

FY25 Lendlease ESG Databook



Lendlease (ASX:LLC) is a leading Australian real estate business with an international Investments platform. This Databook provides an aggregated view of environmental, social and governance (ESG) impacts and performance by region and business line for the financial year ending 30 June 2025 with FY21 through FY24 historical data, where available. Refer to Basis of Preparations on the Lendlease website for specific determinations on environmental operational boundaries as well as the related independent limited assurance report for each year disclosed in this Databook.

The table below outlines Lendlease's key ESG topics. Each category (environment, social, governance) is detailed on a separate tab. Bolded topics include relevant data in this Databook. Click on any tile to be taken to the relevant Category tab.

Environmental			Social				Governance	
Climate Change	Pollution & Waste	Natural Resources	People Strategy		Product Safety & Quality	Stakeholder Engagement	Corporate Governance	Corporate Behaviour
Climate Change	Pollution	Biodiversity & Land Use	Health & Safety	Diversity, Equity & Inclusion	Product Safety & Quality	Stakeholder Management	Board Diversity	Business Integrity
Carbon Emissions	Waste	Deforestation	Human Rights	Employee Engagement	Responsible Investment	Customer Satisfaction	Executive Pay	Anti Money Laundering
Product Carbon Footprint	Water Usage		Modern Slavery	Talent Management		Community Relations	Security Holder Engagement	Anti-Corruption
Climate Change Vulnerability	Site Contamination		Wellbeing			Social Value Opportunities	Accounting	Conduct Breach Reporting
Investment in Decarbonisation						Climate Change Community Resilience	Risk Appetite/ Management	Business Practices
Energy Efficiency							Business Continuity & Crisis Mgmt	Tax Transparency
Opportunities in Green Building							Data Protection & Privacy	Lobbying

Environment



The below table summarises the Environmental categories and topics which are material to the Lendlease Group. Links have been provided for each item which provides access to related policies, governing committees, and / or other related information (including information included within this Databook). Please click on the arrow icons to access the related item.

Bolded material topics include relevant data in this Databook.

Sub-Category	Topic	Related Policies	Board Committee Oversight	Related Links
Climate Change	Climate Change	Sustainability Policy	Risk and Sustainability Committee	Lendlease Approach to Climate Action
	Carbon Emissions			TCFD Climate Related Impacts
	Product Carbon Footprint			Scope 1 & 2 Emissions Data Tab
	Climate Change Vulnerability			Scope 3 Emissions Data Tab
	Investment in Decarbonisation			Taskforce on Climate Related Disclosure Index
	Energy Efficiency			TCFD Climate Related Impacts
	Opportunities in Green Building			Mission Zero Overview
Pollution & Waste	Pollution	Sustainability Policy	Environment, Health & Safety Policy	Energy Data Tab
	Waste			Electricity Data Tab
	Water Usage			Liquid Fuels & Gas Data Tab
	Site Contamination			Waste Data Tab
Natural Resources	Biodiversity & Land Use			Potable Water Data Tab
	Deforestation			Our Nature & Pollution Approach
				Our Nature & Pollution Approach

Task Force on Climate-related Financial Disclosures (TCFD) Index

The table below outlines Lendlease's comprehensive disclosures on the TCFD Index across the framework of Governance, Strategy, Risk Management and Metrics & Targets in each annual report. Each respective Annual Report are below. NOTE: TCFD disbanded partway through FY24. Lendlease is in the process of transitioning to report under the incoming Australian Sustainability Reporting Framework (AS4) the TCFD framework commencing in FY26.

	Disclosure Item	Lendlease Disclosure
Governance	Describe the Board's oversight of climate-related risks and opportunities.	The Board of Directors is ultimately responsible for Lendlease's strategic decisions in relation to the management of climate-related risks and opportunities and has established two permanent committees to assist in its role: the Risk and Sustainability Committee and the Audit Committee.
	Describe Management's role in assessing and managing climate-related risks and opportunities.	The day-to-day management and implementation of Lendlease's approach to climate-related risk management and disclosure is overseen by the Climate Group (Working Group), composed of senior leadership across the sustainability, finance, risk, insurance and legal functions.
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Refer to Climate Related Impacts tab
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Refer to Climate Related Impacts tab
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Refer to Climate Related Impacts tab
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	Assessing physical climate-related risks: Using RDS platform FY24 Annual Report, p.47 Refer to Governance and Risk Management sections of FY25 Climate-related Disclosure, p.26-27
	Describe the organization's processes for managing climate-related risks.	FY24 Annual Report, p.47 Refer to Governance and Risk Management sections of FY25 Climate-related Disclosure, p.26-27
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Streamlined physical climate risk assessment screening process for new project proposals or assets acquisitions. FY24 Annual Report, p.47 FY25 Annual Report, p.27
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<i>To be disclosed in FY26</i>
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Refer to Scope 1 & 2 Emissions and Scope 3 Emissions tabs
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Sustainable Financing & Mission Zero targets

Scope 1 & 2 Emissions

Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook



Lendlease Group Scope 1 & 2 Greenhouse Gas Emissions (tCO2-eq) - Market-based method

	FY21	FY22	FY23	FY24	FY25
Gross Scope 1 Emissions	39,259	22,646	26,217	31,753	23,715
Gross Scope 2 Emissions (Market-based Method)	1,18,396	76,691	53,975	63,831	0
Total Gross Emissions	1,57,655	99,337	80,192	95,584	23,715
Net Emissions after Offsets	1,21,460	81,840	57,859	76,142	0
1.5°C Aligned Trajectory	2,10,973	1,99,869	1,88,765	1,67,446	1,55,321

Lendlease Group Scope 1 & 2 Greenhouse Gas Emissions (tCO2-eq) - Location-based method

	FY21	FY22	FY23	FY24	FY25
Gross Scope 1 Emissions			26,217	31,753	23,715
Gross Scope 2 Emissions (Location-based Method)			1,15,504	1,47,494	1,28,528
Gross Scope 1 & 2 Emissions			1,41,721	1,79,247	1,52,243

Gross Scope 1 & 2 Greenhouse Gas Emissions (tCO2-eq) by Business and by Region - Market-based method

Gross Scope 1 Emissions (tCO2-eq) by Business

	FY21	FY22	FY23	FY24	FY25
Core Total	27,036	18,273	26,062	31,753	23,715
Investments	11,470	5,700	6,040	15,243	10,895
Development	331	497	130	623	2,483
Construction	15,105	12,046	19,892	15,887	10,337
Lendlease Tenancies	130	30	0	0	0
Non-Core	12,223	4,373	155		
Total Gross Scope 1 Emissions	39,259	22,646	26,217	31,753	23,715

Gross Scope 2 Emissions (tCO2-eq) by Business

	FY21	FY22	FY23	FY24	FY25
Core Total	1,10,358	75,421	53,975	63,831	0
Investments	79,439	67,715	53,348	63,158	0
Development	4,029	739	223	291	0
Construction	21,692	6,626	5	0	0
Lendlease Tenancies	5,198	341	399	382	0
Non-Core	8,038	1,270	0		
Total Gross Scope 2 Emissions	1,18,396	76,691	53,975	63,831	0

Gross Scope 1 Emissions (tCO2-eq) by Region

	FY21	FY22	FY23	FY24	FY25
Core Total	27,036	18,273	26,062	31,753	23,715
Australia	16,657	10,904	17,122	16,921	13,118
Asia	1,214	1,151	1,734	2,204	4,106
Europe	1,517	918	136	573	384
Americas	7,648	5,300	7,070	12,055	6,107
Non-Core	12,223	4,373	155		
Total Gross Scope 1 Emissions	39,259	22,646	26,217	31,753	23,715

Gross Scope 2 Emissions (tCO2-eq) by Region

	FY21	FY22	FY23	FY24	FY25
Core Total	1,10,358	75,421	53,975	63,831	0
Australia	71,666	36,791	31,503	33,706	0
Asia	32,682	33,922	20,349	24,661	0
Europe	851	184	87	28	0
Americas	5,159	4,524	2,036	5,436	0
Non-Core	8,038	1,270	0		
Total Gross Scope 2 Emissions	1,18,396	76,691	53,975	63,831	0

Net Scope 1 & 2 Greenhouse Gas Emissions (tCO2-eq) by Business and by Region - Market-based Method

Net Scope 1 & 2 Emissions (tCO2-eq) by Business

	FY21	FY22	FY23	FY24	FY25
Core Total	1,01,199	76,198	57,704	76,142	0
Investments	84,369	69,962	56,955	74,846	0
Development	4,360	1,158	345	902	0
Construction	7,142	4,707	5	12	0
Lendlease Tenancies	5,328	371	399	382	0
Non-Core	20,261	5,642	155		
Total Net Scope 1 & 2 Emissions	1,21,460	81,840	57,859	76,142	0

Net Scope 1 & 2 Emissions (tCO₂-eq) by Region

	FY21	FY22	FY23	FY24	FY25
Core Total	1,01,199	76,198	57,704	76,142	0
Australia	63,174	38,610	33,133	35,736	0
Asia	33,896	35,073	20,564	25,355	0
Europe	2,368	543	157	585	0
Americas	1,761	1,972	3,850	14,466	0
Non-Core	20,261	5,642	155		
Total Net Scope 1 & 2 Emissions	1,21,460	81,840	57,859	76,142	0

Definitions

CO₂-eq - Greenhouse gas emissions unit based on the global warming potential (GWP) of 7 greenhouse gases including: carbon dioxide, methane, nitrous oxide, HFCs, PFCs, SF₆ and NF₃. The CO₂-eq unit is the equivalent of one metric tonne of these greenhouse gases in comparison to the impact of one metric tonne of CO₂.

Gross Emissions includes emissions from Scope 1 and Scope 2 categories adjusted to include application of additional renewable electricity purchases unless otherwise specified.

Net Emissions are comprised of gross emissions adjusted to include retirement of third-party certified carbon offset units used to compensate for residual emissions sources.

Market-based Method (Scope 2 Emissions) - Unless otherwise specified, Lendlease uses the market-based method to calculate scope 2 emissions. All Lendlease emissions targets are assessed using the market-based method.

Under this method default residual grid emissions factors are used to convert the non-renewable portion of electricity Lendlease purchases from public power grids into scope 2 emissions. Renewable Energy Certificate (REC) purchases are used to reduce emissions from non-renewable grid electricity purchases as prescribed under a market-based scope 2 accounting approach.

Location-based Method (Scope 2 Emissions) - Calculated based on the average emissions intensity of grids in which energy consumption occurs. Reporting of this metric commenced in FY23.

Our 1.5 Degree Aligned Carbon Trajectory is a straight line gross emission reduction from FY14 baseline year to Zero emissions (without offsets) in FY40. This is Lendlease's upper limit for gross emissions.

Footnotes

Starting in FY24, all global lines of business were reported under an operational control boundary. In prior years, Investments were reported under an equity boundary and have not been adjusted. This shift to a globally consistent reporting boundary has resulted in an increase in emissions across Investments globally. Refer to Basis of Preparations on the Lendlease website for further specific determinations on operational boundaries for each year disclosed in this Databook

Comparisons of data over the period FY21 to FY22 should be made with consideration of the impacts of Covid-19 and the divestment of Engineering during FY21 and Services during FY22.

Scope 3 GHG Emissions

Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

For more information refer to the Lendlease Scope 3 Emissions Protocol



Lendlease Group Estimated Scope 3 GHG Emissions (tCO2-eq) by Category

Category	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services	16,74,000	11,41,830	12,00,351	9,94,217	5,51,936
Capital Goods			1,88,159	1,86,460	2,28,624
Fuel & Energy Related Activities	20,000	14,094	14,211	15,520	11,599
Upstream Transport & Distribution	54,000	49,226	59,309	36,901	24,228
Waste Generated in Operations	37,000	34,590	32,772	72,438	50,179
Business Travel	1,000	1,888	7,876	7,409	5,519
Use of Sold Product			23,347	31,437	14,055
Downstream Leased Assets	2,67,000	2,02,171	2,32,416	5,48,228	4,05,779
Investments					61,720
Total Scope 3 Emissions	20,53,000	14,43,799	17,58,441	18,92,610	13,53,639

Lendlease Group Estimated Scope 3 GHG Emissions (tCO2-eq) by Region

Region	FY21	FY22	FY23	FY24	FY25
Australia	7,33,470	6,02,253	7,46,072	7,51,188	6,33,845
Asia	6,47,227	4,07,088	5,37,617	3,79,205	2,54,486
Europe	3,47,252	2,63,610	2,88,901	2,61,168	1,47,669
Americas	3,25,051	1,70,848	1,85,851	5,01,049	3,17,639
Total Scope 3 Emissions	20,53,000	14,43,799	17,58,441	18,92,610	13,53,639

Lendlease Group Estimated Scope 3 GHG Emissions (tCO2-eq) by Business Segment

Business	FY21	FY22	FY23	FY24	FY25
Investments					5,08,760
Development					19,091
Construction					8,18,448
Lendlease Tenancies					7,340
Total Scope 3 Emissions	20,53,000	14,43,799	17,58,441	18,92,610	13,53,639

Estimated Scope 3 (tCO2-eq) Categories by Region

Australia	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services	5,00,009	4,33,050	4,53,145	4,44,684	2,69,605
Capital Goods			1,04,093	1,01,609	1,44,397
Fuel & Energy Related Activities	12,355	9,839	9,319	8,747	6,077
Upstream Transport & Distribution	16,050	17,559	22,296	16,831	12,554
Waste Generated in Operations	14,850	18,517	16,051	17,003	15,901
Business Travel	675	469	3,863	4,030	4,423
Use of Sold Product			13,585	14,904	5,049
Downstream Leased Assets	1,89,531	1,22,819	1,23,720	1,43,380	1,32,744
Investments					43,095
Total	7,33,470	6,02,253	7,46,072	7,51,188	6,33,845

Asia	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services	5,78,667	3,48,010	4,55,039	2,93,898	77,975
Capital Goods			3,785	98	59,937
Fuel & Energy Related Activities	5,054	3,093	3,575	2,796	3,352
Upstream Transport & Distribution	18,591	17,180	22,720	9,350	4,405
Waste Generated in Operations	20,289	5,582	6,225	5,996	8,225
Business Travel	63	119	788	971	321
Use of Sold Product			6,541	12,264	7,097
Downstream Leased Assets	24,563	33,104	38,944	53,832	76,194
Investments					16,980
Total	6,47,227	4,07,088	5,37,617	3,79,205	2,54,486

Europe	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services	3,31,963	2,52,274	1,99,505	1,60,469	1,15,353
Capital Goods			62,785	76,005	11,377
Fuel & Energy Related Activities	766	293	145	471	410
Upstream Transport & Distribution	10,905	9,017	8,722	7,400	4,043
Waste Generated in Operations	313	1,400	317	89	1,195
Business Travel	35	85	493	957	363
Use of Sold Product			1,201	1,203	392
Downstream Leased Assets	3,270	541	15,733	14,574	14,536
Investments					0
Total	3,47,252	2,63,610	2,88,901	2,61,168	1,47,669

Americas	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services	2,63,361	1,08,496	92,662	95,166	89,003
Capital Goods			17,496	8,748	12,913
Fuel & Energy Related Activities	1,825	869	1,172	3,506	1,760
Upstream Transport & Distribution	8,454	5,470	5,571	3,320	3,226
Waste Generated in Operations	1,548	9,091	10,179	49,350	24,858
Business Travel	227	1,215	2,732	1,451	412
Use of Sold Product			2,020	3,066	1,517
Downstream Leased Assets	49,636	45,707	54,019	3,36,442	1,82,305
Investments					1,645

Estimated Scope 3 (tCO2-eq) Categories by Business Segment

Investments	FY21	FY22	FY23	FY24	FY25
Fuel & Energy Related Activities					7,196
Waste Generated in Operations					36,300
Downstream Leased Assets					4,03,544
Investments					61,720
Total					5,08,760

Development	FY21	FY22	FY23	FY24	FY25
Fuel & Energy Related Activities					702
Waste Generated in Operations					2,119
Use of Sold Product					14,055
Downstream Leased Assets					2,215
Total					19,091

Construction	FY21	FY22	FY23	FY24	FY25
Purchased Goods & Services					5,51,936
Capital Goods					2,28,624
Fuel & Energy Related Activities					3,602
Upstream Transport & Distribution					24,228
Waste Generated in Operations					10,058
Total					8,18,448

Lendlease Tenancies	FY21	FY22	FY23	FY24	FY25
Fuel & Energy Related Activities					99
Waste Generated in Operations					1,702
Business Travel					5,519
Downstream Leased Assets					20
Total					7,340

Total	3,25,051	1,70,848	1,85,851	5,01,049	3,17,639
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Definitions

Purchased Goods & Services - Upfront greenhouse gas emissions associated with construction materials used in asset creation for external client projects across our global construction business. Measurement boundary based on whole of building life cycle assessment benchmarks (A1-A3 life cycle stages) according to EN15978 Sustainability of Construction Works - Assessment of Environmental Performance of Buildings Calculation Method.

Capital Goods - Upfront greenhouse gas emissions associated with construction materials used in asset creation. Estimated using the same internally derived rates for Purchased Goods and Services where Lendlease is the developer of an integrated construction project.

Fuel & Energy Related Activities - Upstream Scope 3 greenhouse gas emissions associated with our energy use. Including transmission and distribution losses associated with the supply of electricity, fugitive losses from gas extraction and distribution networks and greenhouse gas emissions during liquid fuel refining and distribution.

Upstream Transport & Distribution - Upstream transport emissions associated with supply of construction products and materials, to integrated projects and external client projects, across our global construction business. Measurement boundary based on whole of building life cycle assessment benchmarks (A4 life cycle stage) according to EN15978 Sustainability of Construction Works - Assessment of Environmental Performance of Buildings Calculation Method.

Waste Generated In Operations - Includes emissions associated with the treatment and disposal of solid waste and recovery of recycled materials. Waste disposed and recycled excludes soils.

Business Travel - Business travel emissions associated with employee air travel including domestic and international (long, medium and short haul flights).

Use of Sold Product - Greenhouse gas emissions from the direct use-phase of sold products over their expected lifetime. This includes the Scope 1 and 2 emissions of end users (apartment owners) for developer installed infrastructure and fixed building services and fittings over a 60 year (design life) operating horizon. Emissions are estimated using apartment settlement data and a representative rate of single apartment annual emissions, including a gradual reduction in scope 2 grid emissions intensity.

Downstream Leased Assets - Scope 1 and 2 emissions associated with tenant use of electricity, liquid fuels and gas within assets. Tenant emissions are in line with Lendlease Operational control approach and electricity emissions are calculated using market-based electricity emissions methodology.

Investments - Whole building (i.e. inclusive of tenant data), equity-adjusted emissions under the financed emissions category for assets where Lendlease (or one of its managed funds) holds an equity share in an asset but does not have operational control of that asset.

Footnote

Tracking and reporting of scope 3 emissions commenced in FY21. In FY23 we have launched the Lendlease Scope 3 Protocol and subsequently have included in scope the Capital Goods and Use of Sold Product categories.

Capital Goods have been separated from Purchased Goods & Services in FY23 to better differentiate between internal and external client developments. Prior years have not been adjusted.

Refer to Environmental Basis of Preparation for further details.

Energy

Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook



Lendlease Group Total Energy (MWh)

	FY21	FY22	FY23	FY24	FY25
Total Energy	3,84,109	3,03,868	3,26,915	3,92,629	3,27,279
Total Energy from Renewable Sources	89,866	91,386	1,40,474	1,76,984	2,33,374
% Energy from Renewable Sources	23%	30%	43%	45%	71%

Energy (MWh) by Business

Core Total	FY21	FY22	FY23	FY24	FY25
Total Energy	3,26,094	2,84,295	3,26,301	3,92,629	3,27,279
Energy from Renewable Sources	88,225	91,061	1,40,474	1,76,984	2,33,374
% Energy from Renewable Sources	27%	32%	43%	45%	71%

Investments	FY21	FY22	FY23	FY24	FY25
Total Energy	1,88,612	1,74,301	1,78,123	2,53,659	2,39,035
Energy from Renewable Sources	56,093	47,338	74,669	1,06,454	1,97,015
% Energy from Renewable Sources	30%	27%	42%	42%	82%

Development	FY21	FY22	FY23	FY24	FY25
Total Energy	6,283	7,058	3,413	7,505	17,399
Energy from Renewable Sources	776	3,603	2,441	3,776	6,623
% Energy from Renewable Sources	12%	51%	72%	50%	38%

Construction	FY21	FY22	FY23	FY24	FY25
Total Energy	1,23,700	97,974	1,39,926	1,26,765	67,567
Energy from Renewable Sources	30,064	35,542	59,486	62,957	26,458
% Energy from Renewable Sources	24%	36%	43%	50%	39%

Lendlease Tenancies	FY21	FY22	FY23	FY24	FY25
Total Energy	7,499	5,562	4,839	4,700	3,278
Energy from Renewable Sources	1,292	4,578	3,878	3,797	3,278
% Energy from Renewable Sources	17%	82%	80%	81%	100%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Energy	58,015	18,973	614		
Energy from Renewable Sources	1,641	325	0		
% Energy from Renewable Sources	3%	2%	0%		

Energy (MWh) by Region

Core Total	FY21	FY22	FY23	FY24	FY25
Total Energy	3,26,094	2,84,295	3,26,301	3,92,629	3,27,279
Energy from Renewable Sources	88,225	91,061	1,40,474	1,76,984	2,33,374
% Energy from Renewable Sources	27%	32%	43%	45%	71%

Australia	FY21	FY22	FY23	FY24	FY25
Total Energy	1,77,826	1,46,162	1,65,075	1,84,074	1,48,252
Energy from Renewable Sources	60,743	58,534	57,314	79,548	98,784
% Energy from Renewable Sources	34%	40%	35%	43%	67%

Asia	FY21	FY22	FY23	FY24	FY25
Total Energy	67,309	73,912	85,002	1,03,866	1,10,842
Energy from Renewable Sources	4,413	6,829	42,751	59,653	95,891
% Energy from Renewable Sources	7%	9%	50%	57%	87%

Europe	FY21	FY22	FY23	FY24	FY25
Total Energy	29,487	27,525	20,639	21,351	18,829
Energy from Renewable Sources	20,264	22,727	19,794	18,216	16,754
% Energy from Renewable Sources	69%	83%	96%	85%	89%

Americas	FY21	FY22	FY23	FY24	FY25
Total Energy	51,472	37,296	55,585	83,338	49,356
Energy from Renewable Sources	2,805	2,971	20,615	19,567	21,945
% Energy from Renewable Sources	5%	8%	37%	23%	44%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Energy	58,015	18,973	614		
Energy from Renewable Sources	1,641	325	0		
% Energy from Renewable Sources	3%	2%	0%		

Definitions

Total Energy is the sum of all energy sources, both renewable and non-renewable. Lendlease reports stationary and non-stationary energy used by all Operations within its Corporate Boundary. Lendlease's total energy use consists of:

- Total Electricity
- Non-Renewable Liquid Fuels
- Renewable Liquid Fuels
- Non-Renewable Gaseous Fuels
- Other Energy: Steam use (when not generated on-site)

Energy from Renewable Sources includes all energy use from both Renewable Fuel sources and Renewable Electricity sources.

Refer to Definitions tab for further information

Electricity



Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

Lendlease Group Total Electricity (MWh)

	FY21	FY22	FY23	FY24	FY25
Total Electricity	2,36,685	2,00,539	2,10,774	2,62,051	2,30,676
Electricity from Renewable Sources	78,029	84,862	1,33,537	1,72,332	2,30,676
% Electricity from Renewable Sources	33%	42%	63%	66%	100%

Electricity (MWh) by Business

Core Total	FY21	FY22	FY23	FY24	FY25
Total Electricity	2,26,895	1,98,800	2,10,774	2,62,051	2,30,676
Electricity from Renewable Sources	76,388	84,539	1,33,537	1,72,332	2,30,676
% Electricity from Renewable Sources	34%	43%	63%	66%	100%

Investments	FY21	FY22	FY23	FY24	FY25
Total Electricity	1,56,823	1,47,353	1,50,597	1,94,870	1,97,015
Electricity from Renewable Sources	48,607	47,338	74,669	1,06,454	1,97,015
% Electricity from Renewable Sources	31%	32%	50%	55%	100%

Development	FY21	FY22	FY23	FY24	FY25
Total Electricity	4,974	4,427	2,774	4,175	6,542
Electricity from Renewable Sources	776	3,603	2,441	3,776	6,542
% Electricity from Renewable Sources	16%	81%	88%	90%	100%

Construction	FY21	FY22	FY23	FY24	FY25
Total Electricity	57,883	41,618	52,564	58,306	23,841
Electricity from Renewable Sources	25,713	29,020	52,550	58,306	23,841
% Electricity from Renewable Sources	44%	70%	100%*	100%	100%

Lendlease Tenancies	FY21	FY22	FY23	FY24	FY25
Total Electricity	7,215	5,402	4,839	4,700	3,278
Electricity from Renewable Sources	1,292	4,578	3,877	3,797	3,278
% Electricity from Renewable Sources	18%	85%	80%	81%	100%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Electricity	9,790	1,739	0		
Electricity from Renewable Sources	1,641	323	0		
% Electricity from Renewable Sources	17%	19%	0%		

Electricity (MWh) by Region

Core Total	FY21	FY22	FY23	FY24	FY25
Total Electricity	2,26,895	1,98,800	2,10,774	2,62,051	2,30,676
Electricity from Renewable Sources	76,388	84,539	1,33,537	1,72,332	2,30,676
% Electricity from Renewable Sources	34%	43%	63%	66%	100%

Australia	FY21	FY22	FY23	FY24	FY25
Total Electricity	1,24,954	98,714	94,520	1,20,181	97,358
Electricity from Renewable Sources	48,941	58,342	56,509	78,418	97,358
% Electricity from Renewable Sources	39%	59%	60%	65%	100%

Asia	FY21	FY22	FY23	FY24	FY25
Total Electricity	62,444	69,076	77,935	96,555	95,761
Electricity from Renewable Sources	4,413	6,743	42,730	59,593	95,761
% Electricity from Renewable Sources	7%	10%	55%	62%	100%

Europe	FY21	FY22	FY23	FY24	FY25
Total Electricity	22,468	17,248	14,911	14,897	15,612
Electricity from Renewable Sources	20,229	16,755	14,639	14,822	15,612
% Electricity from Renewable Sources	90%	97%	98%	99%	100%

Americas	FY21	FY22	FY23	FY24	FY25
Total Electricity	17,029	13,762	23,408	30,419	21,945
Electricity from Renewable Sources	2,805	2,699	19,659	19,499	21,945
% Electricity from Renewable Sources	16%	20%	84%	64%	100%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Electricity	9,790	1,739	0		
Electricity from Renewable Sources	1,641	323	0		
% Electricity from Renewable Sources	17%	19%	0%		

Definitions

Total Electricity includes the sum of all electricity used including grid supplied electricity, from non-renewable and renewable sources, and any electricity generated onsite.

Electricity from Renewable Sources includes the sum of the renewable power percentage (RPP) supplied within the relevant electricity grid (Australia only) plus any additional voluntary renewable electricity purchases via bundled and unbundled energy attribute certificates (EAC) such as Renewable Energy Certificates (RECs), Guarantees of Origin (GO), International Renewable Electricity Certificates (iRECS), Direct Power Purchase Agreements (PPAs), retail GreenPower, voluntary Green Electricity Tariffs and onsite generation.

* In some cases renewable electricity does not equal total electricity but appears as 100% due to rounding.

Liquid Fuels & Gas



Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

Lendlease Group Total Liquid Fuels (kL)

	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	9,020	6,483	7,955	9,512	6,594
Renewable Fuels	59	679	722	478	269
% Fuels from Renewable Sources	1%	10%	9%	5%	4%

Liquid Fuels (kL) by Business

Core Total	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	4,508	4,866	7,898	9,512	6,594
Renewable Fuels	59	679	722	478	269
% Liquid Fuels from Renewable Sources	1%	14%	9%	5%	4%

Investments	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	435	402	384	3,324	1,812
Renewable Fuels	2	0	0	0	0
% Liquid Fuels from Renewable Sources	0%	0%	0%	0%	0%

Development	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	122	19	21	21	715
Renewable Fuels	0	0	0	0	8
% Liquid Fuels from Renewable Sources	0%	0%	0%	0%	1%

Construction	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	3,950	4,445	7,493	6,167	4,067
Renewable Fuels	57	679	722	478	261
% Liquid Fuels from Renewable Sources	1%	15%	10%	8%	6%

Lendlease Tenancies	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	1	0	0	0	0
Renewable Fuels	0	0	0	0	0
% Liquid Fuels from Renewable Sources	0%	0%	0%	0%	0%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	4,512	1,617	57		
Renewable Fuels	0	0	0		
% Liquid Fuels from Renewable Sources	0%	0%	0%		

Liquid Fuels (kL) by Region

Core Total	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	4,508	4,866	7,898	9,512	6,594
Renewable Fuels	59	679	722	478	269
% Liquid Fuels from Renewable Sources	1%	14%	9%	5%	4%

Australia	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	2,545	2,818	5,139	4,514	3,235
Renewable Fuels	24	20	84	109	136
% Liquid Fuels from Renewable Sources	1%	1%	2%	2%	4%

Asia	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	454	384	566	570	1,306
Renewable Fuels	0	9	2	6	13
% Liquid Fuels from Renewable Sources	0%	2%	0%	1%	1%

Europe	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	500	809	556	358	123
Renewable Fuels	35	622	536	356	120
% Liquid Fuels from Renewable Sources	7%	77%	96%	99%	97%

Americas	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	1,009	855	1,637	4,070	1,930
Renewable Fuels	0	28	100	7	0
% Liquid Fuels from Renewable Sources	0%	3%	6%	0%	0%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Liquid Fuels	4,512	1,617	57		
Renewable Fuels	0	0	0		
% Liquid Fuels from Renewable Sources	0%	0%	0%		

Lendlease Group Total Natural Gas (GJ)

	FY21	FY22	FY23	FY24	FY25
Total Natural Gas	1,85,079	1,27,509	1,16,654	1,17,518	1,00,983

Natural Gas (GJ) by Business

	FY21	FY22	FY23	FY24	FY25
Core Total	1,85,079	1,27,509	1,16,654	1,17,518	1,00,983
Investment	99,203	83,038	85,927	95,335	87,793
Development	0	8,770	1,540	11,225	11,468
Construction	84,886	35,123	29,187	10,958	1,722
Lendlease Tenancies	990	578	0	0	0
Non-Core	0	0	0		
Total Natural Gas	1,85,079	1,27,509	1,16,654	1,17,518	1,00,983

Natural Gas (GJ) by Region

	FY21	FY22	FY23	FY24	FY25
Core Total	1,85,079	1,27,509	1,16,654	1,17,518	1,00,983
Australia	92,269	62,938	56,748	56,807	59,118
Asia	0	2,610	3,614	4,253	3,753
Europe	5,080	8,396	1,372	10,967	7,388
Americas	87,730	53,565	54,920	45,491	30,724
Non-Core	0	0	0		
Total Natural Gas	1,85,079	1,27,509	1,16,654	1,17,518	1,00,983

Definitions

Total Liquid Fuels includes both non-renewable liquid fuels (see below) and renewable liquid fuels.

Renewable Liquid Fuels consists of liquid produced from waste and renewable resources, including biofuels, ethanol and renewable diesel. Examples include biofuels from recycled and waste products such as used vegetable oil or tallow waste as well as renewable diesel produced through various thermochemical processes such as hydrotreating, gasification or pyrolysis of cellulosic biomass materials such as crop residues, wood waste, saw mill residues, and switchgrass.

Non-Renewable Liquid Fuels consists of liquid fuels from non-renewable carbon based fossil sources such as petroleum and diesel.

Natural Gas includes the combustion of natural gas distributed in a pipeline, town gas, unprocessed natural gas and compressed natural gas.

Waste



Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

Lendlease Group Total Waste (tonnes)

	FY21	FY22	FY23	FY24	FY25
Total Waste	2,42,361	2,26,208	2,08,464	2,10,803	2,22,056
Waste Diverted	1,81,026	1,96,336	1,79,338	1,50,337	1,74,303
% Diversion from landfill	75%	87%	86%	71%	78%

Waste (tonnes) by Business

Core Total	FY21	FY22	FY23	FY24	FY25
Total Waste	2,40,795	2,25,154	2,08,450	2,10,803	2,22,056
Waste Diverted	1,79,858	1,95,642	1,79,338	1,50,337	1,74,303
% Diversion from landfill	75%	87%	86%	71%	78%

Investments	FY21	FY22	FY23	FY24	FY25
Total Waste	36,821	35,020	33,187	79,263	54,477
Waste Diverted	23,987	23,140	21,424	34,535	26,268
% Diversion from landfill	65%	66%	65%	44%	48%

Development	FY21	FY22	FY23	FY24	FY25
Total Waste	0	4,841	1,444	2,228	91,729
Waste Diverted	0	4,378	914	1,946	84,997
% Diversion from landfill	0%	90%	63%	87%	93%

Construction	FY21	FY22	FY23	FY24	FY25
Total Waste	2,01,719	1,83,087	1,71,493	1,27,012	74,246
Waste Diverted	1,55,348	1,67,709	1,56,559	1,13,516	62,743
% Diversion from landfill	77%	92%	91%	89%	85%

Lendlease Tenancies	FY21	FY22	FY23	FY24	FY25
Total Waste	2,255	2,206	2,326	2,300	1,604
Waste Diverted	523	415	441	340	295
% Diversion from landfill	23%	19%	19%	15%	18%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Waste	1,566	1,054	14		
Waste Diverted	1,168	694	0		
% Diversion from landfill	75%	66%	0%		

Waste (tonnes) by Region

Core Total	FY21	FY22	FY23	FY24	FY25
Total Waste	2,40,795	2,25,154	2,08,450	2,10,803	2,22,056
Waste Diverted	1,79,858	1,95,642	1,79,338	1,50,337	1,74,303
% Diversion from landfill	75%	87%	86%	71%	78%

Australia	FY21	FY22	FY23	FY24	FY25
Total Waste	1,11,848	98,808	96,770	78,093	59,872
Waste Diverted	83,636	82,634	82,889	64,073	46,285
% Diversion from landfill	75%	84%	86%	82%	77%

Asia	FY21	FY22	FY23	FY24	FY25
Total Waste	57,820	55,005	47,517	30,509	1,13,762
Waste Diverted	42,053	50,035	41,425	23,553	99,805
% Diversion from landfill	73%	91%	87%	77%	88%

Europe	FY21	FY22	FY23	FY24	FY25
Total Waste	42,136	36,407	31,238	22,830	13,417
Waste Diverted	33,295	35,068	30,591	22,623	12,506
% Diversion from landfill	79%	96%	98%	99%	93%

Americas	FY21	FY22	FY23	FY24	FY25
Total Waste	28,991	34,934	32,925	79,371	35,005
Waste Diverted	20,874	27,905	24,433	40,088	15,707
% Diversion from landfill	72%	80%	74%	51%	45%

Non-Core	FY21	FY22	FY23	FY24	FY25
Total Waste	1,566	1,054	14		
Waste Diverted	1,168	694	0		
% Diversion from landfill	75%	66%	0%		

Definitions

Total Waste includes Waste Disposed (see below) and Waste Diverted

Waste Diverted includes all waste recycled, waste re-used and waste to energy, excluding diverted soils

Waste Disposed includes incinerated (not waste-to-energy) and waste-to-landfill. Commencing in FY21, soils sent to landfill are excluded.

Potable Water



Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

Lendlease Group Total Potable Water (ML)

	FY21	FY22	FY23	FY24	FY25
Total Potable Water	4,694	4,671	5,156	14,947	9,764

Potable Water (ML) by Business

	FY21	FY22	FY23	FY24	FY25
Core Total	4,667	4,665	5,156	14,947	9,764
Investments	4,284	4,143	4,676	14,463	9,372
Development	5	115	47	129	206
Construction	332	377	389	309	179
Lendlease Tenancies	46	30	44	46	7
Non-Core	27	6	0		
Total Potable Water	4,694	4,671	5,156	14,947	9,764

Potable Water (ML) by Region

	FY21	FY22	FY23	FY24	FY25
Core Total	4,667	4,665	5,156	14,947	9,764
Australia	1,670	1,630	1,355	1,659	1,545
Asia	554	664	771	904	1,158
Europe	93	202	157	306	313
Americas	2,350	2,169	2,873	12,078	6,748
Non-Core	27	6	0		
Total Potable Water	4,694	4,671	5,156	14,947	9,764

Definitions

Potable Water is defined as quality drinking water provided by a local utility infrastructure based on local/regional/national guidelines.

Social



The below table summarises the Social categories and topics which are material to the Lendlease Group. Links have been provided for each item which provides access to related policies, governing committees, and / or other related information (including information included within this Databook). Please click on the arrow icons to access the related item.

Bolded material topics include relevant data in this Databook.

Sub-Category	Topic	Related Policies	Board Committee Oversight	Related Links
People Strategy	Health & Safety	Environment, Health & Safety Policy	Risk and Sustainability Committee	 Health & Safety Data Tab EHS Global Minimum Requirements Lendlease EHS Approach
	Human Rights	Code of Conduct Policy Conduct Breach Reporting Policy Diversity & Inclusion Policy Risk Management Policy Sustainability Policy Environment, Health & Safety Policy Privacy Policy		 Human Rights Position Statement
	Modern Slavery	Supply Chain Policy Supplier Code of Conduct Policy		 Modern Slavery Statement FAQ - Supplier Code of Conduct
	Wellbeing			 Lendlease FY25 Annual Report
	Diversity, Equity & Inclusion	Diversity and Inclusion Policy	People & Culture Committee	 People Data Tab
	Employee Engagement			 People Data Tab
	Talent Management			 People Data Tab
Product Safety & Quality	Product Safety & Quality		Risk and Sustainability Committee	 Lendlease FY25 Annual Report
	Responsible Investment		Risk and Sustainability Committee	 Lendlease Investment Management ESG Investment Statement
Stakeholder Engagement	Stakeholder Management		Lendlease Board	
	Customer Satisfaction	Customer Complaints and Feedback Policy		 Lendlease FY25 Annual Report
	Community Relations			
	Social Value Opportunities		Risk and Sustainability Committee	 Social Value Opportunities Data Tab Lendlease Social Value Website
	Climate Change Community Resilience	Sustainability Policy		 Taskforce on Climate Related Disclosure Index Tab TCFD Climate Related Impacts Tab

Health & Safety



Definitions for terms used can be found below the data tables and in the definitions tab at the end of the workbook

 For more information refer to the Lendlease FY25 Annual Report

Fatalities

	FY21	FY22	FY23	FY24	FY25
Fatalities - Employees	0	0	0	0	0
Fatalities - Contractors (Lendlease Operational Control)	1	0	0	0	0
Fatalities - Contractors (Contractor Operational Control)*	1	1	1	0	0

Critical Incidents

	FY21	FY22	FY23	FY24	FY25
% Of Operations Critical Incident free	94%	95%	94%	93%	96%
Critical Incidents	59	47	43	46	29
Critical Incident Frequency Rate (CIFR)	0.66	0.57	0.46	0.57	0.50

Lost Time Injuries

Lost Time Injuries	FY21	FY22	FY23	FY24	FY25
Lost Time Injuries - Employees	17	6	9	9	2
Lost Time Injuries - Contractors	149	108	120	118	76
Total Lost Time Injuries	166	114	129	127	78

Lost Time Injury Frequency Rate (LTIFR)	FY21	FY22	FY23	FY24	FY25
LTIFR - Employees	0.66	0.28	0.45	0.5	0.15
LTIFR - Contractors	2.23	1.77	1.64	1.87	1.72
Total LTIFR	1.80	1.37	1.36	1.57	1.35

Total Recordable Injuries

Total Recordable Injuries	FY21	FY22	FY23	FY24	FY25
Total Recordable Injuries - Employees	37	29	15	24	6
Total Recordable Injuries - Contractors	431	439	479	448	218
Total Recordable Injuries	468	468	494	472	224

Total Recordable Injury Frequency Rate (TRIFR)	FY21	FY22	FY23	FY24	FY25
TRIFR - Employees	1.44	1.38	0.75	1.33	0.45
TRIFR - Contractors	6.71	7.21	6.54	7.11	4.93
Total TRIFR	5.21	5.71	5.30	5.83	3.88

Definitions

Fatalities - An event that caused death on a Lendlease operation.

*This denotes circumstances where Lendlease was deemed not responsible for the operational control of health and safety outcomes.

Critical Incident - An event that caused or had the potential to cause death or permanent disability. This is a indicator unique to Lendlease.

Lost Time Injuries - A Lost Time Injury is an injury or illness sustained by an employee or contractor which resulted in a fatality, permanent disability or lost time from work

Total Recordable Injuries - Recordable work-related injuries and illnesses are those that result in one or more of the following: medical treatment beyond first aid, one or more days away from work, restricted work or transfer to another job, diagnosis of a significant injury or illness, loss of consciousness, or death for employees and contractors whilst it excludes Members of the Public and Tenants.

Frequency Rate - Calculated to provide a rate of instances per 1,000,000 hours worked.

Incidents - No workers have been excluded from this disclosure and include all injuries on any Lendlease operation for employee and contractor employees

People Data



For more information refer to the Lendlease FY25 Annual Report

Diversity, Equity and Inclusion

	FY21	FY22	FY23	FY24	FY25
Leadership positions held by women ¹	29.9%	31.8%	27.0%	26.0%	29.9%

Employee Engagement

	FY24 Lendlease Engagement Score	FY25 Lendlease Engagement Score
Lendlease Group / Global	7.4	7.3

Talent Management

	FY21	FY22	FY23	FY24	FY25
Actual - Retention of Key Talent ²		87%	88%	85%	85%
Goal - Retention of Key Talent ²		90%	90%	90%	90%

Footnotes

1. Leadership positions include executive level roles, people leader roles and other senior roles as defined in the Lendlease Career Job Framework.
2. Retention of key talent is defined as a leadership role (as defined in footnote 1).

Social Value Opportunities



For more information refer to:

-  Lendlease Social Value webpage
-  Lendlease FY25 Annual Report

Social Valuation of Shared Value Partnerships

In 2020, we launched our ambitious target to create \$250m of social value by 2025 through the work of shared value partnerships and programs, funded by the Lendlease Foundation. As of the end of FY25, we have successfully achieved and exceeded our Social Value Target by creating \$284.6m of social value globally, 13% over target.

Our target included the social value created through our corporate shared value partnerships and Community Grants program, which were supported by the Lendlease Foundation, as well as other initiatives such as Future Steps, which is funded by the business. Importantly, our social value target focused on initiatives that go above and beyond any project or asset contractual obligations. Our shared value partnerships were assessed using a methodology that combines the principles of Social Return on Investment (SROI) with a cost benefit analysis. This places an economic value on the improvement of wellbeing across a series of social outcomes. For every dollar invested we aim for an average return on social value of five dollars.

The below table outlines our progress towards the target.

Social Value Created	
(\$ millions)	
FY25 Goal	250.0
FY21 Annual Portfolio Review	47.3
FY22 Annual Portfolio Review	60.0
FY23 Annual Portfolio Review	78.7
FY24 Annual Portfolio Review	36.3
FY25 Annual Portfolio Review	62.3
Total value created to date	284.6
Percent of Goal	113%

Key Shared Value Partnerships by Region

The below table outlines a sample of Lendlease's key shared value partnerships as they align to our Sustainability Framework along with key partnership outcomes. Our shared-value partnerships are between Lendlease and not-for-profit organisations which offer opportunities for our employees to volunteer. This way both parties benefit from the connection, rather than philanthropy when money is gifted without an ongoing relationship.

	Partner	Partnership Overview	Focus Area	Social Value¹	Key Outcomes
Americas	Billion Oyster Project	Using a circular approach to protect shorelines, clean waterways and restore marine ecosystem through oyster reef restoration works in NY Harbor.	Climate Action	\$3.5 million	Increased connection to community and nature, improved habitat for marine species, and increased stewardship of NY Harbor.
Asia	Project Dignity	A social enterprise that provides training and employment for People with Disabilities in Singapore.	Economic Prosperity	\$1.9 million	Increased employability, sense of belonging, and confidence for People with Disabilities.
Australia	Australian Red Cross	A placed-based community initiative in Katherine, NT. Owned and managed by people in the local community, with support of the Red Cross.	Community Inclusion	\$31.6 million	Increased empowerment, confidence and employability for women and greater community connection and employment for First Nations youths
Europe	Hide Out & Legacy Youth Zones	A youth support centers that focus on providing young people somewhere to go, something to do and someone to talk to.	Community Inclusion	\$2.6 million	Improved social connections and safety, improved nutrition and family relationships, and increased school to work transitions.

Governance



The below table summarises the Governance categories and topics which are material to the Lendlease Group. Links have been provided for each item which provides access to related policies, governing committees, and / or other related information (including information included within this Databook). Please click on the arrow icons to access the related item.

Bolded material topics include relevant data in this Databook.

Sub-Category	Topic	Related Policies	Board Committee Oversight	Related Links	
Corporate Governance	Board Diversity		Nominations Committee	Board Diversity Tab	
	Executive Pay		People & Culture Committee	Executive Pay Tab	
	Security Holder Engagement	External Communications & Continuous Disclosure Policy	Lendlease Board		
	Accounting		Audit Committee	Lendlease FY25 Annual Report	
	Risk Appetite / Management	Risk Management Policy	Risk and Sustainability Committee	Lendlease FY25 Annual Report	
	Business Continuity & Crisis Mgmt				
	Data Protection & Privacy			Privacy Policy	
Corporate Behaviour	Business Integrity	Code of Conduct Policy Customer Complaints and Feedback Policy Securities Trading Policy			
	Anti Money Laundering				
	Anti-Corruption				
	Conduct Breach Reporting	Conduct Breach Reporting Policy			
	Business Practices	Code of Conduct Policy		Lendlease Investment Management ESG Investment Statement	
	Tax Transparency		Audit Committee	Lendlease FY25 Annual Tax Report	
	Lobbying		Lendlease Board		

Board Diversity



 For more information on our Board of Directors refer to the Lendlease FY25 Annual Report

Lendlease Board Committee Gender Diversity

	FY21	FY22	FY23	FY24	FY25
Female Board Members	3	3	3	4	4
Total Board Members (including Global CEO)	8	9	9	10	10
% Female Board Members	38%	33%	33%	40%	40%

Footnotes

All fiscal year figures are as at 30 June.

Executive Pay



Total Remuneration Realised

The table below presents non-statutory information which provides additional detail in relation to the remuneration paid to, or vested for, Executives in respect of FY25.

A\$'000 ¹	Unhurled			Hurdled			
	Fixed Remuneration	Previous years' LTA Min and RSA ²	Previous years' deferred securities vested	FY25 STA awarded (cash component) ³	Previous years' LTA awards	FY25 Total Remuneration Realised	Awards forfeited or lapsed
Current Executives							
Anthony Lombardo	1,800	7	381	-	-	2,188	(3,200)
Simon Dixon	1,000	-	218	-	-	1,218	(1,800)
Dale Connor	1,200	7	316	-	-	1,523	(2,160)
Justin Gabbani	977	-	258	-	-	1,235	(1,569)
Penelope Ransom	950	-	110	-	-	1,060	(900)
Thomas Mackellar	950	-	187	-	-	1,137	(300)

Definitions

Fixed Remuneration	Includes the TPV / Base Salary plus superannuation (where applicable) received during FY25.
Previous years' RSA and security price growth / decline	Includes the RSA that was granted in September 2021 and reached the end of the deferral period on 30 June 2024. The value reflects the number of securities multiplied by the security price at the end of the deferral period. 25 per cent of this award value was released in September 2024 and the remaining 75 per cent will be released in three equal tranches in September 2025, 2026 and 2027, subject to malus provisions. Also includes the value of the distribution equivalent amounts paid as cash on the RSA.
Previous years' deferred securities vested	Includes previously granted deferred securities that are not subject to hurdles such as Deferred STA, Deferred Equity Awards, and sign-on awards. The value reflects the number of securities that vested in FY25 multiplied by the security price at vesting, and includes the value of any distribution equivalent amounts received at vesting.
FY25 STA awarded (cash component)	Ordinarily, this reflects the 50 per cent cash portion of the STA awarded in relation to FY25 performance to be paid in September 2025. This was applicable for FY25 as STA was replaced by the Transformation Award (TA).
Previous years' LTA awards	Includes the 2023 LTA that reached the end of the performance period on 30 June 2025, vesting in September 2025. The value reflects securities scheduled to vest multiplied by the grant price.
Awards forfeited or lapsed	The value reflects the maximum number of securities that were forfeited / lapsed in respect of FY25 multiplied by the grant price plus the value of the forfeited portion of the maximum FY25 STA.

Footnotes

1. Remuneration is reported in AUD based on the 12 month average historic foreign exchange rates for FY25 (rounded to two decimal places): SGD 0.86 (applied to Justin Gabbani).

2. The LTA Min and RSA vests following notification by the Board or the Board's delegate that vesting has occurred. The first tranche (25%) vests after three years, and the remaining tranches (75%) will be deferred and will vest equally on or around four, five and six years after 1 September 2018 (2018 LTA Min grant date), 1 September 2019 (2019 LTA Min grant date) and 1 September 2020 (2020 RSA grant date). The value reported represents cash distribution equivalent payments pertaining to unvested holdings made in September 2024 and March 2025.

3. No STA was awarded for Current Executives for FY25 as this was replaced with the Transformation Award (TA).

Terms & Definitions



Organisation Hierarchy

Lendlease Group	Lendlease group comprises all lines of business, including: Investments, Development, Construction, Lendlease Tenancy and Non-Core
Investments	Investment comprises a leading investment and asset management platform and the Group's investments across the residential, office, retail, industrial and retirement sectors.
Development	Development is predominantly focused on the creation of mixed use precincts that comprise apartments, workplaces and associated leisure and entertainment amenity. The Group also develops outer suburban master planned communities and retirement living villages.
Construction	Construction level summary of environmental data. Construction provides project management, design and construction services, predominantly in the commercial, residential, mixed use, defence and social infrastructure sectors. This includes all Lendlease integrated projects.
Lendlease Tenancy	Tenancy includes the corporate offices of Lendlease.
Core	Core includes all Lendlease operations excluding Non-Core businesses.
Non-Core	Non-core includes the Engineering and Services businesses. All associated works were finalised in FY23.

Environment

TCFD	Taskforce on Climate-related Financial Disclosures
CO2-eq	Greenhouse gas emissions unit based on the global warming potential (GWP) of 7 greenhouse gases including: carbon dioxide, methane, nitrous oxide, HFCs, PFCs, SF6 and NF3. The CO2-eq unit is the equivalent of one metric tonne of these greenhouse gases in comparison to the impact of one metric tonne of CO2.
Gross Emissions	Emissions from Scope 1 and Scope 2 categories adjusted to include application of additional renewable electricity purchases unless otherwise specified.

Net Emissions	Gross emissions adjusted to include retirement of third-party certified carbon offset units used to compensate for residual emissions sources.
Market-based Method (Scope 2 Emissions)	Unless otherwise specified, Lendlease uses the market-based method to calculate scope 2 emissions. All Lendlease emissions targets are assessed using the market-based method.
	Under this method default residual grid emissions factors are used to convert the non-renewable portion of electricity Lendlease purchases from public power grids into scope 2 emissions. Renewable Energy Certificate (REC) purchases are used to reduce emissions from non-renewable grid electricity purchases as prescribed under a market-based scope 2 accounting approach.
Location-based Method (Scope 2 Emissions)	Calculated based on the average emissions intensity of grids in which energy consumption occurs.
Our 1.5 Degree Aligned Carbon Trajectory	A straight line gross emission reduction from FY14 baseline year to Zero emissions (without offsets) in FY40.
Purchased Goods & Services	Upfront greenhouse gas emissions associated with construction materials used in asset creation for external client projects across our global construction business. Measurement boundary based on whole of building life cycle assessment benchmarks (A1-A3 life cycle stages) according to EN15978 Sustainability of Construction Works - Assessment of Environmental Performance of Buildings Calculation Method.
Capital Goods	Upfront greenhouse gas emissions associated with construction materials used in asset creation. Estimated using the same internally derived rates for Purchased Goods and Services where Lendlease is the developer of an integrated construction project.
Fuel & Energy Related Activities	Upstream Scope 3 greenhouse gas emissions associated with our energy use. Including transmission and distribution losses associated with the supply of electricity, fugitive losses from gas extraction and distribution networks and greenhouse gas emissions during liquid fuel refining and distribution.
Upstream Transport & Distribution	Upstream transport emissions associated with supply of construction products and materials, to integrated projects and external client projects, across our global construction business. Measurement boundary based on the A4 life cycle stage in accordance with the EN15978 Sustainability of construction works - Assessment of environmental performance of buildings calculation method.

Waste Generated In Operations	Includes emissions associated with the treatment and disposal of solid waste and recovery of recycled materials. Waste disposed and recycled excludes soils.
Business Travel	Business travel emissions associated with employee air travel including domestic and international (long, medium and short haul flights).
Downstream Leased Assets	Scope 1 and 2 emissions associated with tenant use of electricity, liquid fuels and gas within assets. Tenant emissions are equity adjusted in line with Lendlease Operational control and Equity Share approach as detailed in our Basis of Preparation.
Use of Sold Product	Greenhouse gas emissions from the direct use-phase of sold products over their expected lifetime. This includes the Scope 1 and 2 emissions of end users (apartment owners) for developer installed infrastructure and fixed building services and fittings over a 60 year (design life) operating horizon. Emissions are estimated using apartment settlement data and a representative rate of single apartment annual emissions, including a gradual reduction in scope 2 grid emissions intensity.
Investments	Whole building (i.e. inclusive of tenant data), equity-adjusted emissions under the financed emissions category for assets where Lendlease (or one of its managed funds) holds an equity share in an asset but does not have operational control of that asset.
Total Energy	The sum of all energy sources, both renewable and non-renewable. Lendlease reports stationary and non-stationary energy used by all Operations within its Corporate Boundary. Lendlease's total energy use consists of: <ul style="list-style-type: none"> - Total Electricity - Non-Renewable Liquid Fuels - Renewable Liquid Fuels - Non-Renewable Gaseous Fuels - Other Energy: Steam use (when not generated on-site)
Total Energy from Renewables Sources	The sum of all energy use from both Renewable Fuel sources and Renewable Electricity sources.
Total Electricity	The sum of all electricity used including grid supplied electricity, from non-renewable and renewable sources, and any electricity generated onsite.

Renewable Electricity	The renewable power percentage (RPP) supplied within the relevant electricity grid (Australia only) plus any additional voluntary renewable electricity purchases via bundled and unbundled energy attribute certificates (EAC) such as Renewable Energy Certificates (RECs), Guarantees of Origin (GO), International Renewable Electricity Certificates (iRECS), Direct Power Purchase Agreements (PPAs), retail GreenPower, voluntary Green Electricity Tariffs and onsite generation.
Total Liquid Fuels	The sum of both non-renewable liquid fuels and renewable liquid fuels.
Non-Renewable Liquid Fuels	Liquid fuels from non-renewable carbon based fossil sources such as petroleum and diesel.
Renewable Liquid Fuels	Liquid produced from waste and renewable resources, including biofuels, ethanol and renewable diesel. Examples include biofuels from recycled and waste products such as used vegetable oil or tallow waste as well as renewable diesel produced through various thermochemical processes such as hydrotreating, gasification or pyrolysis of cellulosic biomass materials such as crop residues, wood waste, saw mill residues, and switchgrass.
Natural Gas	The combustion of natural gas distributed in a pipeline, town gas, unprocessed natural gas and compressed natural gas.
Total Waste	The sum of Waste Disposed and Waste Diverted.
Waste Diverted	The sum of all waste recycled, waste re-used and waste to energy, excluding diverted soils.
Waste Disposed	The sum of incinerated (not waste-to-energy) and waste-to-landfill, excluding soils sent to landfill.
Potable Water	Quality drinking water provided by a local utility infrastructure based on local/regional/national guidelines.

Social

Fatality	An event that caused death on a Lendlease operation, regardless of whether Lendlease was responsible for the operational control of health and safety outcomes.
Critical Incident	An event that caused or had the potential to cause death or permanent disability. This is an indicator unique to Lendlease.
Lost Time Injuries	Lost time injury is an injury or illness sustained by an employee or contractor which resulted in a fatality, permanent disability or lost time from work

Total Recordable Injuries	A Total Recordable Injury is a recordable work-related injury or illness including Medically Treated Injuries, Lost Time Injuries and Fatalities for employees and contractors whilst it excludes Members of the Public and Tenants.
Frequency Rate	Calculated to provide a rate of instances per 1,000,000 hours worked.
Incidents	No workers have been excluded from this disclosure and include all injuries on any Lendlease operation for employee and contractor employees
Leadership Positions	Includes executive level roles, people leader roles and other senior roles as defined in the Lendlease Career Job Framework.
Social Value	Social value is created when an activity makes a positive impact on an individual's quality of life or improves the resilience of a community. The social value accounted for in support of our target is calculated through placing a financial value on the quantified change people experience across a series of social outcomes, and is verified by an external party.

Governance

Fixed Remuneration	Includes the TPV / Base Salary plus superannuation (where applicable) received during FY24.
Previous years' RSA and security price growth / decline	<p>Includes the RSA that was granted in September 2021 and reached the end of the deferral period on 30 June 2024. The value reflects the number of securities multiplied by the security price at the end of the deferral period. 25 per cent of this award value will be released in September 2024 and the remaining 75 per cent will be released in three equal tranches in September 2025, 2026 and 2027, subject to malus provisions.</p> <p>Also includes the value of the distribution equivalent amounts paid as cash on the RSA.</p>
Previous years' deferred securities vested	Includes previously granted deferred securities that are not subject to hurdles such as Deferred STA, Deferred Equity Awards, and sign-on awards. The value reflects the number of securities that vested in FY24 multiplied by the security price at vesting, and includes the value of any distribution equivalent amounts received at vesting.
FY24 STA awarded	Reflects the 50% cash portion of the STA awarded in relation to FY24 performance to be paid in September 2024.
Previous years' LTI / LTA awards	Includes the 2022 LTA that reached the end of the performance period on 30 June 2024, vesting in September 2024. The value reflects securities scheduled to vest multiplied by the grant price.

Awards forfeited or lapsed

The value reflects the maximum number of securities that were forfeited / lapsed in respect of FY24 multiplied by the grant price plus the value of the forfeited portion of the maximum FY24 STA.

Important Notice



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Review of this material does not replace the need to review the Lendlease Group environmental data for FY21 to FY25 previously disclosed reports and presentations for context and information included in those documents.

This document has been prepared without regard to the specific investment objectives, financial situation or needs of any recipient of this presentation. Each recipient should consult with, and rely solely upon, their own legal, tax, business and/or financial advisor in connection with any decision made in relation to the information contained in this presentation.

This document has been released on the Lendlease website as an excel spreadsheet, along with a PDF document which contains the FY25 environment data together with the related Basis of Preparation and assurance opinion from KPMG in respect of environmental data.