



Building a *Better Tomorrow*

Our Sustainability Leadership Agenda



2016 Global Sustainability Report | Executive Summary

Introduction from our CEO

It gives me great pleasure to welcome you to our 2016 Global Sustainability Report.

At JLL, we are conscious of our ability, and responsibility, to make a substantial positive impact on the world in which we live. We have a significant opportunity to shape the buildings where we live and work. Our vision is to make JLL a world-leading professional services firm by creating spaces, buildings and cities where everyone can thrive. To deliver this vision, we are rolling out Building a Better Tomorrow, our new global sustainability leadership agenda.

In this report you will gain deeper insight into how we are realizing our vision for a sustainable future, Building a Better Tomorrow for all. Thank you for your continued interest in JLL.

Building a Better Tomorrow

The world's financial, social, and environmental challenges demand a bolder response from businesses around the globe. 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're focused on what is good for business and for a sustainable future. This progressive approach leads to responsible investment decisions with healthier, safer, more engaged people and increased value for all of our stakeholders; Building a Better Tomorrow everywhere we can.

Through our sustainability leadership agenda, we seek to meet our vision through four pillars: Clients, People, Workplaces, and Communities. These pillars are underpinned by three Foundations of governance, thought leadership, and communication.

Foundations

Foundations

The Foundations of Building a Better Tomorrow encompass our commitment to the highest standards of governance, producing world class thought leadership, and communicating our progress in a clear and transparent way to our stakeholders. These Foundations are supported by our commitment to JLL's global shared values that underscore our commitment to clients and to each other, and provide direction for everything we do. We expect our employees to follow the principles of teamwork to deliver value to all our stakeholders, ethical conduct in all of our business activities, and excellence in all of our work.

In 2016, we have:

- Listed as one of the Ethisphere Institute's "World's Most Ethical Companies" for the 10th year in a row
- Delivered in-person ethics training to more 10,800 of our employees.
- Produced 42 pieces of sustainability thought leadership.



Clients

Generating lasting value for our Clients

The 4.4 billion square feet of space that JLL manages globally for our clients gives us the opportunity to have a significant impact through industry-leading strategies, tools, and technologies that greatly improve energy efficiency, societal impacts, and costs.

Embedding sustainability considerations across all of our service lines is a key priority for JLL, enabling us to offer differentiated and forward-thinking solutions to our clients. This helps our clients to own, occupy, invest in and develop healthier and more productive places and cities that cost less. JLL's sustainability professionals advise our clients on renewable energy projects, green building practices, energy management programs, and socio-economic impact assessments as a few examples. In 2016, we have:

- Provide advice to clients on more than 13,700 buildings.
- Helped clients achieve 138 green building certifications.
- Delivered clients energy savings of an estimated 558 million kWh in the US alone.



People

Engaging our People

We seek to create a work culture that values diversity, recognizes and rewards talent, develops skills for tomorrow's challenges, and fosters good health and well-being. This results in more satisfied employees who are more likely to stay thereby reducing costs to JLL. It also means our employees are more empowered so that they apply their broad perspectives, backgrounds and ideas towards better advice for our clients and take advantage of the numerous opportunities that JLL provides to develop their skills and career. Attracting and retaining the best talent ensures that we maintain our competitive advantage and offer the best possible level of service to our clients.

In 2016, we have:

- Launched Achieve Your Ambitions, our employee value proposition.
- Invested more than \$16.5 million in training our employees around the globe.
- Delivered more than 16,400 hours of sustainability training to our employees.



Workplaces

Transforming our 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. We also play our part by procuring sustainable materials and striving for green building and well-being certifications where possible for our leased space. We aim to provide our employees with office space that supports their health, safety, and productivity by employing aspects such as flexible working, better access to daylight, and enhanced technology solutions – all with a minimal environmental impact.

In 2016, we have:

- Reduced our GHG emissions per office employee by 6% compared to our baseline.
- Introduced green building certifications to 32% of our total office floor area.
- Made significant gains on our health and safety measures.



Communities

Supporting our 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. We endeavor to create shared value by working to forge global and local charitable partnerships, giving our people time to contribute personally to the issues that mean the most to them - this in turn, increases their engagement and loyalty to JLL. We also work to minimize the social impacts of our supply chain and procurement practices, further extending JLL's influence into communities more broadly.

In 2016, we have:

- Recorded charitable contributions of \$5million from both corporate and employee donations.
- Volunteered more than 6,700 days of time in support of charitable causes.
- Joined the London Benchmarking Group to better ensure that we are meeting our commitments to our communities.