

Johnson Controls FY22

# Diversity, Equity and Inclusion Annual Report

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# 2023 Diversity, Equity and Inclusion Annual Report



**Marlon Sullivan**  
Executive Vice President  
and Chief Human  
Resources Officer



**Marina Williams**  
Vice President, Diversity,  
Equity and Inclusion

## LEADERSHIP COMMENTS AND REFLECTIONS

### A letter from Marlon Sullivan and Marina Williams

**Thank you for your time and interest to learn more about diversity, equity and inclusion (DE&I) at Johnson Controls.**

As we continue to lead our customers to a smart, healthy and sustainable tomorrow, there is one key factor in our success: our people. Our people-centric culture is predicated on our ability to become an employer of choice in all markets in which we compete to attract, develop and retain top talent. One of the key levers of success is building a culture that values diversity, promotes equity and fosters inclusion.

Learning from and listening to our people and our core values will guide us on our journey to implement best-in-class DE&I practices within our organization. Our commitment to this has never been more urgent or ambitious as we acknowledge the progress that has been made while understanding the work that lies ahead. Our DE&I roadmap has led us to this moment of pause to celebrate the many accomplishments of FY22 and it will continue to guide us to new pinnacles of success in the years to come.

The Office of Diversity, Equity and Inclusion is driven by the mission to empower every employee to take an active role in creating a culture that values uniqueness, celebrates creativity and drives innovation. The work we're doing in DE&I across the board leverages our values, develops our high-performance culture and sets us up for an incredible future – together.

We are pleased to share our DE&I report with you. Our team has done a thorough job detailing our efforts and progress over the last year. The accomplishments herein reflect the contributions and commitment of our employees to further our journey and the blueprint for how we will continue to improve our DE&I efforts. You can find the contents in full in our annual Sustainability Report.

We are honored to walk alongside you on this journey. Thank you for taking an interest in our story and our ongoing efforts to make Johnson Controls a more diverse, equitable and inclusive organization for all.

**It's about you, it's about me, it's about the we.**

**Marlon Sullivan**  
Executive Vice President and Chief Human Resources Officer

**Marina Williams**  
Vice President  
Diversity, Equity and Inclusion

# Our global commitment to diversity, equity and inclusion

## The Office of Diversity, Equity and Inclusion: mission, vision and pillars

At a company that prides itself on powering our customers' missions and serving the communities in which we live and work, the Office of Diversity Equity and Inclusion (DE&I) supports and uplifts the people driving those advancements.

We understand our role in empowering employees to bring their authentic selves to work each day, which in turn adds value, ignites creativity and inspires change across the organization. Our DE&I mission, vision and roadmap continues to inform our strategies and drive business objectives, further enabling our culture of inclusion to succeed.

### Our mission

Empower every employee to take an active role in creating a culture that values uniqueness, celebrates creativity and drives innovation.

### Our vision

Our rich culture of inclusion will drive the right mindsets and behaviors, unlock engagement, accelerate productivity and foster innovation, leading to exceptional customer outcomes.

### Culture of inclusion

Our dedication to diversity, equity and inclusion starts with our values. We lead with integrity and purpose, focusing on the future and aligning with our customers' vision for success. Our high-performance culture ensures that we have the best talent who are highly engaged and eager to innovate.

Our DE&I mission elevates each employee's responsibility to contribute to our culture. It's through these contributions that we'll build a shared ethos that enables us to power our customers' missions. You have the power. You have the voice. You have the culture in your hands.

**#WeAreTheChange**



## Diversity, equity and inclusion pillars



### Pillars of the DE&I roadmap

#### Employee experience

As the first pillar of our DE&I roadmap, we remain committed to elevating every employee's experience by ensuring they feel supported both personally and professionally at Johnson Controls. Our focus on the employee experience is underscored by an employee-owned culture of inclusion that values and celebrates talent.

#### Talent management

As part of our high-performance culture, acquiring, retaining, developing and supporting top talent is intrinsically tied to our enterprise strategy. To ensure DE&I values remain embedded across each of those processes, the Office of Diversity, Equity and Inclusion continues to collaborate with our Talent Management teams to attract top talent from around the world.

#### Business resource groups

Our business resource groups (BRGs) act as our company's first avenue for developing and promoting high-performing individuals. Employees involved with BRGs share a common interest in professional development and improving corporate culture to ensure exceptional customer outcomes.

#### External impact

Support for the communities in which we live and work has been a longstanding value of Johnson Controls. We're proud of the partnerships we have cultivated in our nearly 140 years of business, and we continue to expand our global reach to form new relationships with businesses and organizations that align with our vision for a safer world.

#### Learning and development

By embedding DE&I into the development tools and resources that support employee growth, as well as prioritizing continuous learning at all levels of the company, Johnson Controls continues to enable the mindsets and behaviors that foster our culture of inclusion.

#### Metrics and measurement

We understand that without transparency, progress is not sustainable. The final pillar of our DE&I roadmap reaffirms the importance of reporting and analytics across the enterprise to inform our goals and drive inclusive outcomes. Measuring DE&I progress enables our office to develop the resources our leaders need to support their teams.

# Driving inclusive mindsets and behaviors in 2022

## Our commitment to equality and allyship

We commit to our employees, our customers, our communities and our shareholders to operate a business that is equitable, inclusive and free of bias and discrimination. While racism can take many different forms across the globe, one consistency we have is that racism, hatred and bigotry of any kind are not accepted or tolerated at Johnson Controls.

## Addition of equity

In fiscal year 2022, the Office of Diversity, Equity and Inclusion at Johnson Controls formally added equity to its name ensuring that all employees have access to the opportunities, resources, support and networks they need to develop and succeed. As we continue to evolve our diversity and inclusion strategy, we look at the imperatives of the business combined with our goals, progress and employee feedback to evaluate our next steps. Adding equity to the scope of this office ensures that we can continue moving toward real, sustainable progress, while keeping ourselves accountable for meaningful change. This addition will contribute to a culture of inclusion in which the voices of every employee are heard, their contributions are acknowledged, and every employee can show up as their authentic self each day.

## Equity principles

Our 12 equity principles are the foundation of what we know are significant contributors to creating a culture that is inclusive and diverse within Johnson Controls. With the FY22 launch of the Office of Diversity, Equity and Inclusion, we featured a different member of the executive committee each month in a video campaign to introduce the equity principles. We featured tools and resources available to managers and employees globally, and a quarterly equity conversation corner to continue the discussion.



## Mindset and behavior change

The continued transformation of our culture and organizational health depends on the evolvment and successful implementation of our DE&I strategy. DE&I is a business imperative, and it is our fundamental belief that it's key to driving and sustaining our transformative growth.

We understand that change is a journey; this is especially true in the DE&I space. As an employer of choice in the markets we serve, we put added

emphasis on the employee experience, putting people at the heart of all we do. Change efforts in fiscal year 2022 included updated branding, education and promotion featuring diverse Johnson Controls employees, global and regional HR Transformation teams and subcommittees, and inclusive communication strategies.

At Johnson Controls, every employee is encouraged to engage in our culture of inclusion and to work together each day to make our organization better.

## Awards and recognition



### WomenInc. Magazine

Katie McGinty, Vice President, Chief Sustainability and External Relations Officer, was named one of the 2022 Most Influential Women Executives in Corporate America by WomenInc. Magazine. The list honors an elite group of executives setting the standard for high-level leadership and influence in some of the largest corporations in the United States.



### Savoy Magazine

Marlon Sullivan, Executive Vice President and Chief Human Resources Officer, has been named to Savoy Magazine's 2022 Most Influential Black Executives in Corporate America, the definitive listing of Black executives, influencers and achievers impacting corporate America.



### Community College Partnership Program

Johnson Controls celebrated the second year of our \$15 million Community College Partnership Program by welcoming in 10 new schools. This program provides \$1 million in philanthropic funding to nine community colleges across the United States, as well as the program's first Canadian institution. We are committed to supporting the career pathways of historically underrepresented groups to foster the next generation of innovators and leaders who will build our sustainable future.



### Human Rights Campaign Foundation

Johnson Controls earned a perfect score in the Human Rights Campaign Foundation's 2022 Corporate Equality Index, a benchmarking survey of more than 840 major US businesses that measures corporate policies and practices related to LGBTQ+ workplace equality.



### Forbes Best Employers for Diversity 2022

The Best Employers for Diversity were selected based on more than 50,000 independent surveys of US employees working for companies employing at least 1,000 people. Employees were asked to give their opinions on a series of statements regarding age, gender, ethnicity, disability, LGBTQ+ and general diversity in their current workplace.



### Fortune Change the World list 2022

Johnson Controls was named to the 2022 Fortune Change the World list for its OpenBlue solutions and OpenBlue Net Zero Buildings as a Service offering. Fortune's Change the World list recognizes companies that use creative tools to address society's unmet needs and is evaluated based on measurable social impact, business results and innovation.



### Ethisphere World's Most Ethical Companies

For the fifteenth time, Johnson Controls was recognized for its ethical business practices and the quality of its global compliance program. In 2022, Ethisphere recognized 136 honorees spanning 22 countries and 45 industries. Grounded in Ethisphere's proprietary Ethics Quotient®, the World's Most Ethical Companies assessment process includes more than 200 questions on culture, environmental and social practices, ethics and compliance activities, governance, diversity and initiatives to support a strong value chain.



# Global initiatives

## Power of rewards and recognition

This year, we proudly launched the Diversity, Equity and Inclusion Distinction Awards. These awards were created to recognize employees who are living our company's DE&I mission by taking an active role in creating a culture that values uniqueness, celebrates creativity and drives innovation.

The Diversity, Equity and Inclusion Distinction Awards were designed to celebrate employees who have made significant contributions and impact to the company's DE&I mission. These awards encourage employees throughout the organization to nominate an individual who has made substantial multi-business unit or enterprise impact.

In our inaugural year, over 800 peer nominations were submitted and 12 individuals selected as winners. These winners were recognized for living and modeling diversity, equity and inclusion and leading the way in employee experience at Johnson Controls.

The Diversity, Equity and Inclusion Distinction Awards also include a badge that allows employees to give peer-to-peer recognition to team members who have adopted key DE&I behaviors using our Bravo employee recognition platform.



## Employee roundtables

Diverse talent has always been valued at Johnson Controls, and the FY22 launch of employee roundtable discussions highlights the benefits that our employees continue to bring to our company. These monthly regional sessions brought together employees and the DE&I Vice President to provide team members with a sense of belonging, ownership around progressing their careers and empowerment to contribute to work processes.

The goals of these roundtable discussions include:

- Providing a safe and open forum to capture transparent employee feedback and foster leadership connection
- Understanding how DE&I resonates personally with team members
- Garnering feedback about the overall employee experience at Johnson Controls
- Understanding the sentiment of the field and frontline workers about our DE&I culture

## Future Leaders Internship Program

The Johnson Controls Future Leader Internship Program is a robust, best-in-class shared intern experience across the globe. The program curates a challenging, engaging and rewarding experience for each intern through various aspects of the curriculum such as the eight-week Innovation Challenge, our weekly leader-led Professional Development Series, group networking opportunities with our employee-led resource groups and local volunteer opportunities.

The program enables personal and professional growth with opportunities to access Johnson Controls senior leaders, including our Chief Executive Officer, which provides an enriching experience for both interns and our leadership.

We have purposefully identified key performance indicators and metrics to which the program is held accountable and use those alongside numerous pulse surveys throughout the internship to ensure the program not only meets but exceeds the expectations of our interns and their managers.

The primary goals of the program are ensuring each participant finishes their internship enriched with new experiences, new skills, strengthened professional competencies and an expanded network to yield future opportunities. Lastly, we hope that when each intern completes their internship with us, they feel a great sense of belonging and seek out opportunities to join Johnson Controls to start their professional careers.





## Women in Engineering

At Johnson Controls, we value diversity, equity and inclusion, and the support and advancement of our women engineers and technologists. Women in Engineering is an important global initiative established to increase the number of women engineers at Johnson Controls and improve our ability to attract and retain diverse engineering talent.

In fiscal year 2021, we established a Women in Engineering interest chapter of the Women's Global Network (WGN) business resource group (BRG). This year, the chapter leveraged the company's BRG governance framework to elect a leadership team and secure executive sponsors.

In partnership with the Office of Diversity, Equity and Inclusion, this group invested in a new professional growth program by purchasing 280 Society of Women Engineers (SWE) memberships as part of a new Women in Engineering Sponsorship and Mentoring Program. Participation in this program comprises four components:

- Company-sponsored annual SWE membership
- Availing of at least two SWE mentorship sessions as a mentee during the year
- Creating an SWE Mentor Profile and making time to mentor other SWE members
- Attending quarterly check-ins to share experiences and identify opportunities to improve the program

This network enables global best practice sharing, enhances our abilities to learn from one another and provides growth and development opportunities for women leaders.

## Women in Controls

Women in Controls was founded three years ago by a group of employees in the Global Products Controls business at Johnson Controls. The group was created to empower women to grow their careers and gain access to mentoring and coaching opportunities. The group's goals have grown further to include attracting women to the industry while retaining existing company talent and supporting women leaders within the business.

At its formation, the group consisted of 10 women, exclusively from sales and marketing in the Controls division. The group has now grown to 25 members from the United States, United Arab Emirates and United Kingdom.

Women in Controls connects group members in a variety of ways so they can grow and learn from each other. This includes monthly and quarterly meetings, best practice sharing among members, book clubs and hosting guest speakers from inside and outside the company. Events are organized by different members to promote engagement throughout the group.



## Women in Leadership program (NA, LATAM, EMEA, APAC)

In partnership with the Enterprise Learning Team, the Women's Global Network (WGN) created Women in Leadership. This seven-month development program explores the unique issues that women face in the workplace – specifically in operations – and enhances leadership skills to empower participants to reach their full professional potential.

This year's cohort consisted of nearly 500 women in 25 countries with a combined 1,500 years of experience in more than 20 business areas.

Participants said:

- **"I am enjoying this amazing experience. All the new info is confirmation of good habits or learning new ways of tackling challenges. It has been an amazing journey."**
- **"Absolutely loved every session. A lot of wisdom was taken away from each session from the amazing speakers. There is so much more that I need to do – take risks, engage, network. I believe my journey is far from over."**

## INVOLVE

INVOLVE is an employee-led committee founded in 2019 at the Johnson Controls headquarters in Cork, Ireland. The purpose of INVOLVE is to empower our colleagues to take an active role in creating a culture that values authenticity and celebrates uniqueness.

The principles that guide the committee are:

- Inclusion – we work with organizations that bring people together and do good
- Volunteering – we have an impact on our local community
- Evolving – our members grow through their work

The group hosted several educational events and programs to further its mission in 2022, including:

### Laptop clean-up and donation

Twenty Johnson Controls laptops were wiped by our volunteers and donated to two local charities that support refugees – Nasc and the Cork Migrant Centre – providing IT equipment to those in need.

### AsIAM autism awareness

AsIAM is Ireland's national autism charity. They work to create a society in which every person is empowered to reach their personal potential and fully participate in society. AsIAM guest speaker Hannah spoke about what we can do to make our working environments more accessible to people with autism.

### Alzheimer's Day

INVOLVE hosted a tea day in our on-site restaurant for the Alzheimer's Society of Ireland's fortieth anniversary. The Alzheimer Society of Ireland works across the country to provide dementia-specific services and supports, and advocates for the rights and needs of all people living with dementia.

### The Crann Centre

The Crann Centre is a purpose-built center in Cork that offer solutions for families with neuro-physical disabilities. In June, our volunteers visited the center for the day to repaint a number of rooms in the building and freshen them up for their users.

### Ukrainian Refugee Collection

In July, the Cork site held a collection for recently arrived Ukrainian children and their families in West Cork. Board games, books, toys, crafting supplies and sweets were donated to support a summer camp initiative and to welcome the children to Ireland.

### Cork Pride Parade

The INVOLVE committee supported the Johnson Controls for Equality (JC4e) BRG with organizing our participation in the Cork Pride Parade as a corporate sponsor. By walking in the parade, we demonstrated our commitment to inclusion and belonging for all members of the LGBTQIA+ community and their allies in Cork, in Ireland, and in Johnson Controls.

### Irish Guide Dogs

Irish Guide Dogs is a national organization that trains guide dogs to help people with visual impairments achieve greater independence and mobility. Assistance dogs are also raised for families of children with autism. Our guest speakers spoke about their work in coordinating the training programs and the impact that a dog can have on the lives of their clients.

### The Quays Gallery and street art tour

During Cork Culture Week, a city-wide event, we held a walking tour of the city's street art taking in 18 murals. Special guest Tadhg Crowley, curator at the Glucksman Gallery at University College Cork, launched our dedicated gallery space in One Albert Quay. The Quays Gallery showcases art from our Johnson Controls colleagues across multiple departments and features rotating exhibitions throughout the year.

### Cork Sexual Violence Centre presentation

Our guest speaker, the campaigner and co-founder of the Cork Sexual Violence Centre Mary Crilly, outlined the amazing work she has been doing for the last 40 years around sexual violence. Her work for the people of Cork was recognized this year when she was awarded the Freedom of the City.

### Focus Ireland Sleep-out

This was our seventh year supporting Focus Ireland and raising funds for the important work they do in tackling Ireland's homelessness crisis. We held two consecutive events during which Johnson Controls volunteers slept outside overnight in the wind and rain – one night in our rooftop garden and another night on Spike, an island in the port of Cork.

### BRG Fair One Albert Quay

INVOLVE featured in the Cork site's BRG fair as a way to meet new hires, describe the work we do, recruit more volunteers for the committee, and to get new ideas for causes that we can support.

### St. Vincent de Paul Raffle

St. Vincent de Paul is the largest charitable organization in Ireland. Each year the group organizes a Christmas raffle which provides a significant source of funds to support its work during the busy winter season. We invited them to set up a ticket stand in our building's atrium to help support their fundraising work to alleviate the effects of poverty in Ireland.



## India Engineering Center

Our India Engineering Center (IEC) has been an integral part in driving our DE&I mission across our Pune, Mumbai and Gurgaon locations.

Since their formation in 2019, the team developed initiatives that align with the global DE&I mission, vision and pillars. Last year, the IEC developed and executed numerous impactful events including:

### Sponsorship and educational support

The IEC continued their ongoing activity of imparting technical and corporate awareness to young people with the Leela Poonawalla Foundation (LPF). A group of 30 students from varied education streams across India completed a training session on intellectual property.

### Sensitization workshops and induction sessions

Upon hire, induction sessions are used to educate new employees on DE&I values, BRGs and enterprise initiatives. In collaboration with Jobsforher, the IEC conducted a session focusing on the impact of having more women in leadership roles in corporate India.

### International Women's Day

Women employees were celebrated for their contributions to the business, through a program with a #BreaktheBias theme. This included the recognition of women from various cultural and ethnic groups who shared their struggle for peace, justice, equality and development.

### Women in Engineering (WIE)

Johnson Controls has established a global initiative to increase the number of women engineers through four core workstreams: metrics, quarterly programming, external partnership and hiring. Women engineers participated in the WIE event and survey globally.



## Johnson Controls Mexico

### Gold-level achievement in equality

In 2022, Johnson Controls Mexico re-certified and achieved gold level status in the Mexican Standard on Job Equality and Non-Discrimination. We are one of only three multinational corporations to be awarded the highest level in multiple sites. This certification was issued by Factual Services with the endorsement of the Mexican Federal Secretary of Labor.

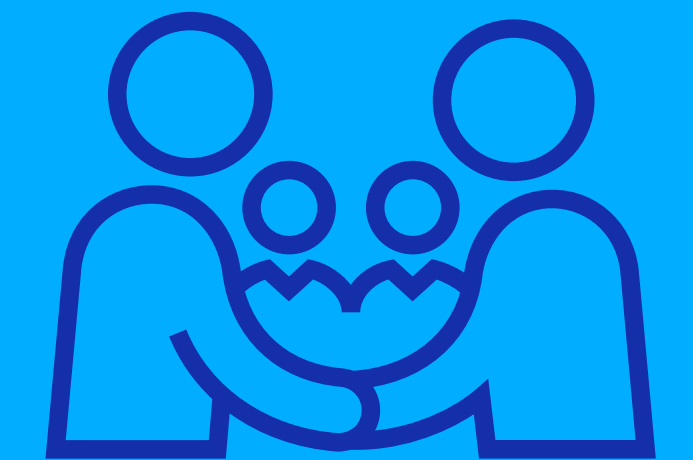
### Culture change

The Mexico Manufacturing Operations Team launched a DE&I campaign to hire employees with disabilities. An assessment was performed at the operations facility by local and external Environmental Health and Safety (EHS) departments to ensure the preparedness and safety of work conditions for all employees, including those with disabilities. As a result, the team was able to hire diverse candidates in our manufacturing plants. Additionally, a new resource was created and implemented to help hearing-impaired employees better communicate with their teams.



## Perspectives Listening Series

**Over the last year, thousands of employees attended the Perspectives Listening Series to engage in honest, courageous conversations between colleagues on workplace-related topics that are relevant to our employees, communities and global society. These sessions highlight the unique experiences, diverse mindsets and the prevailing resilience our employees bring to work each day.**



In alignment with our Johnson Controls Zero Harm Week in June, we held a Perspectives Session focused on the impact of the global pandemic on our wellbeing and mental health. As we navigated through different pandemic transitions, we relied on our resiliency. During this session, our panelists discussed these challenges, the impact it had on us as individuals and how we can continue to support each other and collaborate while navigating through current world events.

# A year of unlocking engagement: accelerating productivity

## Business Resource Groups

A rich culture of inclusion relies on an engaged and productive employee population that not only feels empowered but also eager to drive outcomes that matter to the communities we serve. Employees involved in business resource groups (BRGs) power our culture at Johnson Controls, providing strategic support for the initiatives that make our people safer, our buildings smarter and our world more secure.

These employee-driven groups connect co-workers with shared interests, backgrounds or experiences and provide safe spaces for respectful dialogue that encourages progress and growth. While the benefits of BRGs can be measured by increasing membership, talent retention and continued innovation, the inspiring actions, engaging discussions and meaningful progress that took place across the company throughout 2022 highlight the unquantifiable value BRGs bring to Johnson Controls.

We recognize the synergy between workplace culture and the employee experience, and strive for an inclusive, multidimensional, world-class experience for every member of our global team.

## BRG missions and purposes



### Asia Pacific BRG

Our community for supporting and uplifting Asia Pacific Island Heritage

The APBRG creates an engaging intercultural work environment and supports the development of talent from the Asian population locally and abroad. Throughout the year, the APBRG facilitates the exchange of knowledge, experience and practice through cultural awareness events celebrating Chinese New Year, Diwali and more.



### Global Sustainability Network

Our community for sustainability employees passionate about our company's mission

The Global Sustainability Network supports the 2025 Sustainability Strategy to foster a culture that engages people to make a difference. Its vision supports Johnson Controls as the global leader in smart, healthy and sustainable buildings, re-imagining the performance of buildings to serve people, places and the planet.



### Johnson Controls for Equality

Our community for LGBTQIA+ employees and allies

JC4e fosters a work environment that is inclusive to all employees regardless of sexual orientation or gender identity. JC4e hosts events throughout the year, educating and increasing awareness on various topics, including our annual Pride Month celebration in June. JC4e is also the driver of our participation in the annual Corporate Equality Index survey.



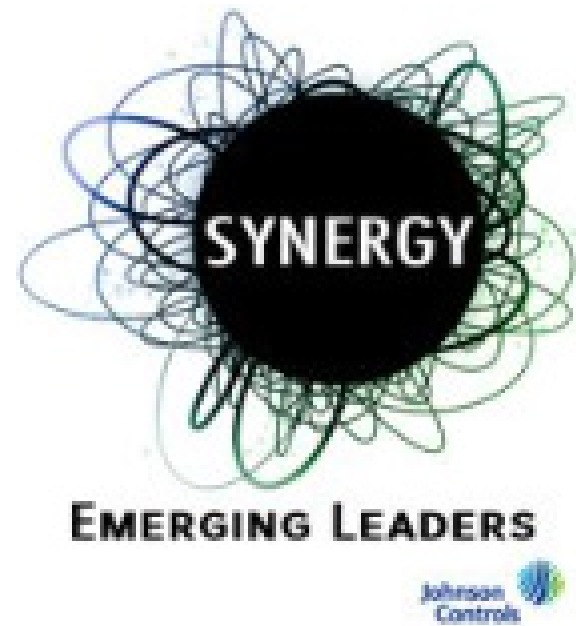
**ONYX**  
Our community for Black and African employees and their allies

ONYX is designed to improve the recruitment, retention and professional development of Black employees for the shared benefit of a more diverse Johnson Controls. ONYX leads our Black History Month celebration each year, commemorates Martin Luther King Jr. Day, and offers educational and engaging activities throughout the year to promote awareness.



**UNlimited**  
Our community for employees living with disabilities and caregivers

UNlimited is dedicated to supporting people living with disabilities through the principles of awareness, appreciation, acceptance and assistance. The group strives to improve the recruitment and professional development of those impacted by disabilities. UNlimited hosted a series of events and celebrations, with focuses on mental health and awareness of both visible and invisible disabilities.



**SYNERGY**  
Our community of emerging young professionals

Synergy advances emerging leaders – employees who are new to Johnson Controls, starting their professional careers or interested in enhancing professional networks. Synergy hosts an annual IMPACT Program that provides education and development opportunities to any employee who is interested in professional development at Johnson Controls.



**Veterans Engagement Team**  
Our community for veterans around the world, military families and supporters

The Veterans Engagement Team (VET) strives to make Johnson Controls the veterans' employer of choice by tapping into this diverse talent pool and to honor, connect and support military veterans. Each year on November 11, we honor those who have served in the armed forces by observing Veteran's Day, Poppy Day, Armistice Day and Remembrance Day at regional and enterprise level.



**UNIDOS**  
Our community for Hispanic and Latinx employees and their allies

UNIDOS aims to further the Johnson Controls mission of diversity and inclusion, high-performance culture and operational excellence by advancing the skills and professional development for Hispanic and Latinx employees. With members in 37 countries, UNIDOS has redefined what community looks like at Johnson Controls.



**Women's Global Network**  
Our community for supporting, uplifting, engaging and inspiring women

The Women's Global Network (WGN) harnesses the skills, talents and positive influence of women at Johnson Controls. The WGN fosters professional development and the advancement of women in our workplace. The WGN is also the proud presenter of our annual International Women's Day celebration each March.

## Business and personal impact

The strength of Johnson Controls is its people. The BRGs provide life and relevant business skills to ensure that we grow our talent holistically. We provide tailored and targeted programming to develop our internal talent, and to enhance our workshops, webinars and experiential learning. Investments in employee growth and development will yield a natural talent pipeline for internal promotions.

"Our business resource groups have given me a vehicle to bring my full, true self to work every day. I started as a member, became one of the network's presidents, and eventually led the revival of our BRGs in my most recent term. All nine networks have encouraged new relationships that have enabled my success in my professional role at Johnson Controls and my position within the community. I'm grateful for the personal development and service made possible through our Office of Diversity, Equity and Inclusion as we collectively work to support the communities where we live, work and play."

**Micah Ogé**  
Director of Global New Product Launch

"I became involved with the business resource groups soon after I was hired at Johnson Controls. It has given me a wonderful platform to share my knowledge and network with so many different employees outside of IT. I've really enjoyed working with like-minded, passionate people over the years and it's kept me engaged throughout my career. The various leadership roles that I've held in the BRGs over the years have allowed me to lead small teams and gain a lot of experience that I never would've received in my primary role. This has helped me as I've now become a manager and have been able to apply the skills I've learned in the BRGs."

**Nate Beck,**  
Manager, Delivery Lead

Growth and global footprint increase

300%

In FY22, we've grown by over

# 300 percent

in membership across 55 global chapters



## FY22 BRG highlights

### APBRG

The APBRG focused on providing education to employees and empowering its members by hosting multiple events throughout 2022 that promoted intercultural exchanges of knowledge and practices. Celebrations for the Chinese Lunar New Year, Diwali, Asian American and Pacific Islander Heritage Month and other important events each began with informational sessions that included an invitation for employees of all backgrounds to join the BRG and learn more. Building an equitable and inclusive workplace also drove APBRG's strategy throughout the year, prompting discussions with external speakers from the National Association of Asian American Professionals and other community organizations.

The leadership committee also prioritized professional development and business value creation for its members, providing networking opportunities across multiple levels and business units that encouraged ideation and open-mindedness. Virtual sessions on topics such as taking control of your career and the role of cybersecurity in digital transformation, as well as our business processes and key transformation drivers, created a forum for members to learn more about the products and services that support our communities. The APBRG reached 1,000 members in FY22, with active members residing in more than 30 countries around the world.

### Global Sustainability Network

The Global Sustainability Network has distinguished itself at Johnson Controls as the premier employee group to champion our company's mission to create a more sustainable world. Its members are passionate about environmentalism, energy efficiency and minimizing our carbon footprint.

GSN proudly hosted the first global Earth Month in April 2022, hosting events, speaker sessions, volunteer activities and contests all aimed at protecting and revitalizing our planet. This included four weekly speaker sessions from experts on sustainability at the personal, professional and corporate levels. The program included an employee photography contest. The winning photos from the contest were used in the Johnson Controls 2022 annual Sustainability Report. Also, many local and regional volunteer activities took place around the world.

Our GSN EMEA team hosted a live stream event from COP27 at Sharm El-Sheikh, Egypt. This event gave Johnson Control employees a rare look inside the COP27 process. The program included insights from Johnson Controls corporate representatives in attendance as well as interviews with other global sustainability experts.

GSN creates a common, unifying connection for all employees at Johnson Controls. The networks create conversations among employees from all levels, from C-suite to frontline employees.



### JC4e

JC4e strives to create workplaces that reflect the communities we serve and where everyone feels empowered and recognized by increasing awareness and celebrating our diversity. JC4e is dedicated to fostering a work environment that is inclusive to all regardless of sexual orientation or gender identity. Our impact extends to all lesbian, gay, bisexual, transgender and queer or questioning (LGBTQIA+) employees, their families and their allies.

In FY22, JC4e expanded its global engagement with a 50 percent increase in membership, with the largest growth in the APAC region.

JC4e celebrated its members and communities throughout the year with monthly educational and social events, a quarterly newsletter and social media posts. JC4e hosted virtual and in-person events including global Pride Month celebrations and region-specific Pride parades.

The group supported the North American HQ community through partnership with Milwaukee LGBT Community Center and Wisconsin LGBT Chamber of Commerce. The BRG also introduced domestic partner benefits for the US employee population resulting in a 100 percent score from the Human Rights Campaign Corporate Equality Index.

## ONYX

In FY22, ONYX sought to increase the visibility of the Black experience at Johnson Controls, opening events to employees across the organization and empowering members to share their stories in safe and respectful environments.

In addition to hosting professional development virtual workshops, ONYX participated in community events such as the Martin Luther King, Jr. Day of Service, Red Cross Blood Drive, Pink Out in collaboration with the Women's Global Network, and the United Negro College Fund (UNCF) Resume Initiative and Walk for Education. ONYX also hosted events and programming celebrating Black innovation for Black History Month and Juneteenth. ONYX experienced a 29 percent membership growth in FY22 with membership reaching 700.

## SYNERGY

SYNERGY continued to prove itself to be a key enabler of the cultivation and progression of early-career and new talent at Johnson Controls in FY22. SYNERGY positions itself as a key player in the development of their members by delivering networking opportunities and connections to new leadership skills essential for development.

FY22 marked a year of global expansion for SYNERGY. During the year, the LATAM and APAC chapters were formed and rapidly grew while delivering great events for the local communities. The NA and LATAM teams delivered our Impact Program, a development program for individual contributors ready for manager roles, which provides a cross-functional, cross-business and diverse foundation to broaden skills and knowledge. Over 40 events around the globe were hosted to build leadership skills, reinforce corporate initiatives and create connections. SYNERGY experienced a 145 percent growth in FY22 with over 1,200 new members joining the BRG.



## UNIDOS

UNIDOS aims to further the Johnson Controls mission of diversity, equity and inclusion by advancing the skills and professional development for Hispanic and Latinx employees and their allies, aligning its work with the goals of building a high-performance culture, creating growth platforms and driving operational excellence.

In FY22, UNIDOS had a presence in 40 countries with 10 countries represented in its leadership committee chairs. Most recently, the group achieved its 900-member milestone. Through internal social media networks like Teams and Yammer, and external platforms like LinkedIn, UNIDOS proudly includes translations for all its communications making them the first BRG to make this a cornerstone of its communications objectives.

In addition to personal, career and community development events, UNIDOS launched the Causes that Matter campaign with more than 800 hours and \$10,000 USD raised for non-profit organizations. The BRG launched a year-round outreach program in Milwaukee, Wisconsin to support families in need in Hispanic neighborhoods and participated in six career fairs representing Johnson Controls.

UNIDOS is proud to also have hosted the inaugural Hispanic and Latino Heritage Month celebrations, holding three global events and four local events to celebrate the theme #UnitedByCulture.





### UNlimited

The vision of UNlimited is to create an environment of inclusion that fosters a culture giving every employee, including those with disabilities, a chance to be exceptional. Throughout 2022, the UNlimited BRG engaged and educated employees about various disabilities, both visible and invisible, through global events, speaker engagements, awareness weeks and more.

In December, the group celebrated International Day of People with Disabilities (IDOPD) with a special focus on Mental Health Awareness and hosted an event for all employees to learn about the achievements of their colleagues.

### VET

The Veterans Engagement Team (VET) BRG provides a great sense of community for our veteran employees, as a place to mentor, support, learn and share experience. It also gives insight to non-veterans in the company about the valuable contribution veterans bring to the workplace, helps dispel myths about the military experience and elevates the company brand as a veteran-friendly employer.

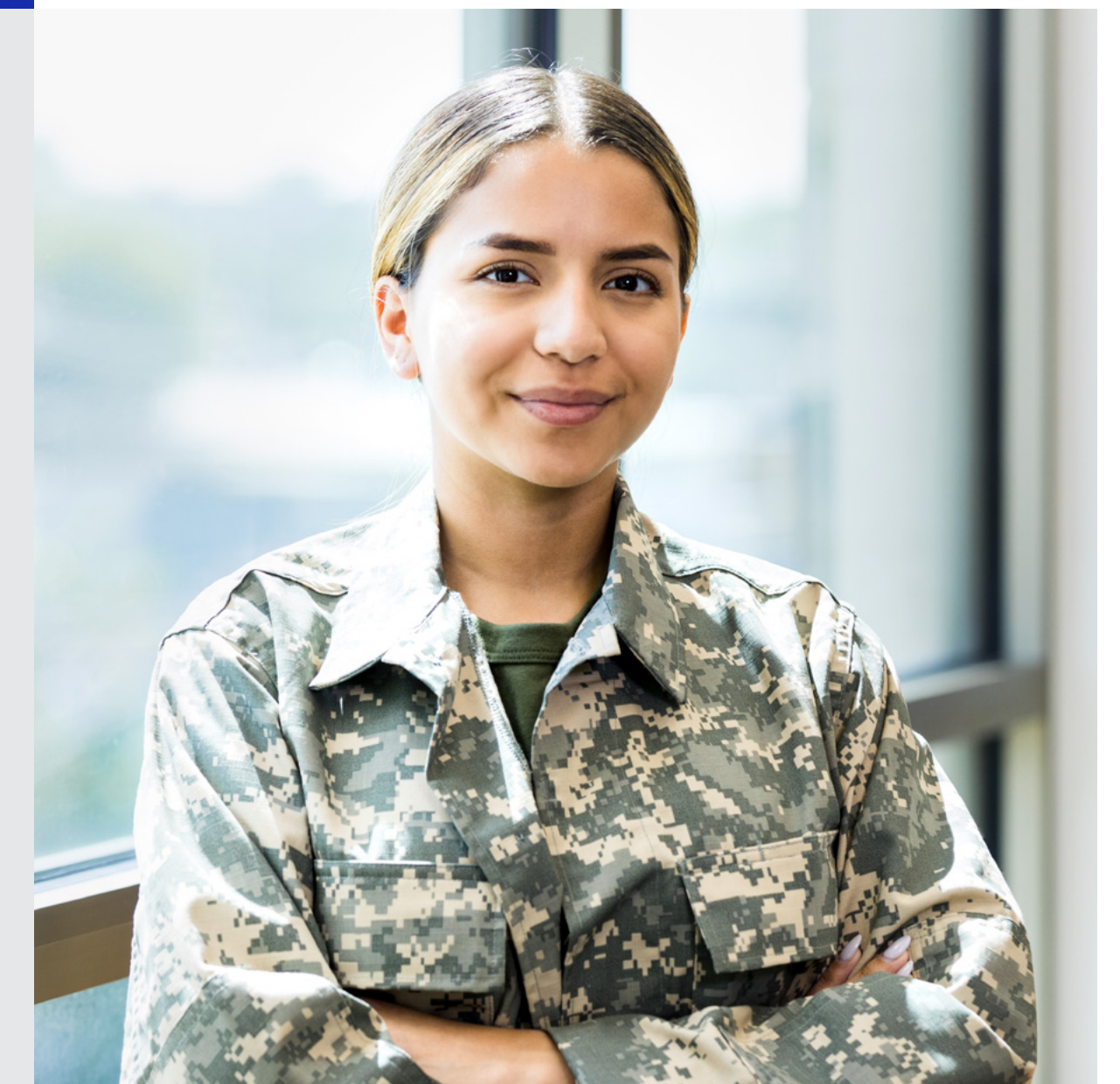
During the year, our VET BRG prioritized external partnerships that support veterans and their families, which has directly aided in our hiring, advancement and retention efforts for those who served in the armed forces. Working directly with executive leaders, VET actively offered support and resources to its members to highlight our commitment to fostering an inclusive workplace.

### Women's Global Network

Our Women's Global Network drives innovation, inclusion and business impact through a community with strategic objectives to foster the development of women as leaders at Johnson Controls.

In FY22, WGN membership hit a milestone of over 4,000 members representing a 35 percent year-over-year growth. LATAM was formally launched as its own region. WGN also launched its Women in Leadership program, from which 259 women have graduated, and founded the Women in the Field Initiative (WIFI).

The WGN is also the proud presenter of our annual International Women's Day celebration each March aligned to the #BreakTheBias theme.



# Employee development, training and education

## Learning and development

We strive to make diversity, equity and inclusion key parts of our entire learning and development experience at Johnson Controls. The DE&I learning journey is embedded in the development tools and resources that support employee growth, including all our leadership development programs, as well as continuous learning at all levels of the company.

Here are some of the ways Johnson Controls continues to enable the mindsets and behaviors that foster our culture of inclusion.

## Leader-focused inclusion learning series

In 2021, we launched a four-session, virtual instructor-led DE&I learning series. We continued this series throughout 2022, facilitating over 40 live workshops reaching thousands of employees. Though geared toward hiring managers, the content is critical for all current and future Johnson Controls leaders.

### Topics included:

- Understanding the Johnson Controls DE&I strategy and why workplace diversity matters
- Exploring common types of bias in the workplace, understanding the science behind unconscious bias and how to interrupt bias in our hiring, performance management and decision-making processes
- Getting comfortable being uncomfortable; creating an inclusive culture and a sense of belonging in the workplace
- Learning strategies to become a more inclusive leader, understanding how to foster psychological safety and creating personal commitments to furthering our culture of inclusion



## Self-paced learning: DE&I channel

We deployed a web-based app for our executive and BRG leadership teams providing personalized lessons and tools to support DE&I learning and behavior changes in 2021. This pilot helped identify key topics for the creation of our in-house DE&I channel within our Learning Experience Platform (LXP), the new Johnson Controls learning hub.

Launched in 2022, the Johnson Controls learning hub serves as the single point of access for all learning content. Powered by artificial intelligence and machine learning, the platform allows employees to own their learning experience through modern and intuitive search capabilities. Our DE&I channel gained over 6,000 organic followers from June 2022 to the close of the fiscal year. For those who prefer a more structured learning experience, we developed six curated learning paths in addition to almost 200 pieces of content categorized by seven core topics.

## Talent Talks

In FY22, the Office of Diversity, Equity and Inclusion and the Learning and Development team partnered with our BRGs to present a Talent Talk series. The BRG Talent Talks are monthly one-hour learning events open to all Johnson Controls employees. Each session focuses on a different Enterprise Leadership Competency, hosted by one BRG and their Executive Sponsor(s). In addition to providing another developmental conversation to the organization, this series has encouraged BRG membership and recognized active members within the groups.





## Training and education

High performance is an outcome of a person's ability to change, adapt and grow throughout their career. At Johnson Controls, the emphasis is on the value of real-life, real-time learning that enables a person to meet the demands of challenging and changing work.

Our approach to learning focuses on reinforcing key principles that are designed to support an individual's effectiveness in his or her current job and in future situations. Throughout the world, our employees are encouraged to develop by doing, take charge of their learning and seek support along the way.

Johnson Controls ensures that managers and employees are equipped with the tools necessary to continue to learn, grow and develop throughout their careers. We provide technical and leadership training to employees, customers and suppliers who work for or with our products and services. Training is provided in several formats to accommodate the learner's style, pace, location and technological knowledge and access.

Additionally, the company's volunteer programs offer employees the opportunity to enhance their leadership development skills by volunteering their time and expertise for local non-profit organizations, taking on board roles for associations and non-profits, and managing projects with a team of volunteers. These types of skills are beneficial for the workplace and contribute to lifelong learning outside of the office.

## Programs for upgrading employee skills and transition assistance

At Johnson Controls, we support the continued development of our people and provide opportunities for our employees to grow their careers. Our goal is to meet learners where they are and embed learning in the flow of work. We focus on the employee skills needed to succeed in their current and future roles.

In fiscal year 2022, we offered over 4,000 learning courses, with over 1.25 million learning activities completed by approximately 93,000 employees. There were 1.02 million total learning hours, averaging almost 11 hours per employee.

To ensure our employees have the skills and capabilities to succeed now and into the future, we aligned our professional and leadership development learning with our Enterprise Leadership Competency model that launched in 2021. Our leadership competencies are the key capabilities that define how employees can contribute to their own development and career success, regardless of their function or level in the organization.

In addition, all managers are accountable to introduce and teach a new competency each month to their teams. Through our Competencies in Action initiative, managers lead a discussion around the importance and relevance of the monthly leadership competency with their team and highlight ways to strengthen and develop skills and behaviors. The teams practice the new concept or tool throughout the month, improving processes and ways of working.

Approximately 50 percent of our management positions are filled internally. Our rotation programs in finance, sales and marketing, coupled with our other early career sales and engineering programs, continued to grow in FY22. Our Learning and Development teams have won awards for their high-quality learning programs in each of the last four years.



**1.02 million**  
**total learning hours**

## Leadership development

We believe in developing our employees at all levels to ensure we have the right talent, in the right place, at the right time. And we strive to prepare our employees to move into leadership roles. We've created a portfolio of development programs for our employees and programs for those that are transitioning to new roles or that need to drive and manage new changes.

### Extreme Learning Program (XLP)

A development program for senior employees who have demonstrated the potential to be the next generation of global leaders at Johnson Controls. Every other year, a group of 25 high-potential leaders is challenged with solving real-world business problems while building new relationships and exploring global business issues. The program started in 2004 and has graduated 14 classes.

### Johnson Controls Leadership Edge (JCLE)

An intensive development and acceleration program for senior managers and directors, the program helps leaders shift their mindset and behaviors to think and act with broader scope by strengthening their knowledge and skills in business strategy, financial acumen, customer centricity and people leadership. This program annually engages 150 managers from around the world. The program began in 2007.

### Rocket Leadership Development Program (RLDP)

An immersive leadership development program for managers. The focus on broadening business mindsets and strengthening people leadership skills has assisted 150 managers annually to grow in their leadership roles. Initially delivered in the APAC region, the program has expanded globally since 2021.

### Emerging Leaders

This program is designed to accelerate the role of an individual contributor to a frontline manager. Participants are empowered with the knowledge, skills and tools needed to effectively handle the challenges they face early on as a leader. This program annually engages 150 managers from around the world.

### Women in Leadership

A development program that explores the unique issues facing women leaders. The aim of the program is to enhance the participants' leadership skills to empower them to realize their full professional potential.

### Change Leadership Curriculum

This award-winning curriculum helps employees at all levels develop change management competencies. The training reaches thousands of employees per year and includes events and topics such as a Change Practitioner Bootcamp, Change Agents: Delivering Project Results, Reinforcing Change, Leading Yourself Through Change, Leading and Accelerating Change, Communicating Change, and Sponsoring Change for Senior Leaders.



## Commercial training

We believe in investing in the talent and capabilities of our commercial and commercial support organization across all roles and levels of experience. Our new-hire commercial programs are best-in-class, with the right mix of knowledge sharing, skill building and on-the-job application. We continue to actively gain insights from our tenured employees on their development and upskilling needs, including building their toolset to own and drive their career.



### **BEST Internship**

A development program designed to recruit college engineering students in their junior year through summer internships. Interns are evaluated on their existing sales competencies and behaviors and, depending on performance, offered a position in the next BEST class.

### **BEST Onboarding Program**

New in 2022, this program drives a consistent field onboarding program across all BSNA, with standardized content and learning schedules to provide clarity on what your new hires know, regardless of their role. New hires are provided a consistent safety orientation and learning experience. Every participant is prepared to execute their role and provided with a year-long roadmap for training and an Individual Development Plan (IDP). Participants also have opportunities to network across different business units and roles. In 2022, over 500 individuals were trained with a 61 percent reduction in first-year attrition for program participants.

### **BEST Fire and BEST HVAC**

A development program for new graduates that focuses on organizational knowledge, product knowledge and sales skills. Each year, two groups of roughly 30 new graduates each go through the HVAC and Fire programs. This six-month program includes in-person classroom learning, simulations and assignment-based experiential learning in the local branch.

### **SalesBuilder HVAC, SalesBuilder Security, SalesBuilder Fire**

A development program for new and experienced salespeople. This 13-week program is based on real-life learning and application, and is blended in its approach.

### **Sales Management Code**

A development program for sales managers that investigates the sales management process. It focuses on high impact salesperson activities and has an emphasis on sales manager coaching. In addition to these standard annual programs, commercial employees are provided with a large portfolio of upskilling opportunities. These opportunities include negotiation skills, pricing, account management and digital knowledge. Some projects for the commercial organization are anticipatory of shifts in our organization, our customers' needs and the commercial workforce of the future. Participants are afforded significant opportunities to upskill, develop career plans and plan for their future and the future of Johnson Controls.

### **Digital Literacy**

A year-long program focused on building commercial foundations of digital transformation, creating the knowledge base with which employees can build confidence with digital solutions. Participants begin their journey to becoming trusted advisors delivering strategic customer outcomes. This program has so far reached more than 8,000 employees and included adaptive pre-assessment and personally targeted training paths.

### **Own Your Career**

Supporting the individual effort of transformation, this blended learning program, supported by HR partners and people managers, encourages a career ownership mindset among employees. The program presents the compelling reasons one must own their career development journey and guides participants in mapping out a career focus and development plan, and gaining support from one's manager.

### **Solution Architect Certification**

Enabling a recognized currency and establishing significant personal and corporate value in building expertise in solution design and development, this program creates a first certification path for engineers and solution architects that incorporates industry-standard certifications and bespoke programs and testing to achieve the OpenBlue Practitioners certification. This delivers the foundation for the first external OpenBlue certification for delivery partners in the future.

### **Winning Mindset**

A workshop-centered program for sales support engineers to own their outcomes with sellers, to build trust between themselves and their internal customers, and to use their knowledge, skill and influence to increase win rates. Other aims include developing an understanding of agency among the engineers to make a difference through training and discussions on partnership, accountability, outcome focus and confidence.



## Field operations training

Field operations training provides mechanics and technicians with the skills, knowledge and confidence to support customers. As our technology and equipment evolve, our technicians need ever-growing skills to continue to provide exceptional customer service and leadership in building safety and efficiency.

There are a variety of courses given in the HVAC, fire and security spaces. These courses focus on the installation and service of our products and primarily occur in person at one of our training institutes across the world. They are blended in their approach, providing both online and in-person sessions.

### Service Technical Academy (STA)

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

### Building Operations Leaders (BOL)

BOL is the sister program to Building Sales Leaders but for our field operations managers. Topics include operations cadences, customer interactions and key performance indicators (KPIs) and more.

### Building Operations Leaders 2.0 (BOL 2.0)

BOL 2.0 builds on the operational cadence of BOL, 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 an impact on the financials, personnel and backlogs of a branch.

### BEST Installation Program

BEST Install 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.

### BEST Service Program

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

### Connected Chiller Onboarding

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

## Manufacturing training

The Johnson Controls Frontline Manufacturing Training Program is designed to increase retention and decrease time to competency for priority frontline manufacturing roles.

### Johnson Controls Frontline Manufacturing Training Kick-off Program

During the kick-off, a dedicated central resource guides each plant in designing the people and place infrastructure as well as content customization to deliver the Johnson Controls Standard Manufacturing Training. Also included is a current-state assessment and kick-off playbook.

### Johnson Controls Standard Frontline Manufacturing Orientation

This program presents temporary and hourly new hires with a proper orientation to their new facility including explanations of what we make and how it's made. In addition, there is a heavy retention focus ensuring the coverage of real-life career paths for current employees, 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 Temporary to Permanent Manufacturing Training

This program focuses on the benefits and specific human resource content available to temporary employees to support their unique transition to becoming a full-time employee.

### Johnson Controls Standard Frontline Manufacturing Role-Based Training Program

This program delivers the foundational knowledge, skills and behaviors in both classroom and laboratory settings for new hires and cross-training employees to become confident and competent in their new roles. This program decreases performance impact to tenured employees on the frontline by decreasing the amount of on-the-job training required to meet proficiency requirements.

### JCOL Supervisor Skills Program

This 10-week program is designed to provide a common understanding of the supervisor role in all plants at Johnson Controls. The program focuses on the skills and attitude required to succeed in the workplace and ensures that business goals are achieved with trust, respect and accountability in a positive work environment. The program also supports standardized skill building in the principles of Servant Leadership, Standard Work, Leading Lean, Lean Daily Management and JCMS.

### Johnson Controls Lean Manufacturing Suite of Content

This is designed to be delivered on-site and remotely. It's focused on preparing sites to implement lean manufacturing processes in support of their lean transformation and is often delivered prior to Shingi and Multi-Kaizen events by corporate lean leaders on site. The Suite includes Lean 101, Lean Bootcamp, Leading Lean and Simple Problem Solving.



## Performance management

One of our strategic drivers is to build a high-performance culture. Through a robust, 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 having a development focus, and are highly encouraged to include DE&I and sustainability aspects in their goals.

Employees participate in quarterly goal progress review meetings with their managers and have dedicated time for development conversations and activities to ensure the 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. Employees and managers are encouraged to seek feedback from others to include in their review and 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, 96 percent of employees received a fiscal year 2022 annual review.

This standardization of performance management enables strong feedback for employees on their performance, robust career development planning, informed pay and rewards investment, detailed reporting and analysis. Johnson Controls also maintains intranet sites dedicated to Human Resource professionals, employees and managers for desktop access to key Human Resources-related information that has been translated for global use. We also provide ongoing training throughout the year to ensure that employees understand the purpose and benefits of the process.

# Strive for

# 5





Average hours of training per year per employee	
Average training hours per employee	<b>15.05</b>
Average training hours per female	<b>11.21</b>
Average training hours per male	<b>16.19</b>
Average training hours per category	
CEO	<b>4.08</b>
President/Executive Vice President	<b>6.41</b>
Vice President/General Manager	<b>9.15</b>
Director	<b>15.66</b>
Manager	<b>17.41</b>
Supervisor	<b>13.38</b>
Individual Contributor – Professional	<b>14.15</b>
Individual Contributor – Support	<b>15.09</b>

Percentage of employees receiving regular performance and career development reviews			
	2022	2021	2020
Male	96	97	95
Female	96	97	96
<b>Total</b>	<b>96</b>	<b>97</b>	<b>95</b>

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

## Metrics and measurements

Measuring our progress and converting data into action is critical to executing the path outlined by our Diversity, Equity and Inclusion roadmap. The Office of DE&I uses data-based decisions to invest our time and resources to achieve both our short- and long-term objectives. A monthly cadence was implemented for progress-to-goal reports, serving as a real-time model for our regional and functional teams to remain aligned with our enterprise strategy. We took an analytical view at our global processes related to promotion, attrition, talent reviews and overall representation.

### Talent management trends and opportunities were identified in the areas of:

- **Attrition**
- **Talent ratings**
- **Promotions**
- **Time in role**
- **Pulse surveys**

Additionally, new tactics were designed and executed based on strategic priorities, organizational capabilities and industry benchmarks. This helped identify where the organization was incorporating DE&I organically and the areas where the opportunity remained. As a result, a series of workshops were launched in FY22 to increase transparency and address gaps to provide additional support. Exit data surveys were also used to gather feedback from employees who departed from the organization to understand opportunities and trends.



# Fostering innovation to exceed expectations

## Talent management

At Johnson Controls, we support the continued development of our employees and have embedded this focus throughout our performance and talent processes. We encourage our employees to own their careers by giving them the forum to discuss their career aspirations and the support to pursue them. Leaders are engaged in monthly discussions with their direct reports, while focusing specifically on development once a quarter.

Our career development processes include career profiles, manager discussions and individual development planning (IDP), which inform the annual organization talent review and succession planning process. Strategic talent reviews and succession planning occur annually across all business areas globally. In these meetings, senior leaders discuss key talent management topics including the review of critical roles, top talent, strategic talent moves and their talent management focus for the coming year. As part of this process, talent assessments and individual development plans are used to drive development of high-potential employees by identifying key strengths and areas for improvement and key events and experiences needed for development.

In 2021, we launched an Enterprise Leadership Competency model that defines a consistent set of capabilities and behaviors across all levels of the organization – from individual contributor to senior executive. This model has been incorporated into all our talent processes, including recruitment, performance management, learning and development, career development and succession planning. Leveraging this model allows us to provide common information to all employee populations on our expectations for successful performance in all roles and levels of the organization. It enables employees to obtain feedback on their strengths and development areas as it pertains to both their current roles and roles to which they aspire.

Employees can also initiate a 360-feedback survey, aligned to our Enterprise Leadership Competency model to obtain feedback from their manager, peers, direct reports (if applicable) and other business stakeholders.

One way our leaders are monitoring the progress on representation and diversity is through our succession planning and talent review processes. These allow for pipeline development and career planning for diverse talent. To provide even greater visibility to succession, diversity and key development needs, we moved our succession plans online in 2021 and continue to migrate all our key talent processes online.

## Diverse Hiring Councils

The Diverse Hiring Councils are a new business unit-led initiative to drive hiring efforts focused on talent from different backgrounds and perspectives. Hiring managers with strong records of diverse team building, along with high-potential diverse talent, were recruited to serve on these councils across different business units. Council members partner with hiring managers and talent acquisition to assist with recruitment strategies, social media sharing, and interview panel participation and calibration, among other responsibilities.

In FY22, councils were created to support our Global Products, Global Supply Chain, Engineering and Manufacturing Strategy, Commercial Sales and Buildings Solutions North America businesses. We also established deployment processes for businesses to engage with in creating councils across the enterprise with plans to deploy councils in our Building Solutions EMEALA region in FY23.



## Talent mobility

We are committed to developing our employees at all points in their journey at Johnson Controls.

We completed a deep dive into how we rate and evaluate talent across the organization to better understand opportunities for building more robust and diverse talent pipelines. By applying a more strategic approach to talent mobility, we broadened the conversations around how we evaluate and assess talent.

Data analytics are key to identifying and cultivating our emerging talent diversity to provide additional opportunities and set employees up for success. Leaders were provided with tools and resources to help make objective assessments, show existing trends and bring awareness to the role biases and unconscious biases can sometimes play in our pursuit of diverse, high-performing talent. Not only did this create increased engagement and understanding, but it gave leaders the opportunity to see diversity both holistically and at the grade level.



## Employability

Johnson Controls has an internal and external job portal that supports hiring efforts in North America, Latin America, Europe and Asia.

This system allows current employees the opportunity to search, review and apply for jobs through a centrally managed website. The company strives to provide career advancement opportunities for our employees; more than half of our management positions are filled internally.

With a constantly evolving marketplace, we are committed to workforce development strategies that open new hiring channels for diverse talent.

### Some of our new hiring channels and development strategies include:

- Engaging with our business resource groups on employee referrals
- Partnering with diversity-focused organizations across the globe
- Instituting Diversity Hiring Councils across the business to help increase awareness of our hiring practices
- Investing \$15 million over five years to help expand community college associate degree and certification programs in heating, ventilation and air conditioning (HVAC), fire and security, and digital building automation systems across the United States
- Expanding our Future Leaders Global Internship Program in our EMEA and APAC regions with continued geographical expansion in 2023

One of the company's highest priorities is to ensure that we employ a workforce that reflects the communities we live in and the customers we support. We provide products and services across the globe, and our workforce needs to reflect that diversity of thoughts, ideas and lived experiences. The power of our people is strong, and we continue to benefit from each individual's unique expertise to solve difficult customer challenges as a team. Our competitive advantage is strengthened when we recruit employees with different backgrounds in an inclusive, high-performance culture.

Our talent acquisition teams put immense effort into identifying, attracting and recruiting diverse talent around the globe. They are committed to providing our businesses with a qualified, balanced and inclusive slate of applicants. In addition to our internal posting process, our external career opportunities are shared on a variety of diversity-focused job boards and organizations so we can reach a more expansive talent pool.

## Racial equity and injustice

In addition to our commitment to diversity, equity and inclusion within Johnson Controls, we have a deep commitment to the communities where our employees live and work.

Our community-facing initiatives focus on underserved populations, and we seek to support nonprofit programming that move communities towards equity.

When COVID-19 highlighted the gap in access to technology for Black, Indigenous and people of color (BIPOC) communities, Johnson Controls responded with an annual \$50,000 gift to the United Way of Greater Milwaukee and Waukesha County Techquity program to equip both individuals and grass-roots nonprofits with access.

Johnson Controls partners with the Milwaukee Bucks for an annual HBCU Night where students from area high schools learn of the benefits of historically Black colleges and universities and network with alumni. Each year, an outstanding student is awarded a scholarship to an HBCU.

Our support for the arts includes a commitment to programs like Black Nativity, produced by Black Arts MKE, to ensure that all people may see themselves reflected in those who perform on stage. In all our sponsorships, foundation grants and volunteer programs, we recognize our responsibility to build communities where diversity, equity and inclusion are honored.

**Annual**  
**\$50,000**  
**gift to the United**  
**Way of Greater**  
**Milwaukee and**  
**Waukesha County Techquity program**



To learn more about the holistic efforts we are making to support our communities, read our latest [ESG report](#).





### **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.

**Visit [www.johnsoncontrols.com](http://www.johnsoncontrols.com) for more information and follow us on social networks @johnsoncontrols**