 2023 Johnson Controls made substantive revisions to our Scope 3 emissions methodology to better align with industry best practices and utilize newly available datasets. As a result, we have restated fiscal years 2022, 2021 and 2017. Purchased goods & services and capital goods for the fiscal year 2017 remain unchanged. Category considers emissions for transportation and distribution losses only
- Category considers emissions from finished HVACR products, including Ducted Systems, Johnson Controls-Hitachi, Chillers (excluding absorption chillers), Air Handlers and Industrial Refrigeration Equipment. Product attributes include heating and cooling capacity, heating and cooling efficiency, refrigerant charge, and refrigerant GWP. Category excludes parts, Controls, Fire, Security, Silent Aire and sourced products without Johnson Controls branding
- Emissions reported for informational purposes only and are not in scope 1 subtotals or section grand totals
- Considers only scope 1 and scope 2 emissions. Excludes biogenic emissions. Considers the market-based emissions for scope 2 which are calculated using the market-based approach from the World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol’s Scope 2 Guidance

Reduction of GHG emissions from internal projects
305-5

	Unit of Measure	2023	2022	2021	2017
Total GHG Emissions	Metric tons CO ₂ e	606,107	623,439	664,229	1,079,373
Total GHG Reductions	Metric tons CO ₂ e	473,266	455,934	415,144	NA

- Methodology notes:
- List of GHGs included: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFC)
 - Total GHG reductions represent reductions against the baseline year of 2017
 - As part of the sustainability program, projects designed to reduce GHG emissions are implemented globally at plant level. Actual energy use at each plant is tracked and reductions are calculated year over year. In addition, Renewable Energy Certificates for all US manufacturing sites and the vast majority of owned or leased offices and warehouse were purchased in fiscal year 2023

Emissions of ozone-depleting substances (ODS)
305-6

	Unit of Measure	2023	2022	2021
Purchase of ODS	Metric tons of CFC-11 equivalent	0.92	1.92	1.88

- Methodology notes:
- Data for fiscal year 2021 (0.85 metric tons) and fiscal year 2022 (0.7 metric tons) has been restated to include newly available data
 - This data was collected through our procurement teams accounting for the purchase and usage of the refrigerant R22. All estimates are based on the best available data at publication and may change over time
 - Within our YORK line of products, we track the use of chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs) in the manufacturing of our building equipment systems, which is the main source of our ozone-depleting substances (ODS). Their related emissions are primarily used in developing countries, consistent with the phase-out schedule specified by the Montreal Protocol. Our heating, ventilation and air conditioning (HVAC) service technicians offer preventive maintenance and predictive diagnostics to prevent the release of ODS while servicing equipment containing refrigerants at customer facilities. Although we may use HCFCs when servicing some of our customers’ equipment, we do not report that usage since we consider it part of our customers’ activities. We have been engaged in the rapid phasing down of R22 and other CFCs and HCFCs in accordance with the Montreal Protocol, including seeking alternatives where possible

Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions
305-7

Emissions Types	Unit of Measure	2023	2022	2021	2017
SOx Emissions	Kg	6,213	7,711	3,796	9,097
SOx Intensity	Kg per million USD in total net sales	0.26	0.30	0.16	0.4
NOx Emissions	Kg	152,483	182,043	127,039	202,906
NOx Intensity	Kg per million USD in total net sales	6.45	7.2	5.43	8.95
Particulate Matter Emissions (PM)	Kg	17,921	21,302	15,835	22,516
Hazardous Air Pollutants (HAP)	Kg	NA	63,152	54,380	70,861
Volatile Organic Compound (VOC) Emissions	Kg	NA	20,954	24,044	78,462
VOC Intensity	Kg per million USD in total net sales	NA	0.83	1.05	3.46

From our baseline of 2017, we reduced our SOx emissions by 32 percent and NOx emissions by 25 percent. We achieved these reductions even though, starting with our 2022 metrics, we added the emissions from our acquisition of Silent Aire plus other new manufacturing facilities. This added the emissions for 12 new manufacturing facilities to our current metrics, but not to our baseline year.

- Select items have been verified. Apex reviewed the energy consumption data that is used as primary data to estimate SOx, NOx, volatile organic compounds (VOCs) and PM emissions from combustion
- Data reported for all emissions and years covers all operationally controlled facilities unless specifically noted
- Global SOx emissions, NOx emissions and PM emissions are from the combustion of natural gas, propane/LPG, diesel, butane, gasoline and biomass from stationary sources. Energy consumption data used for these calculations is compiled using our EHSIS reporting tool, which allows us to collect site-level utility information
- Hazardous air pollutants (HAPs) reported are from the toxic release inventory (TRI) database maintained by the US Environmental Protection Agency and therefore includes only releases in the United States
- HAPs and VOCs data is not yet available for 2023. Metrics are based on toxic release inventory (TRI) data, which is reported by calendar year in July. The 2022 reported value for VOCs has been restated and the value for HAP is included as 2022 TRI reported data is now available
- Emission factors from EPA AP-42, Fifth Edition, Volume I and the California Air Resources Board were used to estimate emissions from stationary combustion
- Other annual emissions may include one or more of the following: antimony/antimony compounds; arsenic; chlorofluoromethane; chromium; cobalt; copper; 1,1-dichloro-1- fluoroethane; 2,2-dichloro-1,1,1-trifluoroethane; diethanolamine; diisocyanates; ethylene glycol; lead/lead compounds; manganese; nickel; N-methyl-2-pyrrolidone; propylene; sulfuric acid (acid aerosols); toluene diisocyanate; xylene; and zinc compounds
- Dust and persistent organic pollutant (POP) emissions are not considered significant based on our set of operations

Water and effluent
303-1 | 303-2

Outside of municipal water, we currently do not have data on other water sources used, including recycling. We are in the process of exploring the best approach to obtain more granular water data and we hope to be able to report more information on the results of this analysis in the future. Water conservation and recycling efforts are primarily managed at the facility level, but our focus on water use is increasing as data becomes more available.

Water withdrawal and discharge by source
303-3 | 303-4 | 303-5

Source	Unit of Measure	2023	2022	2021
Municipal Water Supplies or Other Water Utilities	Megaliters	3,196	3,322	4,172
Total Water Withdrawal	Megaliters	3,196	3,322	4,222
Municipal Water Discharge	Megaliters	1,439	1,214	1,221
Total Water Discharge	Megaliters	1,439	1,214	1,221
Water Consumption	Megaliters	1,757	2,108	2,951

- Methodology notes:
- Data is sourced from direct measurements (invoices, metered data)
 - Water discharge is taken from utility bills for manufacturing sites where process water is used. For manufacturing sites where process water is not used e.g., sanitary use only, it is assumed that 100 percent of water is discharged
 - Water consumption is defined as water withdrawals minus water discharges
 - Starting with our 2011 data, Apex, an independent auditor recognized by CDP, audited our water withdrawal. The certificate for this most recent audit is attached to the GRI Index

Water use at water-stressed locations

Source	Unit of Measure	2023	2022	2021	2017
Withdrawal From Water-Stressed Locations	Megaliters	272	294	314	313

Water-stressed locations reflect manufacturing facilities identified as belonging to a water-stressed basin according to the 2021 WRI Aqueduct 3.0 review of our facility locations. Withdrawals are from direct measurements (invoices, metered data).

Waste by type and disposal method
306-3 | 306-4 | 306-5 RT-EE-150a.1

As a result of our efforts, in fiscal year 2022, three more of our manufacturing facilities were recognized for achieving a zero waste to landfill status. There are now 26 Johnson Controls Global Products manufacturing sites internally certified as zero landfill. These plants are located in all regions of the world, making environmental sustainability a truly global effort. Overall, Johnson Controls has an 89 percent company-wide diversion rate, including hazardous and non-hazardous waste, and 31 zero landfill sites.

Waste by Type and Disposal Method (Metric Tons)	2023	2022	2017
Non-Hazardous			
Reuse	357	331	310
Recycling	74,677	74,037	80,973
Recovery (Including Energy Recovery)	1,122	956	847
Incineration	1,272	772	1,603
Landfill	9,217	9506	9,202
Subtotal (Metric Tons, Non-Hazardous Waste)	86,645	85,602	93,084
Hazardous			
Reuse	56	117	27
Recycling	4,570	2,714	3,233
Recovery (including Energy Recovery)	332	945	1,001
Incineration	1,081	441	421
Landfill	455	866	1,416
Subtotal ((Metric Tons, Hazardous Waste)	6,494	5,083	6,097
Total waste (Metric tons)	93,140	90,685	99,181

- Methodology notes:
- Our contracts with waste disposal contractors require them to provide the data and documentation of each pick-up from our sites matched to the GRI categories. This data is entered into our global environmental health and safety tracking system on a monthly basis by site personnel at each location
 - Waste values represent waste from manufacturing sites, which is the majority of all waste generated by the company. All waste can be considered handled off site. Fiscal year 2022 waste data has been restated to reflect reporting improvements
 - Recycling data includes materials recycled or composted

Social data

Employee benefits
201-3 | 401-2 | 403-6

We offer competitive benefits programs, which we evaluate annually to ensure effectiveness and market competitiveness. The company ensures that all employee benefits are locally and globally compliant, as well as market relevant. As employee benefit plans vary significantly between countries due to different levels of social, tax and legal regulations, our benefits portfolio is primarily country-driven.

In 2023, we launched a benefits study in multiple countries to gather direct feedback from employees on the types of benefits they value most. Insights from this study will be used as we continue to strive to provide valuable benefit programs for our employees.

Healthcare plans

- Medical, dental and vision coverage (employee and family)
- Prescription drug coverage
- Health savings account (HSA)
- Flexible spending account (FSA)
- Dependent care account

Health and wellness resources

- Employee assistance program
- Wellness/fitness program
- On-site fitness/recreation facilities
- Gym discounts
- Preventative healthcare programs
- Employee recognition programs

Financial benefits and resources

- Retirement savings plan 401(k)
- Defined contribution plan
- Retirement investment guidance
- Tuition reimbursement
- Matching gift program

Life and accident insurance

- Accidental death & dismemberment (AD&D)
- Life insurance (basic and supplemental)
- Short- and long-term disability

Education

- Tuition reimbursement
- Workforce training, skills and leadership development programs
- Mentoring program

Work/life/time away benefits

- Paid vacation and paid holidays
- Paid sick days
- Medical and family leaves of absence
- Bereavement leave
- Parental leave
- Paid time off for employee volunteers
- Flexible work schemes

Voluntary benefits

- Accident insurance
- Auto/home insurance
- Legal insurance
- Pet insurance
- ID theft insurance
- Critical illness insurance

Parental leave
401-3

	2023	2022	2021
Number of male employees who took parental leave	927	674	224
Number of female employees who took maternity leave	156	183	272
Rate of female employees who returned to work after leave	100%	96%	96%
Rate of male employees who returned to work after leave	100%	97%	98%

The numbers provided include all US employees except those who may have separate benefits due to union contracts. The return-to-work rate value only includes employees who worked more than two weeks after their return.

Diversity of employees
405-1

	2023	2022	2021
Total Employees	99,095	99,000	96,150
Percent of Total Employees			
Male	77%	76%	77%
Female	23%	24%	23%
Managers - female	21%	20%	19%
Minorities	32%	30%	26%
Managers - minorities	22%	21%	18%
Under 30 years old	20%	18%	17%
30 – 50 years old	56%	55%	58%
Over 50 years old	24%	27%	25%

Gender and age groups data reflects full-time global employee population. Minority data reflects US population only. Minority is defined using race/ ethnicity groups as defined by US federal agencies for employment purposes.

Ratio of standard entry-level wage by gender compared to local minimum wage
202-1

Ratio of Employee Entry-Level Wages Compared to the Minimum Wage at Significant Locations of Operations	Gender	2023 Ratio	2022 Ratio	2021 Ratio
Canada	Men	1.96	1.97	2.10
Canada	Women	1.40	1.46	1.59
China	Men	1.40	2.15	2.15
China	Women	1.42	1.74	1.56
India	Men	5.14	4.99	4.82
India	Women	4.85	4.76	4.78
Mexico	Men	1.99	1.93	1.51
Mexico	Women	1.86	1.78	1.26
United Kingdom	Men	1.42	1.76	0.98
United Kingdom	Women	1.08	1.30	0.94
US	Men	2.23	2.07	2.00
US	Women	2.25	2.07	1.94

The above numbers represent 70 percent of our global employees.

Annual total compensation ratio
2-21

Location	2023 Ratio	2022 Ratio	2021 Ratio
Canada	4.03	4.10	4.27
China	35.60	37.21	39.25
India	32.67	33.81	25.00
Mexico	26.84	36.73	38.73
United Kingdom	9.47	9.85	8.95
United States	6.23	6.80	6.88

The ratio of the annual total compensation for the organization’s highest-paid individual in each country to the median annual total compensation for salaried employees within the same country is calculated using the annual base salary compensation for full-time employees.

Ratio of percentage increase in annual total compensation
2-21

Location	2023 Ratio	2022 Ratio	2021 Ratio
Canada	0.63	1.07	0.80
China	0.39	0.58	0.50
India	0.86	0.33	0.97
Mexico	0.44	1.12	0.43
United Kingdom	0.60	0.40	1.13
United States	1.33	0.90	3.19

The ratio of the annual total compensation percentage increase of the highest-paid individual in each country to the median annual total compensation percentage increase for salaried employees in the same country is calculated using the annual base salary performance increase for full-time employees.

New employee hires and employee turnover
401-1

Total Workforce		2023		2022		2021	
New employee hires		Total	Rate	Total	Rate	Total	Rate
Global (Excludes Hires From Acquisition/HAF)	All age groups	25,665		23,700		22,420	
	Under 30 years old	10,579	41%	9,700	41%	8,500	38%
	30 – 50 years old	9,831	38%	11,500	48%	11,120	50%
	Over 50 years old	5,255	20%	2,500	11%	2,800	12%
	North America	11,750	46%	9,500	40%	11,020	49%
	Asia	4,723	18%	4,600	20%	3,770	17%
	Europe	2,521	10%	2,500	10%	1,790	8%
	Latin America	6,347	25%	6,800	29%	5,550	25%
	Middle East and Africa	324	1%	300	1%	290	1%
	Female	6,621	26%	6,300	27%	5,340	24%
	Male	19,044	74%	17,400	73%	17,080	76%
Employee Turnover		Total	Rate	Total	Rate	Total	Rate
Global Voluntary Turnover ¹	All age groups	14,334	14%	15,510	16%	12,161	13%
	Under 30 years old	5,385	26%	6,007	31%	4,199	26%
	30 – 50 years old	6,439	14%	6,996	15%	6,468	12%
	Over 50 years old	2,319	7%	2,507	8%	1,492	6%
	North America	6,439	15%	6,866	17%	5,757	15%
	Asia	2,758	12%	3,018	14%	2,218	11%
	Europe	1,484	9%	1,738	11%	1,346	8%
	Latin America	3,442	21%	3,629	23%	2,602	17%
	Middle East and Africa	211	10%	259	11%	238	9%
	Female	3,726	16%	3,953	17%	3,214	15%
	Male	10,608	14%	11,555	15%	8,945	12%

1. Includes global voluntary turnover, including retirement, for regular full- and part-time employees.

Employees
2-7 | 2-8

Full-Time and Part-Time Employees by Gender	2023	2022	2021
Full-Time – Male	75,933	76,000	74,240
Full-Time – Female	23,162	23,000	21,910
Total Full-Time	99,095	99,000	96,150
Part-Time – Male	307	400	460
Part-Time – Female	560	600	390
Total Part-Time	867	1,000	850

	2023		2022		2021	
Employees by Region	Male	Female	Male	Female	Male	Female
North America	33,112	9,012	32,000	9,000	32,460	8,540
APAC	17,316	5,422	17,500	5,400	16,820	4,780
Europe	13,447	3,749	13,500	4,000	12,710	3,440
Latin America	10,443	5,291	11,000	5,500	10,440	5,260
Middle East and Africa	1,922	248	2,000	100	2,270	280

Permanent Employees and Temporary Workers by Gender	2023	2022	2021
Indefinite or Permanent Contract – Male	75,559	75,400	74,260
Indefinite or Permanent Contract – Female	23,369	23,600	22,070
Total Indefinite or Permanent	98,928	99,000	96,330
Fixed-Term or Temporary Contract – Male	681	600	440
Fixed-Term or Temporary Contract – Female	353	400	230
Total fixed-term or temporary contract	1,034	1,000	670

Ratio of basic salary and remuneration of women to men, by significant locations of operations
405-2

Location	2023 Ratio	2022 Ratio	2021 Ratio
Canada	0.96	0.96	0.95
China	0.97	0.96	0.98
India	0.97	0.94	0.93
Mexico	0.96	0.96	0.97
United Kingdom	0.93	0.93	0.97
United States	0.97	0.97	0.96
Total Worldwide	0.99	0.94	0.96

Incidents of discrimination and corrective actions taken
406-1

	2023
Total Number of Incidents	133

- Status for all incidents:
- Reviewed
 - Remediation plan being implemented
 - Remediation plan implemented
 - Results reviewed through routine internal management review process
 - Incident no longer subject to attention

Corrective actions taken: The numbers above are a tally of all allegations of discrimination filed through a legal action, formal complaint or the Johnson Controls Integrity Helpline. All incidents were investigated and corrective actions were implemented to prevent any reoccurrence.

Freedom of association and collective bargaining
407-1 | 2-30

There are no operations within Johnson Controls that have been identified as being at significant risk for prohibiting employees from exercising the right to freedom of association or collective bargaining.

Freedom of Association and Collective Bargaining	
Collective Bargaining Agreements	2023
Percentage of Total Employees Covered by Collective Bargaining Agreements	22

*Percentage of employees covered by collective bargaining agreements globally.

Training and education

Average hours of training per year per employee
404-1

Employee Category	2023
CEO	2.58
President/Executive Vice-President	4.22
Vice-President/General Manager	9.79
Director	14.14
Manager	16.54
Supervisor	10.35
Individual Contributor – Professional	15.66
Individual Contributor – Support	15.41
Overall Average	15.43

Percentage of employees receiving regular performance and career development reviews
404-3

	2023	2022	2021
Male	95	96	97
Female	95	96	97
Total	95	96	97

Data represents percentage of salaried employees receiving performance reviews. All managers are expected to conduct employee reviews.

Workers participation, consultation and communication on occupational health and safety
403-4

Percentage of the total workforce represented in formal joint management-worker health and safety committees:	Over 75 percent
Explanation of the level(s) at which each formal joint management-worker health and safety committee typically operates within the organization:	Johnson Controls maintains and requires health and safety committees at the facility, region, business unit and enterprise levels. For a more complete description of the company’s health and safety committees, please refer to the Health and Safety section of this report.

Health and safety

403-9 | 403-10

Total Global Workforce	Incident Category	2023	2022	2021	2017
High-Consequence Injuries	Work-related fatalities	1	1	0	0
	Work-related fatality rate	0.001	0.001	0.00	0.00
Total Recordable Incidents	Total recordable incidents (TRI)	460	490	441	718
	Total recordable incident rate (TRIR)	0.37	0.41	0.38	0.57
Actual	Percent change in total recordable incident rate (FY2017 baseline)	-35.0%	-28.7%	-32.6%	Baseline year
2025 Sustainability Strategy Goal	2025 sustainability strategy goal, annual percent change in total recordable incident rate (FY2017 baseline)	-20.2%	-16.6%	-13.4%	0% (baseline year)
Lost Time Incidents	Total lost time incidents (LTI)	148	177	155	309
	Total lost time incident rate (LTIR)	0.12	0.15	0.14	0.25
First-Aid Injuries	Total first-aid injuries	2,310	1,858	1,630	1,349
	Total first-aid injury rates	1.86	1.54	1.42	1.07
Near Miss, Unsafe Acts, Unsafe Conditions	Total NM/UA/UC reports	75,896	60,777	39,885	12,596
	Total NM/UA/UC rate	59.62	49.20	33.58	9.97

- To calculate these figures, we follow US OSHA injury classifications globally
- Metrics include employees and agency/temp workers, but exclude third-party subcontractors, except for near miss, unsafe acts, unsafe conditions metrics
- Data is per 200,000 hours and, starting with fiscal year 2017 data, reflects our company footprint as of the end of fiscal year 2023
- Work hours used for rate calculations are either actual (e.g., from time-keeping systems) or estimated (e.g., based on headcount) work hours
- Historic data is restated to reflect the performance of current Johnson Controls operations
- Health and safety metrics as of November 6, 2023

Product safety

Product labeling
417-1

Requirements for Product and Service Information and Labeling	Required for Product Service Labeling
The sourcing of components of the product or service	Yes
Content, particularly with regard to substances that might produce an environment or social impact	Yes
Safe use of the product or service	Yes
Disposal of the product and environmental/social impacts	Yes

	2023
Percentage of significant product or service categories that are covered by and assessed for compliance with company procedures for product and service information and labeling	100%

417-2

Johnson Controls did not have any material or substantial incidents of non-compliance with product and service information and labeling regulations or voluntary codes. Our products are compliant with applicable regulations, codes and standards that require specific information be placed in our product service and maintenance information and manuals regarding safety. Many of our products are also listed by Nationally Recognized Test Labs (NRTL), where these requirements for information in the manuals are verified for presence.

417-3

Johnson Controls did not have any incidents of non-compliance with marketing communications regulations or voluntary codes.

Supplier sustainability – tracking and accountability
308-1 | 308-2 | 414-1 | 414-2

	2023	2022	2021
Percentage (%) of New Suppliers That Were Screened Using Social Criteria	100%	100%	100%
Percentage (%) of New Suppliers That Were Screened Using Environmental Criteria	100%	100%	100%

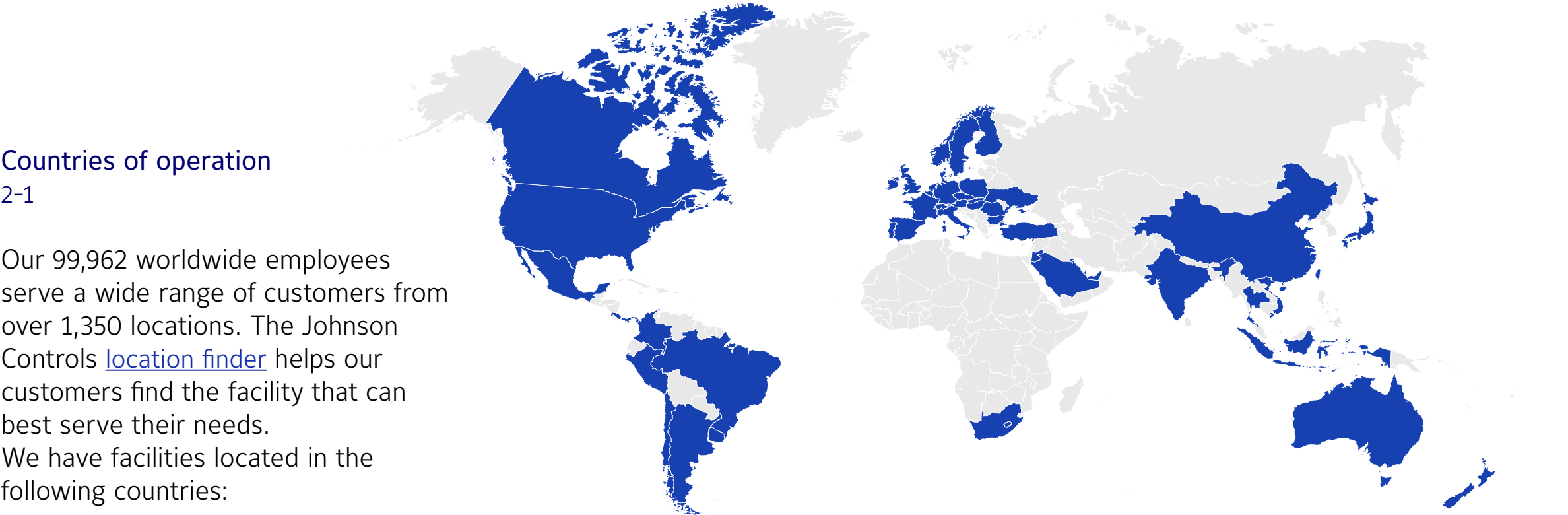
- Each business unit tracks the following metrics in relation to our suppliers:
- Percentage of total suppliers that refuse to abide by the Johnson Controls Code of Ethics or equivalent
 - Percentage of direct material suppliers identified for auditing
 - Percentage of direct material suppliers audited by Johnson Controls or third party
 - Number and type of suppliers terminated due to social and environmental performance issues

Governance data

Direct economic value generated and distributed
201-1

Fiscal year 2023							
Currency: Million USD	Value Generated	Value Distributed			Value Retained		
Fiscal Year 2023	Revenues	Operating costs	Wages and benefits	Payments to providers of capital	Payments to government	Community investment	(Generated less distributed)
Company Level	26,793	(17,091)	(7,129)	(1,261)	(430)	(12.7)	869

Through philanthropy and employee volunteer programs, we improve and strengthen the hundreds of communities we call home. Johnson Controls contributes millions of dollars annually and our employees give freely of their time, skills and contributions. The community investment number above includes corporate and foundation philanthropic contributions of more than \$12.7 million and employee giving in excess of \$2.9 million.



Location of operations				
Argentina	Colombia	Italy	Philippines	Switzerland
Australia	Costa Rica	Japan	Poland	Thailand
Austria	Czech Republic	Kazakhstan	Portugal	Turkey
Bahrain	Denmark	Kuwait	Qatar	Ukraine
Belgium	Finland	Luxembourg	Republic of Korea	United Arab Emirates
Brazil	France	Malaysia	Romania	United Kingdom
Bulgaria	Germany	Mexico	Russia	United States of America
Canada	Hungary	Netherlands	Saudi Arabia	Uruguay
Chile	India	New Zealand	Singapore	Uzbekistan
China	Indonesia	Norway	Slovakia	Vietnam
China-Hong Kong (SAR)	Ireland	Oman	South Africa	
China-Macau (SAR)	Isle of Man	Panama	Spain	
Chinese Taiwan	Israel	Peru	Sweden	

As of March 7, 2022, we suspended our business operations in Russia. We committed to fulfilling existing contractual obligations to the extent possible and in full compliance with sanctions, but we have not accepted, nor will we accept, new business or orders.

Diversity of governance bodies
405-1

Board of Directors (As of Annual Meeting in March 2024)	Male		Female		Minority or Vulnerable Group		Age Groups		
	Number	Percent	Number	Percent	Number	Percent	% <30 years old	% 30 – 60 years old	% > 60 years old
	8	66%	4	33%	4	33%	0	33%	66%

Board diversity (minority or vulnerable group) includes racial, ethnic and LGBTQIA+. Note that these metrics represent our Board of Directors following the March 2024 annual general meeting of shareholders.

Committees governing environmental, social and governance topics
2-9

Name of Committee	Committee Function	Number of Non-Executive Directors
Audit Committee	Audit / accounting; risk management; ethics issues	4
Compensation and Talent Development Committee	Remuneration / compensation	3
Governance and Sustainability Committee	Nomination; corp. social responsibility, corp. citizenship, sustainable development; health and safety; environmental issues; risk management; community and public affairs	4
Full Board of Directors	Risk management	11

See page six of Johnson Controls 2024 Notice and Proxy Statement.

Executive leadership team responsibility for corporate social responsibility and sustainability
2-9 | 2-12 | 2-13 | 2-17 | 3-1

As of the Annual Meeting of March 2024	Name	Position or Title	Organizational Level (From the Board and CEO) and Reporting Line
Overall Responsibility for Corporate Social Responsibility and Sustainability	George Oliver	Chairman and Chief Executive Officer	0 – serves on Board of Directors
Diversity and Employment Equity	Marlon Sullivan	Executive Vice President and Chief Human Resources Officer	1 – reports to Chairman and CEO
Community and Public Relations	Katie McGinty	Vice President and Chief Sustainability and External Relations Officer	1 – reports to Chairman and CEO
Environmental Issues	Katie McGinty	Vice President and Chief Sustainability and External Relations Officer	1 – reports to Chairman and CEO
Health and Safety	John Donofrio	Executive Vice President, General Counsel	1 – reports to Chairman and CEO
Risk Management	John Donofrio	Executive Vice President, General Counsel	1 – reports to Chairman and CEO
Supply Chain Social Responsibility	Terry Nadeau	Vice President, Chief Procurement Officer	1 – reports to Chairman and CEO
Compliance/Ethics Issues	Mara Murphy	Vice President, Chief Ethics and Compliance Officer	2 – reports to EVP and General Counsel, who reports to Chairman and CEO, and reports to Audit Committee
Human Rights Issues and Labor Issues	Tammara Lovett	Vice President, Chief Labor and Employee Counsel	2 – reports to EVP and General Counsel, who reports to Chairman and CEO, and reports to Audit Committee

Political contributions
415-1

Currency: USD	2023	2022	2021
PAC activity country: US	\$205,000	\$230,650	\$179,550

Johnson Controls International PLC Cautionary Statement Regarding Forward-Looking Statements

Johnson Controls International PLC has made statements in this report that are forward-looking and therefore are subject to risks and uncertainties. All statements in this document other than statements of historical fact are, or could be, “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. In this communication, statements regarding Johnson Controls’ purpose, ambitions, aims, commitments, targets, plans, and objectives, environmental, health, and safety data, social data as relates to employee metrics, social practices, employee engagement, recruiting, learning and development, and community engagement programs, future sustainability and corporate social responsibility goals, targets and performance, future financial position, sales, costs, earnings, cash flows, other measures of results of operations, synergies and integration opportunities, capital expenditures and debt levels are forward-looking statements. Words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “forecast,” “project” or “plan” and terms of similar meaning are also generally intended to identify forward-looking statements. However, the absence of these words does not mean that a statement is not forward-looking. Johnson Controls cautions that these statements are subject to numerous important risks, uncertainties, assumptions and other factors, some of which are beyond Johnson Controls’ control, that could cause Johnson

Controls’ actual results to differ materially from those expressed or implied by such forward-looking statements. A detailed discussion of risks related to Johnson Controls’ business is included in the section entitled Risk Factors in Johnson Controls’ Annual Report on Form 10-K for the 2023 fiscal year filed with the SEC on December 14, 2023, which is available at www.sec.gov and www.johnsoncontrols.com under the Investors tab. The description of certain of these risks is supplemented in Item 1A of Part II of Johnson Controls’ subsequently filed Quarterly Reports on Form 10-Q. Shareholders, potential investors and others should consider these factors in evaluating the forward-looking statements and should not place undue reliance on such statements. The forward-looking statements included in this communication are made only as of the date of this document, unless otherwise specified, and, except as required by law, Johnson Controls assumes no obligation, and disclaims any obligation, to update such statements to reflect events or circumstances occurring after the date of this communication.

In addition, Johnson Controls has made several public commitments regarding environmental, social and corporate responsibility matters, including, among others, commitments to achieve net zero Scope 1 and 2 carbon emissions by 2040

and the establishment of science-based targets to reduce carbon emissions from Johnson Controls operations and the operations of its customers. Although Johnson Controls intends to meet these commitments, it may be required to expend significant resources to do so, which could increase operational costs. Further, there can be no assurance of the extent to which any of these commitments will be achieved, or that any future investments Johnson Controls makes in furtherance of achieving such commitments will meet external expectations or any binding or non-binding legal standards regarding environmental social or corporate responsibility performance. Moreover, Johnson Controls may determine that it is in the best interest of Johnson Controls and its stockholders to prioritize other business, social, governance or sustainable investments over the achievement of these commitments based on economic, regulatory and social factors, business strategy or pressure from investors, activist groups or other stakeholders. Johnson Controls ability to achieve its public environmental, social and corporate responsibility commitments may also be negatively impacted by one or more of the risks included in the section entitled Risk Factors in Johnson Controls’ Annual Report on Form 10-K for the 2022 fiscal year filed with the SEC, as updated by any subsequently filed Quarterly Report on Form 10-Q or Current Report on Form 8-K.



About Johnson Controls

At Johnson Controls (NYSE:JCI), we transform the environments where people live, work, learn and play. As the global leader in smart, healthy and sustainable buildings, our mission is to reimagine the performance of buildings to serve people, places and the planet.

Building on a proud history of nearly 140 years of innovation, we deliver the blueprint of the future for industries such as healthcare, schools, data centers, airports, stadiums, manufacturing and beyond through OpenBlue, our comprehensive digital offering.

Today, with a global team of 100,000 experts in more than 150 countries, Johnson Controls offers the world's largest portfolio of building technology and software as well as service solutions from some of the most trusted names in the industry.

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The power behind **your mission**