

# Contents



Cover art by Erika Wildash

## REINCARNATION

2019

### Collage

Recycled cardboard and photographs

A series of works created by recycling materials, commissioned by JLL for MIPIM 2018.

Using old discarded boxes, corrugated cardboard and collaged photography to depict people within an everyday urban environment.

The remnants of the recycled packaging and labels evoke the patina of a cityscape while the corrugated cardboard amplifies the perspective and scale of the city and the person.

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Our sustainability *Leadership* ambition

# About JLL

*JLL is a leading professional services firm that specializes in real estate and investment management. As a Fortune 200 company, we help real estate owners, occupiers and investors achieve their business ambitions. In 2018, we had revenue of \$16.3 billion and fee revenue of \$6.5 billion, managed 4.6 billion square feet of space (427 million square meters), and completed 37,500 leasing transactions for landlord and tenant clients, representing \$1.07 billion of client transactions. At the end of 2018, we had nearly 300 corporate offices, operations in over 80 countries and a global workforce of 90,000 people.*

We work for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit organizations, public-private partnerships and government entities looking to outsource real estate services. Through LaSalle, we invest for clients on a global basis in both private assets and publicly traded real estate securities. We provide services to approximately half of the Fortune 500 companies and approximately 88% of the Fortune 100 companies.

We believe there is a strong and direct correlation between our environmental, social and governance performance and the long-term health and success of our business. This belief is put into action through Building a Better Tomorrow, our sustainability leadership ambition, which allows us to deliver transformative changes across the four pillars of the program: Clients, People, Workplaces and Communities. We are committed to the highest standards of corporate governance and transparency and hold ourselves accountable for our performance.

## Key financial information

|   | 2018     | 2017     | 2016     |
|---|----------|----------|----------|
| Gross revenue (USD millions)                                  | 16,318.4 | 14,453.2 | 12,991.2 |
| Net income attributable to common shareholders (USD millions) | 484.1    | 276.0    | 329.3    |
| Diluted earnings per share (USD)                              | 10.54    | 6.03     | 7.23     |
| Adjusted EBITDA (USD millions)                                | 953.2    | 770.7    | 679.2    |

### *Welcome to our 2018 Global Sustainability Report*

**A**t JLL, we are committed to delivering a sustainable future for our stakeholders through Building a Better Tomorrow, our sustainability leadership ambition. Building a Better Tomorrow, which is a core component of our Beyond strategic vision, enables JLL to integrate sustainability into all aspects of our organization, from our growth framework, through all our services and in our core values of teamwork, ethics and excellence.

In 2018, we made substantial progress in executing our transformational Beyond strategy, while achieving record financial results. We believe that our continued implementation of Beyond, along with solid real estate fundamentals and supportive macro trends, offer attractive growth opportunities for JLL in coming years. However, we recognize that sustainable growth in today's world necessitates more than just a strong financial performance.

As the built environment is estimated to account for more than 40% of global energy consumption and for approximately one-third of the world's carbon emissions, we have a significant opportunity to partner with our clients to drive disruptive, sustainable change. We are committed to providing best-in-class service to our clients as they work towards defining and achieving their environmental, social and economic objectives.

In our own operations, we have pledged to set a Science Based Target, which will guide us in our efforts to limit our carbon footprint in line with the aims of the Paris Climate Agreement. We are also focused on achieving our ambitious 2020 sustainability targets across all areas of the Building a Better Tomorrow program. These targets cover a range of

topics from employee training and sustainable procurement, to diversity and inclusion and employee volunteering. Our targets were created with the aim of providing lasting value for our clients, engaging our people, transforming our workplaces and supporting our communities.

In December 2016, we framed our long-term growth strategy within the context of four sustained global macro trends, which we believe are reshaping our industry. These trends, which include the ongoing shift toward urban living and rapid investments in technology, data and artificial intelligence, will help guide our sustainability efforts as we continue to develop our Building a Better Tomorrow program in coming years. In 2019, we will further pursue our vision to lead the transformation of the real estate industry by making a positive impact both in and beyond our business.

To achieve our ambitious sustainability goals, we continue to forge and strengthen partnerships with various external organizations. These range from our support for the United Nations Sustainable Development Goals and the Global Compact, to our engagement with Ethisphere® Institute, the World Economic Forum's Partnering Against Corruption Initiative, and local and global Green Building Councils.

Our 2018 report demonstrates how our sustainability approach aligns with the aims of our clients, adds value for shareholders and benefits our workforce and the wider community

Thank you for your continued interest in JLL.

*Christian Ulbrich*

Chief Executive Officer

# In conversation with our Global Chief Corporate Responsibility Officer

*We sat down with Richard Batten, Chief Corporate Responsibility Officer at JLL to get his take on the progress made with Building a Better Tomorrow in 2018.*

## 2018 has been a big year for Building a Better Tomorrow. What have been some of the main priorities that have shaped JLL's approach over the past year?

"We were working to ensure that we successfully released our sustainability targets and put a governance structure in place among our eight largest countries, which together account for a high proportion of JLL's workforce and revenue. Our major countries are now seeking to adopt a consistent approach to Building a Better Tomorrow."

Sustainability is well recognized and accepted as important to JLL and the pace is accelerating. That's both bottom up, coming from our Global Sustainability Network whose 2,500 voices are not to be underestimated, and from the top. Our global board and the global executive board are increasingly aware that our shareholders and clients want to hear about JLL's sustainability strategy, goals and performance. As a global operation, we also continue to find ways to balance the cultural differences effectively with the four pillars of Building a Better Tomorrow."

## Could you talk a bit about some of the major challenges over the last 12 months in the implementation of Building a Better Tomorrow (since the publication of the 2017 Global Sustainability Report)?

"As I mentioned, we're a global business and sustainability needs to happen locally as much as globally. One of the big areas we've been trying to overcome has been how to work with individual countries to help them resource efficiently against what needs to be done."

We are also looking at how we collect data, which is fundamental to the success of the Building a Better Tomorrow program. At the beginning of the year, we implemented two important systems in finance and people. An on-going challenge, not just for JLL but for organizations of our size and scale, is data accuracy. Part of this is lack of available data and how data is captured, but it's also about the re-assessment of systems and people. We have made substantial progress in these areas."

## The Building a Better Tomorrow strategy is a big part of JLL's overall strategic vision, 'Beyond'. How is Building a Better Tomorrow supporting and complementing the Beyond strategy?

"Building a Better Tomorrow is integral to Beyond. Our continued focus is for our sustainability ambition to be fully embedded across all five core pillars of the Beyond strategic vision. We know by successfully bringing our approach to sustainability into each pillar, we will leverage JLL's strengths and achieve the ambitions of our communities, our employees and our clients."

## As we move into 2019, how do you see Building a Better Tomorrow evolving in the future?

"There are a number of areas where sustainability will impact JLL moving forward. One avenue that we may want to explore is embracing social purpose and correspondingly, what that means by way of social impact. During this last year we gained agreement to set a Science Based Target, and how we address its implementation will represent a long-term commitment for

JLL, especially in respect of our fleet, our buildings, our air travel, and the advice and services we provide to our clients. We will also be reviewing our targets and setting new, ambitious targets to deliver Building a Better Tomorrow beyond 2020. This will include addressing the circular economy in the Real Estate industry and tough new targets on water and waste. And importantly, we will be moving through the rest of the business (going beyond the eight largest countries) to embed Building a Better Tomorrow using the systems we have now successfully put in place. We have a lot to do."



*Richard Batten*

Global Chief Corporate Responsibility Officer

# UN Sustainable Development Goals

*In 2015, the United Nations issued a set of 17 Sustainable Development Goals (SDGs) to drive action to end poverty, protect our natural environment and ensure that all people can enjoy peace and prosperity.*

In support of the goals, and to ensure that we are doing everything we can to contribute to their delivery, in 2017 we went through a thorough exercise to identify the SDGs that are most relevant to our business. Following guidance published by the Global Reporting Initiative, UN Global Compact and the World Business Council for Sustainable Development we mapped the value chain impacts for 5 of JLL's core business units: Project & Development Services,

Integrated Facilities Management, Property & Asset Management, Advisory & Consulting and LaSalle. An additional value chain was created to map our corporate impacts, including business support functions and our own office occupancy strategy.

The exercise has enabled us to understand the most significant upstream and downstream impacts for each business unit and corporate

activity; the objective being to identify which SDGs are most material along each stage of our value chain, and subsequently prioritize actions and interventions where we have the greatest potential to make a positive contribution, as well as mitigating any negative impacts. It also helped us to determine the most relevant SDGs to JLL as a whole, which are:



**THE GLOBAL GOALS**  
For Sustainable Development

**Showing our contribution to the SDGs**

We're already acting on many of the opportunities we have to contribute to the SDGs. Look for the SDG logo in the margins of this report to see where we are actively contributing to the achievement of specific Goals and sub-Goals.

You can see a detailed breakdown of key opportunities identified through the value chain exercise, both in terms of JLL's own operations and our service offerings in our full report. The value chain exercise has helped us identify how we can deliver these initiatives in a more connected, collaborative and impactful way, and we'll be working on strengthening our approach to these in the coming months.

This exercise has also provided helpful insight into opportunities for impact that we have not yet explored. We'll be using these as we develop new initiatives and programs to address the SDGs throughout our business.

Finally, we'd like to highlight the importance of SDG 17, Partnerships for the Goals, in delivering against our 6 key SDGs. Collaboration is critical in achieving the Sustainable Development Goals, and all types of organizations should be working together to share knowledge, best practice and drive innovation within their sectors and beyond. No one business can do this alone, and we are committed to working together with our peers to deliver industry-wide change.

# Performance Highlights

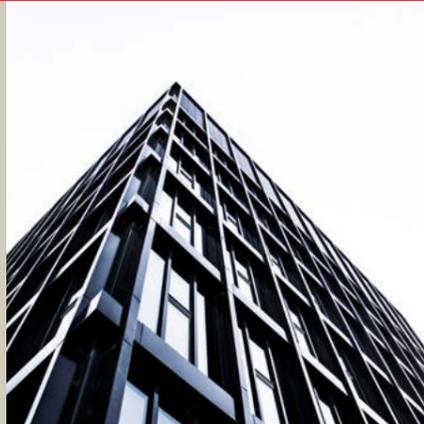
**239,749**

metric tons CO<sub>2</sub>e averted by advising on renewable energy projects



**35%**

of global workforce are women



**12,245**

days of employee time contributed to community causes

**\$5.3m**

Cash contributions to community causes

**59**

JLL offices with sustainable building certifications

Achieved

**254**

sustainable building certifications for clients

## Performance highlights

### Awards

In 2018, we earned numerous awards and recognitions that reflect our commitment to sustainability, the quality of the services we provide to our clients, the integrity of our people and our desirability as a place to work.



**Dow Jones Sustainability Index North America**  
3rd successive year



**2018 ENERGY STAR Partner of the Year – Sustained Excellence Award**  
8th successive year



**World's Most Ethical Companies, Ethisphere Institute**  
12th successive year



**Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index**  
5th successive year

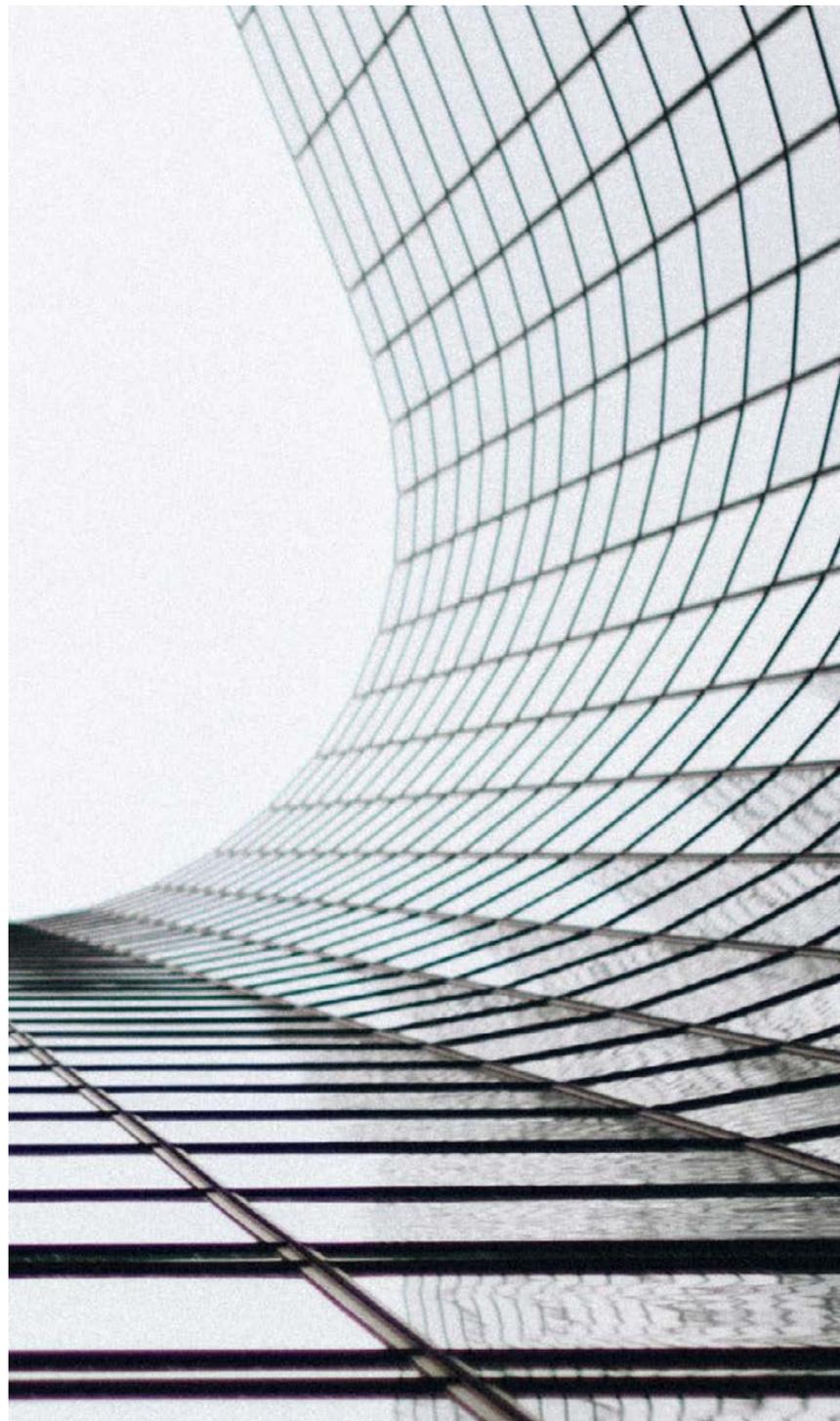


**World's Most Admired Companies Fortune Magazine**  
3rd successive year



**RoSPA President's Award**  
11 Consecutive Gold Awards in the RoSPA Health and Safety Awards

# Performance against our targets



| Building a Better Tomorrow pillar  | 2020 Target   | Status           |
|--|---|------------------|
| <br>Clients       | Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.   | ●                |
|  | Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety.<br>Based on average employee Lost Time Injury Frequency Rate of the two prior performance periods, achieve a reduction of 10% by 2020.<br>Our eight largest businesses by revenue to improve gender balance of leadership population by 2021.<br>Identify challenges and provide targeted solutions to the attrition of employees, particularly those with up to 3 years' service by 2019. | ●<br>●<br>●<br>● |
| <br>Workplaces  | Reduce building-related energy consumption per corporate office employee by 2% p.a. by 2019.  | ●                |
|  | Reduce building-related GHG emissions per corporate office employee by 2% p.a. from 2017 to 2019.   | ●                |
|  | 100% of office space >10,000 ft <sup>2</sup> to have a sustainability certification by 2030.  | ●                |
|  | Set a Science Based Target for JLL's global Scope 1 and 2 emissions, and an accompanying Scope 3 target.  | ●                |
|  | Sustainable procurement framework to be adopted globally by 2020.   | ●                |
| <br>Communities | Increase our employee community time contributions year on year with the aim of reaching 15,000 days by 2020.   | ●                |

**Key - assessment of progress against our 2020 targets**

- Completed
- On track
- Behind where we would like to be

<sup>2</sup> We have reworded our target to align with LBG definition of community time contributions. The scope of the target has not changed.

# Building a Better Tomorrow

*Our vision is to make JLL a world-leading, sustainable professional services firm by creating spaces, buildings and cities where everyone can thrive.*

The world's financial, social and environmental challenges demand a bolder response from businesses around the world. This is why we're committed to new ways of partnering with our stakeholders that help achieve our shared ambitions for a sustainable future.

From serving our clients and engaging our people, to respecting natural resources in our workplaces and building community relationships, we know that what is good for business contributes to a sustainable future. This progressive approach leads to responsible business decisions with healthier, safer, more engaged people, and increased value for all our stakeholders. We're Building a Better Tomorrow everywhere we can.

## Our sustainability strategy

Through Building a Better Tomorrow, our sustainability leadership ambition,

we seek to meet our vision through four Pillars: Clients, People, Workplaces and Communities. These Pillars are underpinned by three Foundations: our commitment to the highest standards of corporate governance, our efforts to develop and drive thought leadership in this area and our commitment to deploying innovative, forward thinking solutions for ourselves and our clients. We believe these are the fundamental elements to the success of Building a Better Tomorrow.

Building a Better Tomorrow is an integral part of the firm's long-term strategic vision, Beyond. Beyond describes JLL's vision for the future, and our strategy for long-term success. It's how JLL will stay ahead of big changes in our industry, on our own terms. Beyond has been developed in collaboration with the JLL's Global Executive Board and senior leadership to ensure broad support and smooth implementation across JLL.

Implementation of Building a Better Tomorrow across JLL's global business is supported by a governance structure for sustainability that is reflective of all parts of the business., reference longer format report. These governance arrangements include three regional sponsors appointed by our regional heads.

Throughout 2018, implementation was focused on JLL's operation and services in eight key JLL markets: the U.S., the U.K., Australia, France, Germany, Greater China, India and Japan. They will lead the way in driving meaningful change in our operations around the world. These countries will be the first to move through our local progression framework, which will guide countries through the steps required for them to become sustainability leaders.

Overseen by our three regional CEOs, the relevant country CEOs are responsible for overseeing the

## Building a better tomorrow

Our sustainability leadership ambition



successful implementation of Building a Better Tomorrow in our key markets, including appointment of further resources as required. By driving all of our sustainability and corporate responsibility activities through Building a Better Tomorrow, we aim to deliver consistency, best practice and direction globally across the four Pillars of Clients, Workplaces, People and Communities, as well as the underpinning Foundations. In so doing, we will come closer to our ambition of embedding sustainability into all that we do.

We want to be sure that JLL is continuously increasing the level of ambition for our sustainability efforts. To support this aim, we will be reviewing our Building a Better Tomorrow targets for 2020 and beyond. These targets will bring in more priority material

issues, helping us ensure that we are addressing those areas where we have the biggest responsibility to act. We will be announcing our new goals in our 2019 Global Sustainability Report. We are currently developing our strategy to roll out Building a Better Tomorrow to the next tranche of country-level operations.

In line with our commitment to the Sustainable Development Goals, we're working towards transitioning to a more impact-focused program going forward. This involves using positive impact as a north star when developing new initiatives and improving existing ones. In doing so, we'll be able to see the effect we're having on society and the environment, rethink initiatives that are not having the desired impact and measure our contribution to the Sustainable Development Goals more effectively.

One issue of elevated priority going forward is the risk associated with climate change. We believe that addressing climate risk cuts across aspects of our whole program, and creating initiatives and actions designed to mitigate the risk requires increased focus. Setting a Science Based Target is an outgrowth of this view. So, too, is evaluating the Task Force for Climate-related Financial Disclosure (TCFD) framework for adoption. Incorporating the TCFD guidelines in to our ERM process will help identify opportunities for future consideration.

By continuously evolving and expanding our sustainability ambition, we can ensure that JLL is Building a Better Tomorrow everywhere we can.



# Global sustainability governance

*For JLL to achieve our ambition of being a world-leading, sustainable professional services firm, we must embed the principles of sustainability not only in the way we operate as a business, but also in the services that we offer our clients.*

This understanding has shaped our strategic approach and is carried through to the global governance entities that oversee our efforts. JLL recognizes that sustainability requires a direct line to the boardroom. To that end, JLL's Global Executive Board (GEB), which meets at least every quarter but often more frequently, is engaged in reviewing the different aspects of our sustainability agenda. Details on the composition of our GEB can be found [here](#).

Ultimate responsibility for sustainability within JLL rests with Christian Ulbrich, our Chief Executive Officer. Responsibility for representing Building a Better Tomorrow within the GEB sits with Trish Maxson, JLL's Chief Administrative Officer. Together they oversee our sustainability activities. Richard Batten, JLL's Global Chief Corporate Responsibility Officer, has day-to-day oversight of JLL's sustainability efforts.

In terms of our work with clients, the Global Energy and Sustainability Services (ESS) Specialty Board (ESS

Board) is responsible for developing and delivering a comprehensive suite of ESS services for our clients. The Board also oversees the management, technology and reporting systems; shared best practices and program offerings; and the deployment of consistent and measurable processes. Our global team of sustainability professionals provide advisory programs and services for our clients around the world. The ESS Board meets quarterly and is comprised of regional heads of JLL's ESS teams and other senior leaders. The Board is led by the Head of ESS APAC.

Our efforts to address sustainability within our internal operations are overseen by the Global Sustainability Board (GSB). It is responsible for aligning the sustainability interests of JLL with those of our clients, employees and shareholders; developing and monitoring our Building a Better Tomorrow strategy; and overseeing implementation of the Building a Better Tomorrow leadership ambition through training, reporting and the provision of guidance.

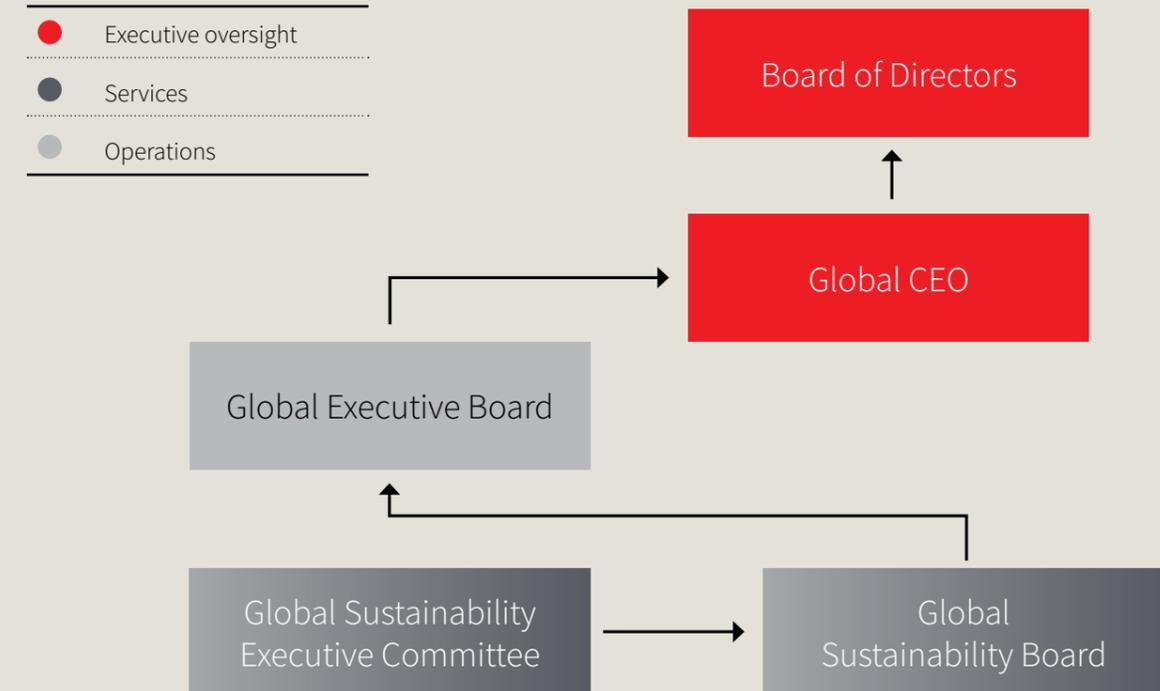
The GSB regularly reviews strategic and operational decisions related to JLL's sustainability performance, progress against JLL's sustainability program and matters relating to the inclusion of performance against global sustainability targets in Board remuneration. The GSB is chaired by JLL's Global Chief Corporate Responsibility Officer. The GSB meets quarterly and is comprised of the regional sponsors for sustainability and global heads of business lines (e.g. Corporate Solutions and Capital Markets) and support functions (e.g. Human Resources and Legal), among others. The GSB reports into our GEB.

The GSB is complemented by our Global Sustainability Executive Committee, responsible for overseeing the budget and resources related to the Global Sustainability team, and the Building a Better Tomorrow strategy. Country-level sustainability governance is determined locally.

“My sustainability ambition is for our company to play its full part in Building a Better Tomorrow. We want to partner with our clients in creating a more sustainable urban future. We want to help people take actions that reduce emissions and environmental impacts.”

**Christian Ulbrich**  
Global CEO

## Global Sustainability Governance



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# Materiality and stakeholder engagement

*To ensure that JLL's sustainability strategy and targets hone in on the key impacts of our business and what matters most to our stakeholders, we engage in a regular assessment of our material issues. This process helps us identify which issues materially affect us, our clients, investors, employees and communities and informs our actions to drive positive and transformational change through our organization and beyond.*

## Materiality process summary

Every few years, we undertake a materiality assessment to understand the issues that are most important to our stakeholders and those that pose risks or present opportunities to JLL. These analyses are designed not only to inform our reporting, but also to help us to develop and evolve our sustainability strategy, prioritize action in high risk or high impact areas and help us allocate resources within the business accordingly.

JLL has undertaken materiality reviews in 2010, 2015 and 2017. The details of these reviews are covered in our previous Global Sustainability Reports, available on [jll.com/sustainability](http://jll.com/sustainability).

| Stage 1  | Stage 2  | Stage 3   | Stage 4   | Stage 5   |
|--|--|---|---|---|
| <b>Issues review</b>   | <b>Issues consolidation</b>  | <b>Survey and external panel validation</b>   | <b>Strategic review</b>   | <b>Strategy and targets</b>   |
| Evaluation of: <ul style="list-style-type: none"> <li>JLL's enterprise risks and opportunities</li> <li>Previous materiality assessment findings</li> <li>Peer review</li> <li>Legislation review</li> <li>Sustainability reporting standards</li> </ul> | Generated list of >400 issues, which was consolidated to list of 58 relevant issues under 15 topic areas. Issues mapped back to risks and opportunities to ensure alignment. | Stakeholders surveyed on 15 topics; all assessed against our strategy and deemed material. Findings validated by two external stakeholder panels. | Material issues evaluated against sustainability leadership framework and global business strategy to identify priority areas for action. | Prioritized list of issues and actions used to develop strategy and targets for Building a Better Tomorrow. |

In our latest materiality review in 2017, we sought to ensure that we are addressing the most significant sustainability impacts through Building a Better Tomorrow, and to refine, complement and build on the findings of our previous materiality assessments. For the first time, this materiality

review brought together sustainability and Enterprise Risk Management processes to connect our Building a Better Tomorrow strategy more closely to business risks and operations. We reported on this process in detail in our 2017 Global Sustainability Report.

## Our material issues and approach

JLL has identified 15 issues which are deemed to be material to the business. Our strategy and approach to each material issue is regularly evaluated to ensure that we are responding appropriately to our key issues and that we have effectively identified priority areas for action over the short, medium and long term.



# Materiality and stakeholder engagement

## Engaging with our stakeholders

Stakeholder engagement is core to the effective evolution of our sustainability strategy development and execution. We define stakeholders as those individuals, groups or organizations who can affect or be affected by JLL's business activities. The diagram to the right shows how we have mapped our key stakeholders, depicting the nature of our relationships and those we engage with as a priority (shown in red).

Stakeholder engagement is a crucial component of JLL's materiality process. Following the assessment undertaken in 2017, the top 3 issues deemed to be material to JLL by each of our major stakeholder groups is shown in the table below

| Stakeholder group | Issue 1                        | Issue 2                       | Issue 3                   |
|-------------------|--------------------------------|-------------------------------|---------------------------|
| Employees         | Business ethics & integrity    | Health, safety & security     | Innovation & technology   |
| JLL Board         | Business ethics & integrity    | Talent attraction & retention | Health, safety & security |
| Clients           | Business ethics & integrity    | Talent attraction & retention | Health, safety & security |
| Shareholders      | Energy consumption & emissions | Employee wellbeing            | Sustainable buildings     |
| Suppliers         | Business ethics & integrity    | Responsible supply chain      | Training & development    |
| NGO               | Business ethics & integrity    | Innovation & technology       | Climate risk              |
| SRI/Analyst       | Health, safety & security      | Innovation & technology       | Training & development    |

In addition to our materiality mapping, we continue to leverage our relationships with Ceres, the World Green Building Council and local Green Building Councils to help ensure we are responding to our stakeholders' priorities and expectations.

In February 2018 and April 2019, we held stakeholder discussions, facilitated by Ceres, to review our progress to date and proposed future targets. These engagements with JLL clients, shareholders, academics and non-profit organizations have made valuable contributions to our strategic considerations.

As a result of these reviews and other input, JLL is actively refining how we address some of our priorities, including revisiting a number of our goals. In 2018, our stakeholder engagement process helped to further inform:

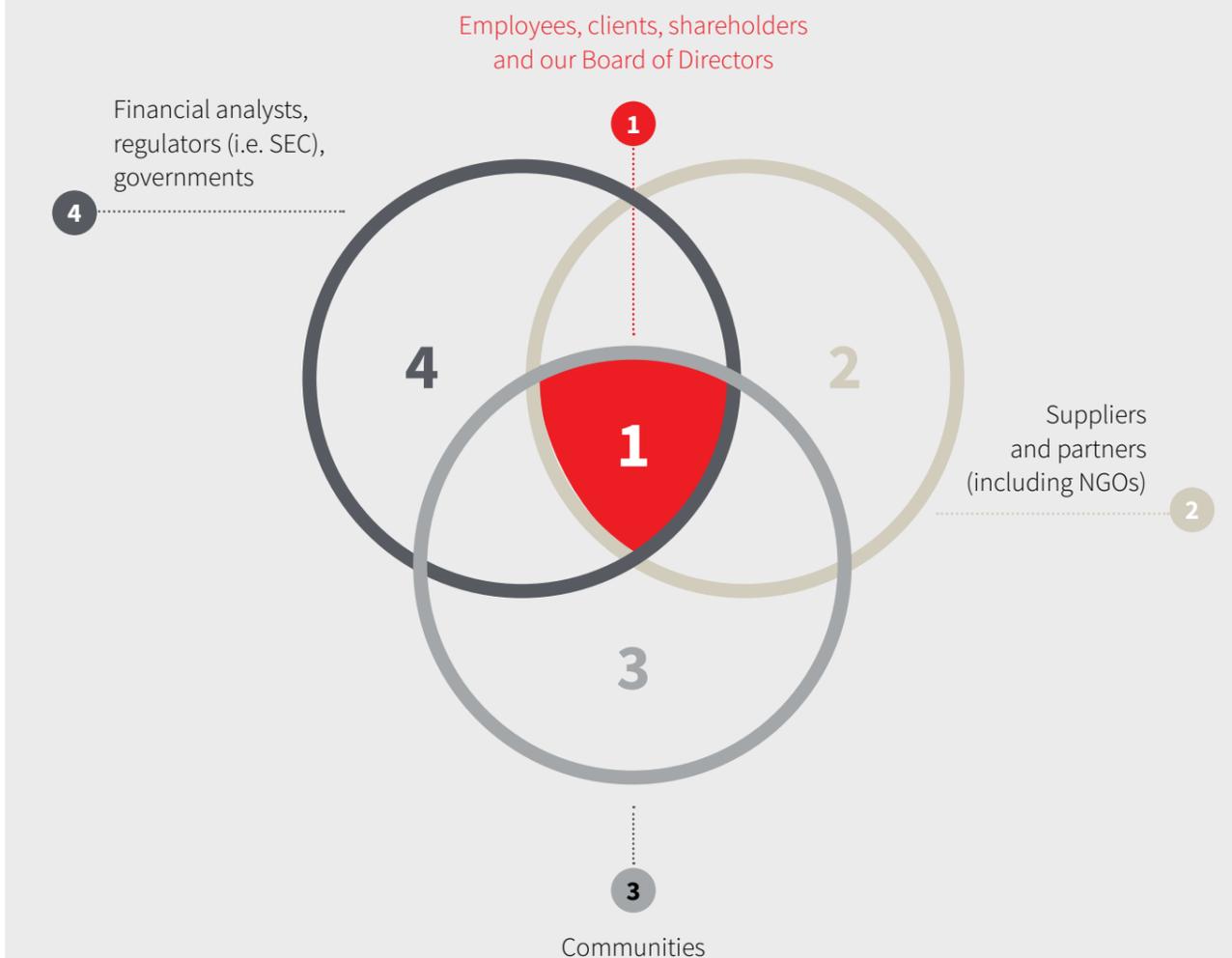
- Developing new sustainability training content
- Considering adopting Sustainability Accounting Standards Board (SASB) and Task force on Climate-related Financial Disclosures (TCFD) reporting standards

- Moving beyond gender for our diversity goals
- Further enhancing our materiality and strategic reporting
- Taking steps towards embedding the SDGs into our business

Specific detail on our stakeholder engagement activities can be found in the [Annex C](#) of the full report.

More broadly, stakeholders are able to engage JLL directly via the contact information provided on [JLL.com](#). For matters relating specifically to JLL's sustainability performance, please refer to the [Contacts](#) page of this report.

## Stakeholder Engagement



## Investor Relations

In 2018, we moved forward with more proactive engagement of our shareholder investors with regard to environmental, social and corporate governance (ESG). In addition to direct inquiry response and individual firm dialogue, the Global Sustainability and Investor Relations teams held two ESG webinars with investor stakeholders. The first of the two

webinars, which was hosted in October 2018 by Goldman Sachs Sustain, addressed topics including strategy, priorities and sustainability goals in commercial real estate. This was followed up by a webinar in November 2018 hosted by US SIF: The Forum for Sustainable and Responsible Investment. Topics included JLL's governance structures, materiality

process, transparency and reporting. We are also partnering with New York University's Center for Sustainable Business in their project to infuse more ESG subject matter into quarterly earnings calls. In 2019, we will continue working with our shareholder investors to strengthen our external ESG messaging, transparency and thought leadership.

# Addressing the challenge of climate change

*Climate change is arguably the single biggest challenge facing humanity right now. For the first time we would like to single out this particular issue in our Global Sustainability Report.*

The Intergovernmental Panel on Climate Change (IPCC) released a report in October 2018 stating that we have 11 years before a potential climate catastrophe. The report also lowered the global warming threshold from 2 degrees Celsius, as established by the Paris Climate Agreement, to 1.5 degrees Celsius, furthering the need for immediate and widespread global action. Following the release of the report attention to this issue has never been higher. There has been an increase in extreme weather events across the world and eight of the ten warmest years on record occurred in the last decade. People around the world are demanding movement toward a zero-carbon future. We have recently seen widespread protests taking place across the globe and Members of Parliament in the UK approved a motion to declare an environment and climate emergency.

The built environment is estimated to account for more than 40% of global energy consumption and for approximately one-third of the world's carbon emissions, which means we can have a significant impact through the work we do with our clients and people and in our workplaces and communities. In our global operations we strive to limit our environmental impact whenever possible. At JLL, we recognize that the systemic nature of global warming requires that change be introduced

across all levels of an organization, which is why our sustainability program supports the overall aims of Beyond and our broader efforts to be a more sustainable organization.

## What we are doing

JLL's global reach puts us in a strong position to drive improvements in the built environment. We seek to capitalise on this through the four pillars of Building a Better Tomorrow

Ensuring that we educate our people to be able to share the best knowledge and expertise is key. We created our Clients pillar goal of delivering targeted training to employees from key business lines and incorporating sustainability basics into JLL onboarding for new hires by 2020 with the intention that our people will have the skills to support clients in their sustainability objectives and in their own efforts to combat climate change. We also work to source and deliver renewable energy for our clients whenever possible and ensure that we are offering sustainability advice that promotes green building principles, low-impact construction and the circular economy.

Beyond sustainability training, our people have access to JLL's Global Sustainability University, which features guides to

accreditation, external training sites, case studies and regional environmental information. The work we do with our People has allowed us to create an open network of climate champions who in their both personal and professional lives share knowledge and advocate for the sustainable causes that mean the most to them.

Addressing our own carbon footprint helps ensure that we are playing our part to mitigate the effects of climate change. In our workplaces we are in the process of setting a Science Based Target, which will guide us as we work to aggressively reduce the carbon output associated with our own operations. We have also established a target to ensure 100% of our offices larger than 10,000 square feet will have a sustainability certification by 2030.

In our communities we support programs that bolster climate resilience. As an organization, we work to educate our communities on the importance of sustainable development, as well as the value of climate mitigation and adaptation efforts. As the Building a Better Tomorrow program continues to mature, we will look at how we can have a more impact-focused approach to our Communities activities, including climate impact. More broadly, the results of climate mitigation activities have beneficial results for our communities across the globe.



## Tackling energy and resource use

At JLL, we fully recognize the threat presented by climate change and want to ensure that we are making a real contribution to tackling it. That's why we have formally committed to setting a Science Based Target to reduce our carbon emissions. Aligned with the objectives of the Paris Agreement, Science Based Targets provide a way for organizations to set emission reduction goals that aim to keep global warming below 1.5°C from pre-industrial levels.

Following our commitment to set a Science Based Target, we have for the first-time collated information on JLL's full greenhouse gas inventory. This covers the impacts arising as a result of our use of offices space, our business travel and hotel use, the operation of our fleet and downstream impacts from our supply chain. You can see information on JLL's global carbon footprint in the graphics below.

## Our 2018 carbon footprint

| Scope                   | Category                      | TOTAL (mtCO <sub>2</sub> e) |
|-------------------------|-------------------------------|-----------------------------|
| <b>TOTAL</b>            | <b>TOTAL EMISSIONS</b>        | <b>13,888,131</b>           |
| <b>Scope 1</b>          | <b>Total Scope 1</b>          | <b>36,416</b>               |
|                         | Fleet: Fuels                  | 36,008                      |
|                         | Offices: Natural Gas          | 329                         |
|                         | Offices: Fuels                | 79                          |
| <b>Scope 2</b>          | <b>Total Scope 2</b>          | <b>28,135</b>               |
|                         | Offices: Electricity          | 27,977                      |
|                         | Offices: District Heating     | 158                         |
| <b>Scope 3</b>          | <b>Total Scope 3</b>          | <b>13,823,580</b>           |
|                         | Data Centres                  | 1,603                       |
|                         | Purchased goods and services  | 442,148                     |
|                         | Employee commuting            | 86,969                      |
|                         | Business travel               | 76,740                      |
|                         | JLL Fleet (WTT)               | 970                         |
|                         | JLL Offices (T&D)             | 987                         |
|                         | Waste                         | 372                         |
|                         | Client Emissions*             | 13,213,791                  |
| <b>Outside of Scope</b> | <b>Total Outside of Scope</b> | <b>928</b>                  |
|                         | Fleet: Outside of Scope       | 928                         |

\* estimated emissions resulting from properties managed by JLL on behalf of clients in countries where our Property and Asset Management and Integrated Facilities Management Service lines operate

## Looking to the future

As we look to the future, we aim to ensure our commitment to climate remains ambitious and industry-leading. We will continue to focus our efforts on climate adaptation and mitigation, ensuring our clients, people, workplaces and communities are prepared for any possible future.



# Clients



*JLL manages 4.6 billion square feet of space globally for our clients, approximately 1,100 times the area that we ourselves occupy. This makes clear that our greatest opportunity for impact is with and through our clients.*



# Generating lasting value for our Clients

Through industry-leading strategies, tools and technologies, we partner with our clients to create and deliver solutions to achieve their sustainability goals.

Our clients have always sought our assistance to drive operational improvements. As their objectives expand to include a broader spectrum of services, our approach of embedding sustainability considerations across our service lines helps them own, occupy, invest in and develop healthier and more productive spaces.

While a good portion of our business enables energy and operational efficiencies, we know that as an

organization we can do more. That is why we're focused on embedding sustainability throughout all our service offerings. To do this we are focused on training our employees across a wide range of sustainability competencies. We aim to upskill our employees on both a breadth and depth of topics, including climate risk, green building certifications, sustainable cities and more. As part of this objective, we have established our 2020 Clients pillar sustainability goal with the focus of delivering targeted training

to employees from key business lines and incorporating sustainability basics into JLL onboarding for new hires.

With buildings estimated to be responsible for more than 40% of the world's energy consumption and one-third of global greenhouse gas emissions, collaborating with our clients is the most significant contribution JLL can make toward helping tackle this global challenge.



## Performance against our targets

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.  |
| <b>2018 Performance</b> | <ul style="list-style-type: none"> <li>Launched Building a Better Tomorrow Introductory Training Module</li> <li>Launched JLL's Global Sustainability University</li> </ul>  |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | <ul style="list-style-type: none"> <li>The Building a Better Tomorrow Training Module will be included in the onboarding process for all new hires beginning in 2019, as such we do not have statistics on how many employees have taken part in the training to date.</li> <li>The Global Sustainability University is open to all employees at JLL and includes case studies, sustainability guides, training resources and information on the accreditation process.</li> <li>In collaboration with key stakeholders, we are in the process of creating deeper level training to drive sustainability throughout our service offerings that is customized and localized by business line and region.</li> </ul> |

## Specialist energy and sustainability advice

JLL provides a range of specialist energy and sustainability advice covering the construction, operation and maintenance of clients' facilities, as well as advice on occupier experience and engagement, socio-economic impacts and site location. Our objective is to deliver measurable, ongoing improvements to client portfolios through the use of technologies and strategic solutions such as portfolio energy management and energy reduction programs. As well as the clear environmental and societal benefits of these activities, they also yield operational and cost efficiencies. JLL continues to invest substantial resources into the training and upskilling of our professionals, and in the development of world-class sustainability solutions for our clients.



*My ambition is to extend our sustainability service offerings here in Ireland, with a focus on providing real and measurable advice. I am also dedicated to assisting our organization as we work together to meet the sustainability targets that have been set for the business internally."*

### Oliver Held

Head of Building Consultancy, Ireland

## Advising clients on renewable energy

As the financing instruments for leveraging renewable energy continues to expand, so too has the interest in how to best apply renewable energy technologies such as solar photovoltaic, wind and biomass. JLL continues to invest and enhance our expertise ahead of these market dynamics, strengthening our ability to design and action tailor-made energy solutions for our clients at all levels of their operations. JLL also supports clients by identifying investment opportunities, raising capital and providing significant financial and commercial know-how on every major

renewable energy technology category.

In 2018, we provided advice on renewable energy projects (either installed or received planning consent) that are estimated to have averted more than 239,749 metric tons of CO<sub>2</sub>e. Furthermore, if the renewable energy projects in the planning and feasibility stages we advised on last year achieve planning consent or successful development, there is the potential to avoid more than 425,677 additional metric tons of CO<sub>2</sub>e.

| Client renewable energy projects 2018                          |                                     |                        |         |
|--|-------------------------------------|------------------------|---------|
|  | Installed or consented <sup>4</sup> | Planning & feasibility | Total   |
| CapacitWy (MW)   | 326                                 | 575                    | 901     |
| Potential averted emissions (metric tons of CO <sub>2</sub> e) | 239,749                             | 425,677                | 665,426 |

<sup>4</sup> Those that received planning consent.

<sup>3</sup> UN Environment Programme, Sustainable Buildings and Climate Initiative

## Case study

### JLL helps Spalding University Go Green

Spalding University, located in Louisville, Kentucky, U.S. has been a client of JLL's since 2003. What originally began as a short-term relationship has blossomed into a long-term partnership benefiting both the university and surrounding neighborhoods. More than just a service provider, our team is embedded in the Spalding campus community, working to introduce sustainability initiatives throughout the university. Through Building a Better Tomorrow we aim to help our clients realize their sustainability ambitions in ways that are both innovative and cost-effective.

One of these efforts involved revitalizing Louisville's South of Broadway "SoBro" neighborhood, which surrounds the university's campus. To improve both the SoBro neighborhood and the Spalding campus experience, university leadership engaged JLL to serve on the SoBro project development team. In the role, our people uncovered opportunities for Spalding to contribute to improvements to the community by converting parking lots and unused buildings around the school into green spaces and parks.

Conversion of the SoBro neighborhood, which was largely uninhabited, allowed the university to double its acreage from 10.65 acres to more than

23 acres, adding nearly 3 acres of green space to the campus and allowing for additional future expansion. As part of the project, Spalding demolished several buildings to create Mother Catherine Spalding Square, which now serves as the university's "front door" to the community. Mother Catherine Spalding Square is a 1.5-acre green space with dozens of trees and ample space for students, faculty and the surrounding community to enjoy. An additional project that is currently underway will see the conversion of a donated two-acre parking lot into a community park, which will include a 100-tree wooded area and playing fields for youth sports.

Beyond their work with SoBro, the JLL Spalding Facilities team have focused their efforts on improving campus sustainability. Since our team was brought on to manage facilities, they have implemented campus-wide recycling, addressed environmental risks and upgraded all campus lighting with smart, energy-efficient LED bulbs that respond to natural light and motion. Bathrooms have been outfitted with water-saving faucets aerators and faucets that automatically turn on and off. Additionally, a bioswale was created in the university's Mother Catherine Spalding Square to capture run-off for

the campus irrigation system, which has significantly reduced costs for grounds water usage and storm water management.

The work being done on the SoBro neighborhood and with campus sustainability was made possible, in part, thanks to the ingenuity of the JLL Spalding Facilities team, which has worked to reduce operating costs whenever possible. As part of this effort, our team restructured Spalding's janitorial, elevator maintenance and landscaping service contracts to reduce operating costs by \$100,000 annually. Additionally, when the university needed new campus furnishings, the team worked to source materials from auctions and other affordable venues. These cost saving efforts, among others, have allowed the university to focus on its utmost goal of providing a top-quality experience for students at an affordable cost.



## Case study



### Warnindhilyagwa People of Australia Gain a New Service Center

In 2018, the JLL Australia Project and Development Services (PDS) team was engaged by the Australian Department of Human Services' capital works team to help the country advance their efforts to support indigenous communities in Australia.

The PDS team was tasked with designing, constructing and transporting modular buildings for the indigenous community of the Warnindhilyagwa people on Groote Eylandt. Groote Eylandt is the largest island in the Gulf of Carpentaria and is the fourth largest island in Australia, with a population of 2,500 people who rely on the manganese mine as their primary source of income.

Designed with the community in mind, the modular units were constructed with security and IT features, as well as air conditioning, large windows and rooftop solar panels, delivering 35% of the electricity requirements for the buildings. Additionally, recycled materials were used whenever possible in the construction of the units.

The delivery of the modular buildings, which took 10 days, was particularly difficult for our PDS team due to the challenging weather conditions at the time of the delivery. Violence and instability on the island, as well as the necessity to transport the modules over land and water, further complicated the project.

In order to ensure the safe delivery of the modular units and the security of our contractors, the team created a mitigation strategy in consultation with the Australian Departments of Human Services and Emergency Services and the island's Traditional Elders. Journey, weather and violence contingency plans were drafted, including management strategies for contractor fatigue and accommodations in cyclone shelters and lockdown areas for contractors should the need arise. The PDS team also held regular meetings with the contractors to ensure that when the modular units arrived onsite everything would be in place for the build.

After months of hard work and planning, all areas of the project were implemented safely. Both JLL employees and the contractors ensured that the management plan was followed, allowing for successful completion of the modular building for the Warnindhilyagwa people.

The PDS team's management plan, which won the 2018 Asia Pacific Safety Award, is now being used by local Australia agencies and authorities for other remote projects. Additionally, the Australian government has contracted JLL to complete several more indigenous community projects in 2019.

The JLL Australia PDS team's top-quality work truly embodies our shared values of teamwork, ethics and excellence. Their work to support the Australian government and indigenous communities will help lead to a more sustainable future for all.



# People

*Our shared values of teamwork, ethics, and excellence are at the heart of everything we do. We promise to help our people achieve their ambitions by enabling them to explore new opportunities, build expertise, create long-term careers, work with talented people, and succeed through inclusion.*

# Engaging our People

*In 2018, we created a new, globally integrated approach to talent which allowed us to develop our employees with agility. With the rollout of our global Career Framework, we created a baseline for every role at JLL to measure performance, goals and the growth of our people.*

Global human capital trends in 2019 show a strong focus on investing in people and tapping their full potential. Many organizations are working to create an improved “human experience” at their workplace, to ensure the work they ask employees to do has meaning and impact not only to the organization, but to society as well. Research now shows that the main reason people quit their job is the inability to learn and grow<sup>5</sup>. By offering more cutting-edge leadership development programs, a culture of

continual listening, fresh technology and automation, agile reward programs and learning opportunities to help people develop new skills, organizations can be well-positioned to meet the changes in the future of work.

We promise to help our people achieve their ambitions by enabling them to explore new opportunities, build expertise, create long-term careers, work with talented people and succeed through inclusion.

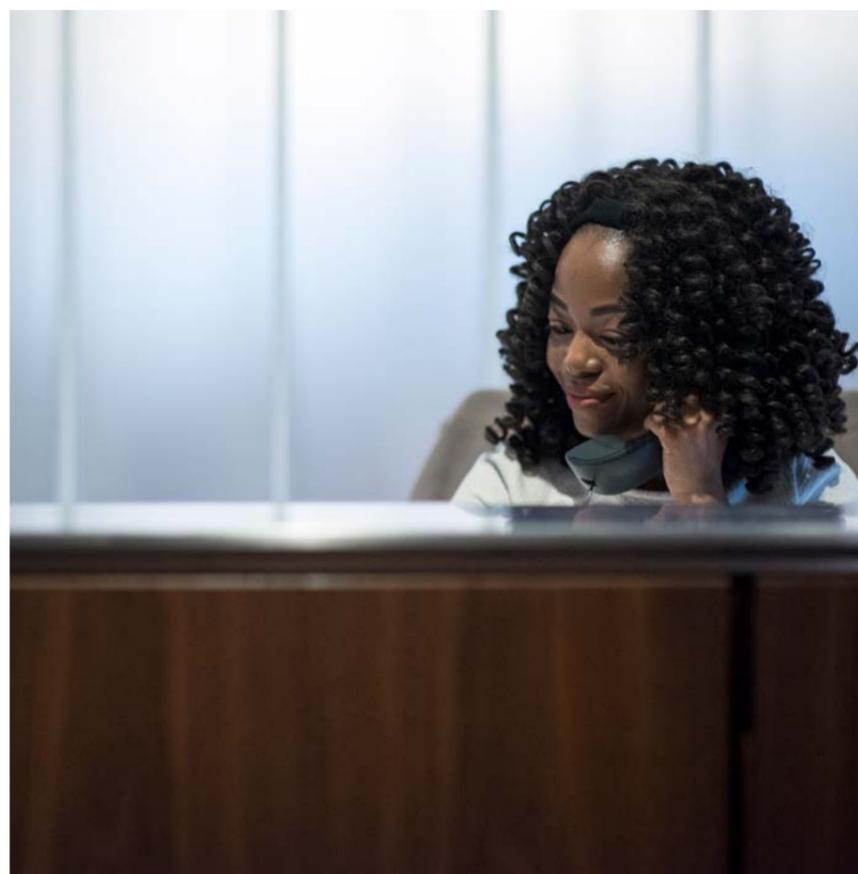
<sup>5</sup> *Leading the Social Enterprise: Reinvent with a Human Focus. Deloitte, 2019.*



*JLL gives me the platform to integrate my personal ambition with my career ambition. Right now, I'm focused on building a diverse team and guiding younger staff, in the hope of inspiring them to find their own paths.”*

**Wendy Chan**

Senior Director , China Diversity & Inclusion Chairlady, Hong Kong



**Performance against our targets**

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Our eight largest businesses by revenue to improve gender balance of leadership population by 2021.  |
| <b>2018 Performance</b> | We established a baseline of 16.5% for this target. At the end of 2018 our performance against the target was 16%.   |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | <ul style="list-style-type: none"> <li>Currently, 44% of our independent board members are female including the Chairman of our Board, Sheila Penrose.</li> <li>In 2019, we are working to identify a more diverse group of future leaders through several programs that incentivize inclusive hiring practices.</li> <li>We are furthering our efforts to promote female employees through employee retention and progression plans focused on career development and advancement opportunities.</li> </ul> |

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Identify challenges and provide targeted solutions to the attrition of employees, particularly those with up to 3 years' service by 2019.  |
| <b>2018 Performance</b> | Challenges have been identified globally in the countries where we operate, allowing us to concentrate on solutions. For example, we identified that a main reason why people leave JLL is due to the feeling they had better career development opportunities elsewhere. To address this, we are currently working on a career portal to help employees navigate their careers. We also launched robust leadership development targeted at each level in the organization: leading self, leading others, leading leaders and leading organizations. |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | <ul style="list-style-type: none"> <li>In 2019, we are continuing to invest in globally-integrated career development opportunities at JLL. We will continue to monitor engagement with current and new activities to measure how this affects attrition, and act on these findings to further improve our processes.</li> <li>We are working to improve clarity around promotion opportunities via career mapping that allows employees to see where they sit within the organization, as well as potential avenues for advancement.</li> </ul>     |

|                         |   |
|-------------------------|---|
| <b>Target</b>           | Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety.  |
| <b>2018 Performance</b> | Further developed our global reporting dashboard to provide greater business insights and incident tracking mechanisms across an expanded business scope. Commenced a global program of establishing health and safety committees or representative in JLL corporate offices.                 |
| <b>Status</b>           | On track  |
| <b>Commentary</b>       | <ul style="list-style-type: none"> <li>The global dashboard now provides coverage of 95% of the global business.</li> <li>Programs have been launched in all regions with collateral and training provided to facilitate regular and comprehensive health and safety consultation.</li> </ul> |

|                         |   |
|-------------------------|---|
| <b>Target</b>           | Based on average employee Lost Time Injury Frequency Rate of the two prior performance periods, achieve a reduction of 10% by 2020.   |
| <b>2018 Performance</b> | -9%   |
| <b>Status</b>           | On track  |
| <b>Commentary</b>       | Throughout 2018 we have introduced training, marketing and communications activities which have helped to raise awareness of health and safety within the company. We have also undertaken significant engagement with leaders across the business to establish procedures and processes which have contributed to our good performance against the target. |



### JLL Earns Diversity and Inclusion Award

 8.5

In December 2018, the United Nations celebrated International Day of People with Disabilities, and JLL Brazil earned “Good Practices of Employability for Workers with Disabilities”, an initiative through São Paulo’s State Secretary for the Rights of People with Disabilities. For the second time, JLL Brazil was selected to receive this recognition, in a ceremony that took place at the United Nations headquarters in New York City.

Our Disability Inclusion Program aims to ensure necessary adaptations so our employees with disabilities find equal opportunity to grow professionally at

JLL. We believe that everyone has unique strengths, and our differences make our teams and our business stronger.

“My experience at JLL is very gratifying and positive. Working at JLL is a constant opportunity for learning and development, contributing daily to how I achieve my professional and personal potential. It is always cause for great satisfaction to see the work being done with and around inclusion being rewarded and to know that I am part of this story,” explains Simone Nascimento, Administrative Assistant in JLL’s Sao Paulo office.

Many representatives of our JLL Diversity and Inclusion team were present to accept the award, including Lani Aragon, Americas Manager, Equity, Inclusion and Diversity, Lucy Coelho, Senior Director, PDS in New York, and Thays Toyofuku, Manager of Diversity & Inclusion in Brazil.

### Spain Encourages Office Engagement

In Spain it’s required by law to conduct a health and safety psychological factors survey to measure the wellbeing of employees in their work environment. In this requirement, JLL went above and beyond.

In Spain, JLL Human Resources decided to not only ensure employees completed the survey, but to also organize seven workshops for all employees to explain the results of the survey in a very open, honest and transparent way. The goal of the workshops was to understand employees’ true thoughts, concerns and ambitions around their working environments.

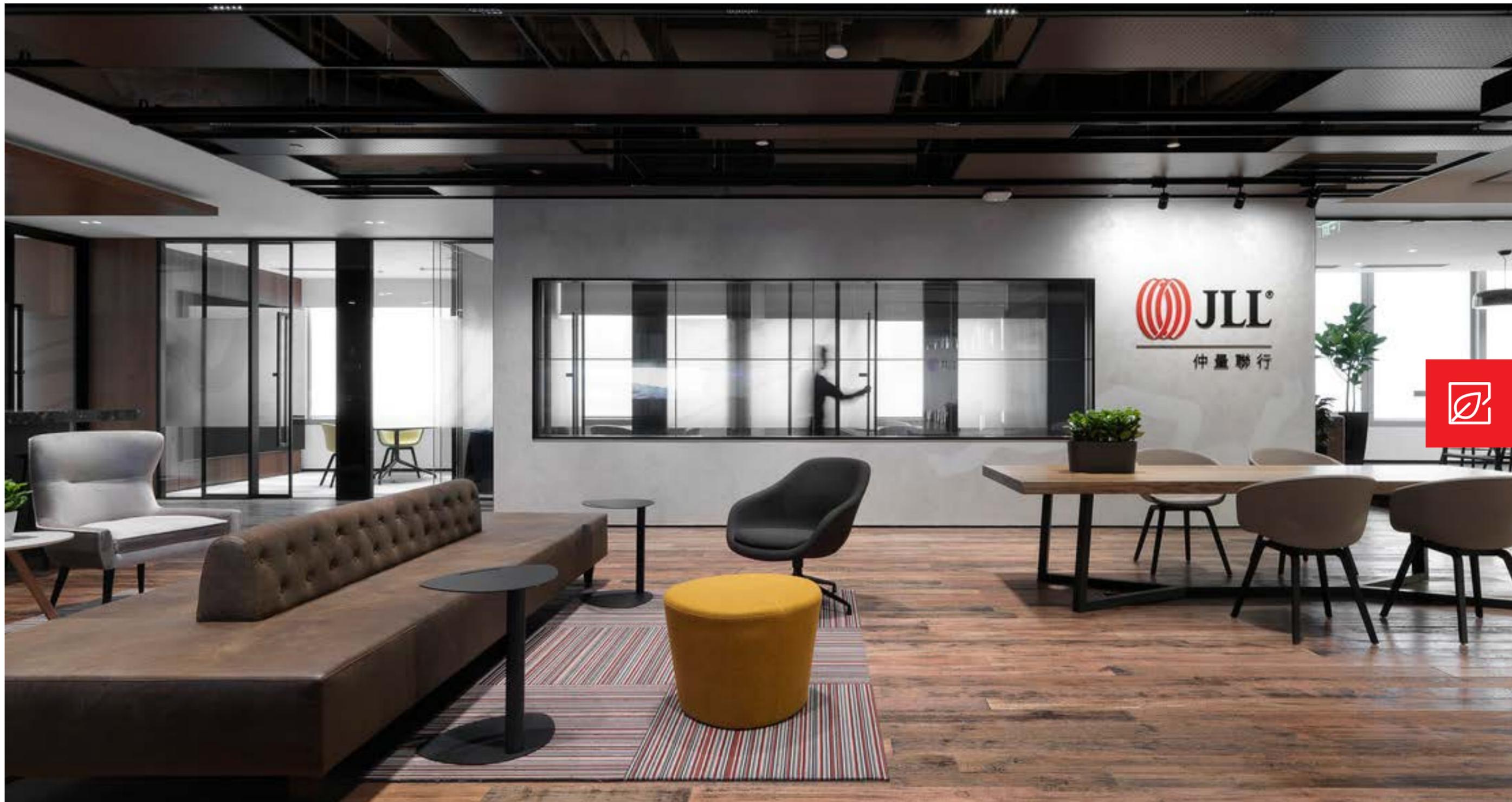
“It is not common for the results of a survey to be presented in such a transparent manner and for employees to be given the opportunity to have a direct opinion on working conditions, to propose things that can possibly be implemented,” said Ana Merino, Talent Management & Talent Acquisition Lead for JLL Southern Europe Cluster.

The survey and workshop were a huge success. JLL implemented many new policies in Spain to address the results of the survey, including: more generous and flexible paid time off policies, suggestion/feedback boxes in the office, English learning opportunities for all employees, unification of two separate offices in Madrid, more flexible work from home policies and new office amenities.

Employees were also very happy to have the opportunity to share their thoughts directly with HR leaders. Allowing employees to have a voice encouraged strong engagement and participation. As Ana explains, “Letting our employees share their views in a direct and open way permits them to realize that JLL can help them achieve their ambitions and this is not a one-way, but a two-way discussion”.

 8.8





# Workplaces

*JLL seeks to occupy more efficient and flexible offices around the world. We play our part by driving down energy and resource use and subsequent carbon emissions from both JLL offices and business travel activities.*



# Transforming our Workplaces

*The environmental impact from global real estate is significant. Buildings account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO2 emissions<sup>6</sup>. With the global trend towards urbanization and ever-increasing demands for building stock, these numbers are only set to rise. As well as a challenge, there is significant opportunity – UNEP estimates that the buildings sector has the greatest opportunity to reduce greenhouse gas emissions compared to other sectors<sup>7</sup>, with potential savings estimated to be as much as 85 Gt of CO<sub>2</sub> and energy savings of 50% or more by 2050<sup>8</sup>.*

However, buildings don't just have an impact at the macro level, they also directly impact the individual. It is estimated that the average person spends nearly 90% of their time indoors<sup>9</sup>. Therefore, the buildings we occupy have a significant bearing on our quality of life. Sustainable buildings are not

only energy efficient, they provide healthy and productive environments which promote well-being.

Through the Workplaces Pillar of Building a Better Tomorrow, JLL seeks to address these issues within our own portfolio.

## Performance against our targets

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Reduce building-related energy consumption per corporate office employee by 2% p.a. by 2019 <sup>10</sup> .  |
| <b>2018 Performance</b> | -15.5%   |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | Workplace leads have been established in each of our eight biggest businesses by revenue. Targeted energy and carbon reduction plans to be developed for each of these businesses by end 2019. |

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Reduce building-related GHG emissions per corporate office employee by 2% p.a. from 2017 to 2019 <sup>10</sup> .   |
| <b>2018 Performance</b> | -16.1%   |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | Workplace leads have been established in each of our eight biggest businesses by revenue. Targeted energy and carbon reduction plans to be developed for each of these businesses by end 2019. |

|                         |  |
|-------------------------|--|
| <b>Target</b>           | 100% of office space >10,000 ft <sup>2</sup> to have a sustainability certification by 2030.   |
| <b>2018 Performance</b> | 39%  |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | Mandatory tiered approach to sustainability certifications for our portfolio introduced as part of our global corporate real estate strategy. Achieved a number of significant certifications across our global portfolio in 2018. |

|                         |   |
|-------------------------|---|
| <b>Target</b>           | Set a Science-Based Target for JLL's global Scope 1 and 2 emissions, and an accompanying Scope 3 target.  |
| <b>2018 Performance</b> | <ul style="list-style-type: none"> <li>Full GHG inventory has been completed.</li> <li>Initial target to be submitted to SBTi by end 2019.</li> </ul>             |
| <b>Status</b>           | On track  |
| <b>Commentary</b>       | Full baseline inventory of our carbon footprint has been established. Submitting our target to the Science Based Targets Initiative for validation in early 2020. |

|                         |   |
|-------------------------|---|
| <b>Target</b>           | Sustainable procurement framework to be adopted globally by 2020.   |
| <b>2018 Performance</b> | Countries are making progress with adopting the sustainable procurement framework. We will report detailed progress on coverage by spend and country in future sustainability reports.  |
| <b>Status</b>           | On track  |
| <b>Commentary</b>       | <p>2018 was the first year that this target was in place. As such, during this year our focus was on taking the foundational steps to lay the groundwork for the successful delivery of this target in 2019 and 2020:</p> <ul style="list-style-type: none"> <li>Established a Global Sustainable Procurement Working Group with representatives from each region, who are tasked with developing and delivering the framework globally</li> <li>Developed the Framework with input from each region</li> <li>Agreed targets and metrics to support delivery</li> <li>Established a robust monitoring and progress reporting system</li> <li>Completed a global spend analysis which will inform many of the steps going forward</li> <li>Began developing roadmaps to ensure all regions have fully adopted the framework by 2020</li> </ul> <p>In 2019, we will begin to implement the roadmaps and undertake the necessary steps to meet the requirements of the framework across all five categories.</p> |

<sup>6</sup> International Energy Agency, Energy Efficiency: Buildings. <https://www.iea.org/topics/energyefficiency/buildings/>

<sup>7</sup> UNEP, Buildings and Climate Change. <https://www.uncclearn.org/sites/default/files/inventory/unep207.pdf/>

<sup>8</sup> Global Alliance for Buildings and Construction, Global Status Report 2016. [https://www.worldgbc.org/sites/default/files/GABC\\_Global\\_Status\\_Report\\_V09\\_november\\_FINAL.pdf](https://www.worldgbc.org/sites/default/files/GABC_Global_Status_Report_V09_november_FINAL.pdf)

<sup>9</sup> The National Human Activity Pattern Survey (NHAPS). <https://indoor.lbl.gov/sites/all/files/lbnl-47713.pdf>

<sup>10</sup> The calculation methodology has changed between 2017 and 2018, please refer to ANNEX A of the full report for more information.



### JLL Brisbane Headquarters Receives Top Sustainability Rating

Through the Workplaces Pillar of Building a Better Tomorrow we are committed to occupying high-quality, sustainable workspaces that reduce our use of natural resources and support the health, safety and productivity of our employees. As part of this effort we have set an ambitious target, which will help guide us as we aim to increase the number of JLL offices with sustainability certifications. Employees from around JLL across a variety of service lines are actively working to put this target into practice by upgrading our offices to meet the highest standards of sustainable design.

The Green Building Council of Australia (GBCA) awarded JLL's Brisbane headquarters a 6-star Green Star Interiors rating, which is the highest rating GBCA can award in Australia. Our Brisbane headquarters, which is located at 345 Queen Street, was placed in the World Leadership category after the office was assessed against criteria for energy and water use, emissions, materials, access to public transportation and cultural engagement.

Originally rated a 5-star Green Star Design space, our Brisbane office was upgraded to a 6-star As-Built rating without any additional cost to the project. Highlights of this achievement included a 63% reduction in energy consumption compared to the previous office tenancy, a 67% reduction in lighting intensity from the Australian standard, a Reconciliation Action Plan for indigenous awareness and a reduction of construction and demolition waste to just 2.04 kg per square meter.

Even with a limited budget Matt Clifford, Head of Energy and Sustainability Services, Asia Pacific, suggests teams can initiate and complete high-quality in-office sustainability upgrades. "This project is a clear demonstration that with the right approach, and the right leadership, achieving world-class levels of sustainability doesn't need to be hard or costly. Rather, it can be simple, cost-effective and good for the environment, while delivering a fantastic place for our staff to work."

The project was highly collaborative, involving employees from IT, Workplace Strategy, Property Management, Property and Development Services and Energy and Sustainability Services. The office upgrade, which used entirely in-house expertise as opposed to external consultants, is a leading example of a modern, sustainable corporate workspace.

Geoff McIntyre, Managing Director, Queensland, believes inter-department teamwork was essential to the success of the project. "This great achievement reflects the collaboration of so many different parts of our business from project management through to sustainability services. We have set a new internal standard, and we can roll out all future projects using this model. We were thrilled to get our 6-star rating in the first round."

The collaborative model used in Brisbane will be rolled out across JLL offices in the Asia Pacific region by 2030. To take a closer look at the office, take a look at this [video](#).



### Eat Well, Live Well Program Supports Sustainability at HSBC

JLL is a longtime client of one of the world's largest financial services providers, overseeing facilities management across the organization's 55 million square-foot global real estate portfolio. JLL's approach has provided consistent service delivery and visibility of cost, compliance and performance. Additionally, JLL has worked to improve service offerings, lower risk and reduce costs. As part of this effort, JLL was tasked with increasing the sustainability of the organization's operations in areas such as in-office dining and catering.

"Reducing our carbon footprint and waste, and promoting health and wellbeing are key objectives for JLL corporately and for our supply chain. Our partnership with Compass Group and one of the world's financial services provider has removed 28 million single use plastics in just one year. Compass' nutrition program supports a growing movement of people choosing healthier, plant-based diets to improve health and reduce personal environmental impact. This partnership demonstrates how shared sustainability leadership can deliver amazing results," said Mark Francis, Sustainability Director, Supply Chain Management and Procurement

Aware that the financial services provider's leadership wanted to reduce the impact of their food services supply chain, JLL chose the foremost leader in sustainable contract food services and hospitality, Compass Group. Compass, which is a leading catering and support services business with operations in 50 countries, prioritizes social and environmental responsibility and is committed to providing balanced, nutritious food options that are sourced sustainably without unnecessary waste. Compass provides a range of services including on-site dining, catering and food vending.

In 2018 alone, Compass helped reduce the financial services provider's food waste by an average of 49%, while diverting more than 400,000 pounds of food from landfills around the world. The global waste reduction effort has also removed 560,000 plastic straws from the organization's operations, 24 million plastic cups and 4 million pieces of plastic cutlery. Together Compass and JLL are also working to remove other single-use plastics including bags, food to-go containers and sauce sachets from the organization's kitchens and dining facilities. Other programs

that have been implemented include a "Just Take One" paper napkin campaign, reducing usage by just under 5 million, discounts for those who use reusable cups and Stop Food Waste Day, a Compass Group initiative to raise awareness and ignite tangible behavior changes to help reduce the global food waste problem. In 2019, there will be more than 140 initiatives tracked to further the financial services provider's sustainable food services efforts.

Beyond the work being done around the organization's food services waste, Compass is also increasing the availability of healthy food and drink offerings to employees through their nutrition program. The program utilizes advances in the health and nutrition sciences to promote positive eating habits by removing the barriers to healthy, affordable and tasty in-office food options, while raising awareness about the benefits of a healthy lifestyle. To help enable employees to choose more sustainable diets, Compass has developed a healthy eating logo, which is used on menus and labels to signpost foods that meet strict health and environmental criteria.



# Communities



*For our business to thrive, we need our communities to thrive. As a responsible business, with a significant influence in the property industry and beyond, we have an important role to play.*



# Supporting our Communities

*We aim to create shared value by forging global and local charitable partnerships, and by giving our people time to contribute personally to the issues that mean the most to them, which in turn increases their engagement with and loyalty to JLL.*



*My sustainability ambition for JLL is all about our cities' greenspaces and the incredible role that we can play. Whether it be helping governments make great decisions in cities to keep green spaces. Or whether it's doing community events to clean up our local beaches or inner cities. Or whether it's as simple as having really clear recycling opportunities in all of our offices so that we can all make a powerful difference."*

**Karina Cuello**  
Head of Learning and Development, APAC

Our business activities have a continuous impact on our communities, whether through the employment opportunities we create, our engagement with our supplier base or the advice we provide to clients on the interactions they have with their own communities.

In recent years sustainable development has increased in importance. Macro trends include clean transportation, urban greenspaces, walkability and community advocacy. We aim to support these trends by mobilizing the talents

and real estate expertise of our workforce through voluntary work, donations or other benefits in kind.

In line with our commitment to the Sustainable Development Goals, we aim to transition to a more impact-focused Communities program going forward. This will mean that we will drive financial and time contributions to targeted charitable causes, and we'll measure the impact of these efforts on the community in a globally consistent way.

|                         |  |
|-------------------------|--|
| <b>Target</b>           | Increase our employee community time contributions year on year with the aim of reaching 15,000 days by 2020 <sup>13</sup> .   |
| <b>2018 Performance</b> | 12,245   |
| <b>Status</b>           | On track   |
| <b>Commentary</b>       | <p>Worked with eight key markets to:</p> <ul style="list-style-type: none"> <li>• Establish governance for charitable efforts</li> <li>• Ensure that all employees are given the opportunity to spend their working time volunteering via formal volunteering policies</li> <li>• Communicate volunteering opportunities and encourage employees to take them</li> <li>• Set up effective data tracking and reporting systems</li> </ul> <p>In 2019, we aim to take a more targeted approach to community engagement by determining a number of global causes that JLL can support more broadly. These causes will be used to unify our volunteer efforts, while still allowing our employees to support more localized initiatives.</p> |

<sup>13</sup> We have reworded our target to align with LBG definition of community time contributions. The scope of the target has not changed.





## Case study

### JLL China Teaches Students About the Importance of Sustainable Development

In 2018, JLL China partnered with Junior Achievement (JA), a non-governmental organization that works with businesses and educators to teach students about professional readiness, principled entrepreneurship and financial literacy, to raise environmental awareness among school-aged children in mainland China.

Together, JLL and JA launched an education program called New Sustainable Cities, which was geared toward students from primary schools in Chengdu, Guangzhou, Shanghai and Beijing. The program was aimed at teaching students about the importance of sustainable development.

More than 200 JLL employees volunteered in the training, course preparations and actual delivery of the program to over 500 primary school students. In total, our people volunteered

more than 2,100 hours through their work with JA. In 2019, JLL China plans to expand the program with participation from more JLL employees throughout the country.

Tammy Hu, Head of Marketing, Greater China, believes the partnership will benefit Chinese society for years to come. “We want to help more youth learn about the social ecosystem, the value of natural resources and the importance of protecting the environment. By leveraging JA’s platform and JLL’s expertise, we’re committed to inspiring and preparing China’s youth to succeed in the global economy with the right knowledge and skillsets.”

Our team is helping children enter the global economy armed with information about the importance of sustainable development.

11.3  
12.8



## Case study



### JLL ShelterBox

Our brand promise Achieve Ambitions is about unlocking the potential within every business and every individual. During 2018, we challenged our marketers around the globe to come up with an idea that would make a difference and align with our brand promise.

Gabriela Reemtsma’s winning idea was to provide shelter and lifesaving resources to people impacted in the aftermath of a disaster. Based in our Frankfurt corporate HQ and inspired to act on the devastating events in her home country of Guatemala, her idea has become a reality by our partnership with ShelterBox, an international disaster relief organization.

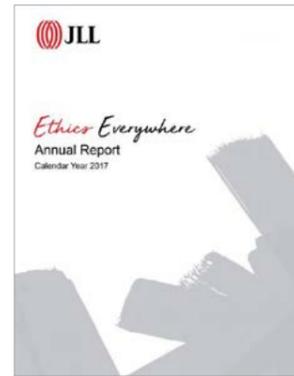
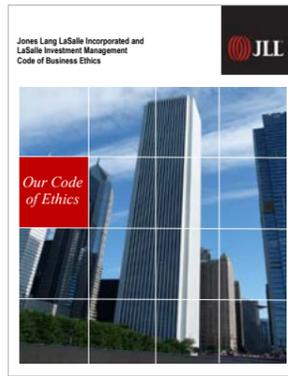
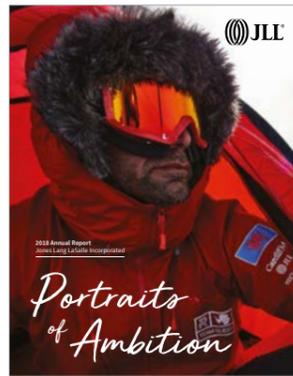
ShelterBox provides shelter and other lifesaving items such as water filters, mosquito nets, solar lights, kitchen sets and blankets. Our partnership is helping

approximately 180 families through a prolonged drought in Somaliland. A drought that’s killed 80% of the livestock in the past three years and devastated the local pastoralist economy, forcing tens of thousands of families to flee their pasturelands for urban refugee camps.

With JLL’s support, ShelterBox is helping Somali families like Nimo, her husband and 7 children who live in Gumbura, a small community about 30 miles south of Hargeisa, to stay together and rebuild their lives. Find out more about the vital work Shelterbox is doing to improve the lives of people like Nimo by watching this [video](#).

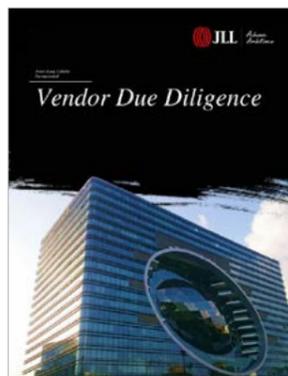
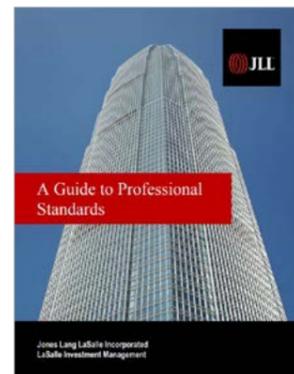
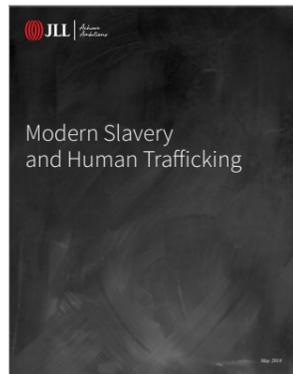
11.5

# Contact us



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## About this report

The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. Where estimations have been made, we have indicated so in the text.

The data in this report has undergone internal verification by our Global Sustainability team. Through the data collection process, we occasionally identify better quality historical data and real estate figures. We are continuously working to improve our data processes, which remain one of our biggest challenges. The information presented in this report represents

the best information available at the time of publication. All financial figures are reported in US dollars.

A detailed data note can be found in Annex A of the full report.



#### About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. Our vision is to reimagine the world of real estate, creating rewarding opportunities and amazing spaces where people can achieve their ambitions. In doing so, we will build a better tomorrow for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$16.3 billion, operations in over 80 countries and a global workforce of over 91,000 as of March 31, 2019. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated. For further information, visit [jll.com](https://www.jll.com)

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