



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.

Our sustainability *Leadership* ambition

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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.

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 this report.

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) ¹	953.2	770.7	679.2

¹ Please refer to the Data Notes in Annex A for JLL's definition of EBITDA.

Performance Highlights

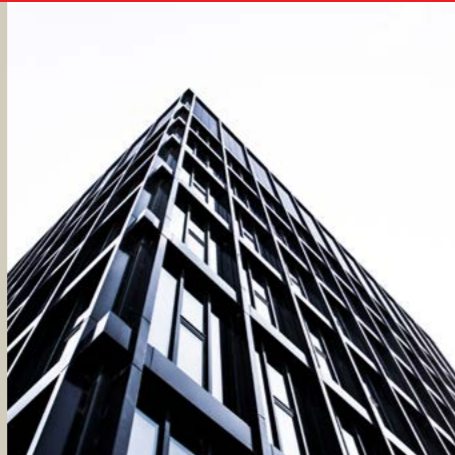
239,749

metric tons CO₂e 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

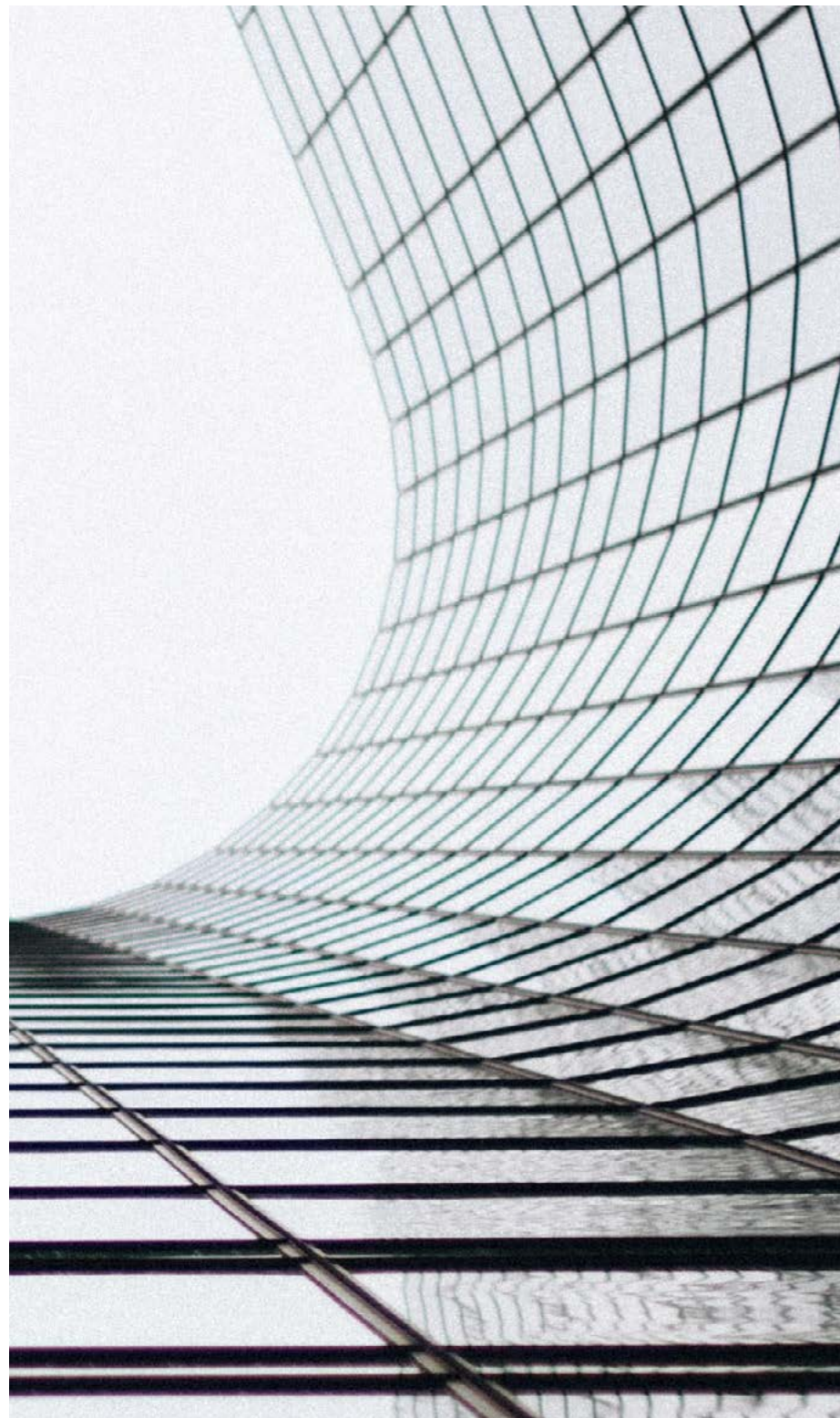






World's Most Admired Companies Fortune Magazine
3rd successive year



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
 Clients	Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.	●
 People	Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety.	●
	Based on average employee Lost Time Injury Frequency Rate of the two prior performance periods, achieve a reduction of 10% by 2020.	●
	Our eight largest businesses by revenue to improve gender balance of leadership population by 2021.	●
	Identify challenges and provide targeted solutions to the attrition of employees, in particular those with up to 3 years service by 2019.	●
 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 ² 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.	●
 Communities	Increase our employee community time contributions year on year with the aim of reaching 15,000 days by 2020 ² .	●

Key - assessment of progress against our 2020 targets

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

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



Welcome to our 2018 Global Sustainability Report

At 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



Richard Batten

Global Chief Corporate Responsibility 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.”

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 five 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:



In 2018, we began to use the findings of the value chain exercise to guide our actions towards the SDGs going forward. We are going about this in three ways:

- 1 Driving action via the Clients pillar in line with the findings of the five service line value chain assessments. We are focusing on our Project and Development Services teams initially due to the scale of the opportunity across our core SDGs.
- 2 Reviewing our Workplaces and People strategies and initiatives in line with the corporate value chain findings.
- 3 Undertaking a Communities strategy review based on opportunities identified across all six value chains, to guide our 2020+ approach to this pillar.

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 [Annex E](#). 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.

As you can see in [Annex E](#), 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 six 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.





		3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
 Clients	Embedded sustainability in core real estate services	✓		✓	✓	✓	✓
	Specialist energy and sustainability advice	✓		✓	✓	✓	✓
	LaSalle sustainable property investing	✓		✓	✓	✓	✓
 People	Health & safety	✓		✓			
	Diversity & inclusion		✓	✓			
	Personal & career development			✓			
	Rewards & recognition			✓			
	Health & well-being	✓					
 Workplaces	Energy & resource use				✓	✓	✓
	Healthy & sustainable buildings	✓			✓	✓	✓
	Sustainable procurement	✓	✓	✓	✓	✓	✓
 Communities	Employee volunteering	✓	✓	✓	✓	✓	✓
	Charitable contributions	✓	✓	✓	✓	✓	✓

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.

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.



How we create value

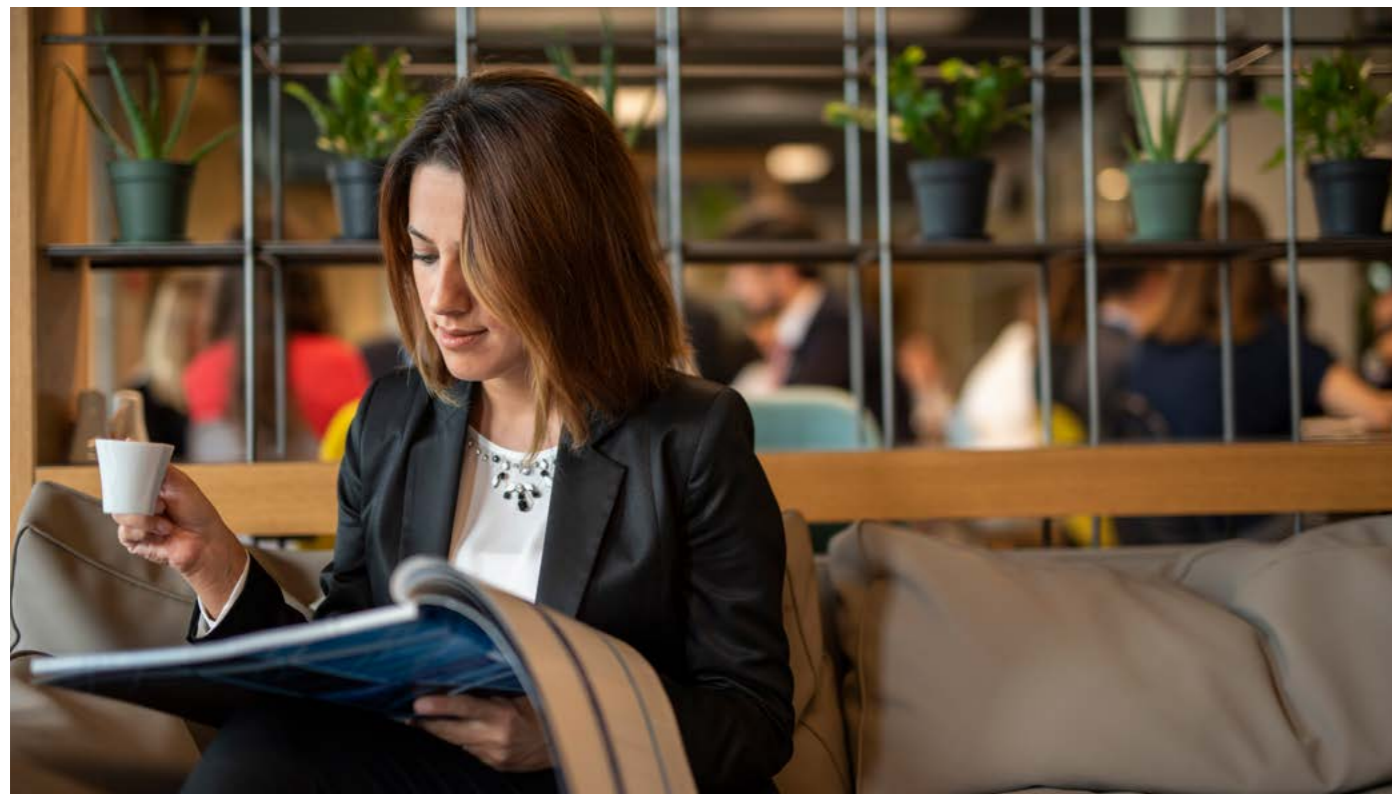
Our vision is to make JLL a world-leading sustainable professional services firm by creating spaces, buildings and cities where people can thrive. To make this vision a reality we need to ensure that we create shared value for our business, the societies we operate in, and our planet.

We know that our business activities are connected to both positive and negative impacts on the environment and society, in various ways along our value chain. Through Beyond, our strategic vision, and Building a Better Tomorrow, our sustainability leadership ambition, we are striving to increase these positive contributions while minimizing the negative effects of our business activities.

To do this we're developing a deep understanding of how our operations, all along our value chain, create or diminish value for people and

the planet. We will then need to fully integrate this thinking into our business strategies and reporting to ensure we're acting and improving over time.

Measuring the link between our business model, our specific programs and initiatives and the subsequent value created to both the business and to society is challenging – but we believe this is the future of business and its role in society. We are working to better understand, communicate and enhance the shared value created through Beyond and Building a Better Tomorrow.



Our Business Model

Beyond draws on our research into four key macro trends for our industry: the ongoing rise in investment allocations to real estate, the steady long-term growth in corporate real estate outsourcing, the continued gradual shift toward urban living and the Fourth Industrial Revolution, propelled by rapid advances in technology, data and AI. It also incorporates our anticipation of our clients' future needs and our roadmap for JLL's continued growth and success in an evolving industry. The Beyond strategic priorities are grouped under five pillars: Clients, Brand, Digital, People and Values which together support our long-term growth plans. Building a Better Tomorrow sits under the Values pillar and guides our vision for a sustainable future.

We have designed our business model to

1. Create value for our clients, shareholders and employees

2. Establish high quality relationships with the suppliers we engage and the communities in which we operate
3. Respond to macroeconomic trends impacting the real estate sector.

Based on our intimate knowledge of local real estate and capital markets worldwide, as well as our investments in thought leadership and technology, we create value for clients by addressing their real estate needs as well as their broader business, strategic, operating and longer-term sustainability goals.

Our 'Thinking Beyond' value creation model summarizes how we create value for our shareholders and our broader stakeholders. It starts with the capital resources - or inputs - we need to do business. We use these resources to deliver services - or outputs - for our clients through the business activities we manage.

We are increasingly focused on linking our business and sustainability strategies to promote the goal of creating long-term value for our shareholders, clients, employees and the global community of which JLL is a part. These efforts help our clients manage their real estate more effectively and efficiently, promote employment globally and create wealth for our shareholders and employees. In turn, they allow us to be an increasingly impactful member of, and positive force within, the communities in which we operate.

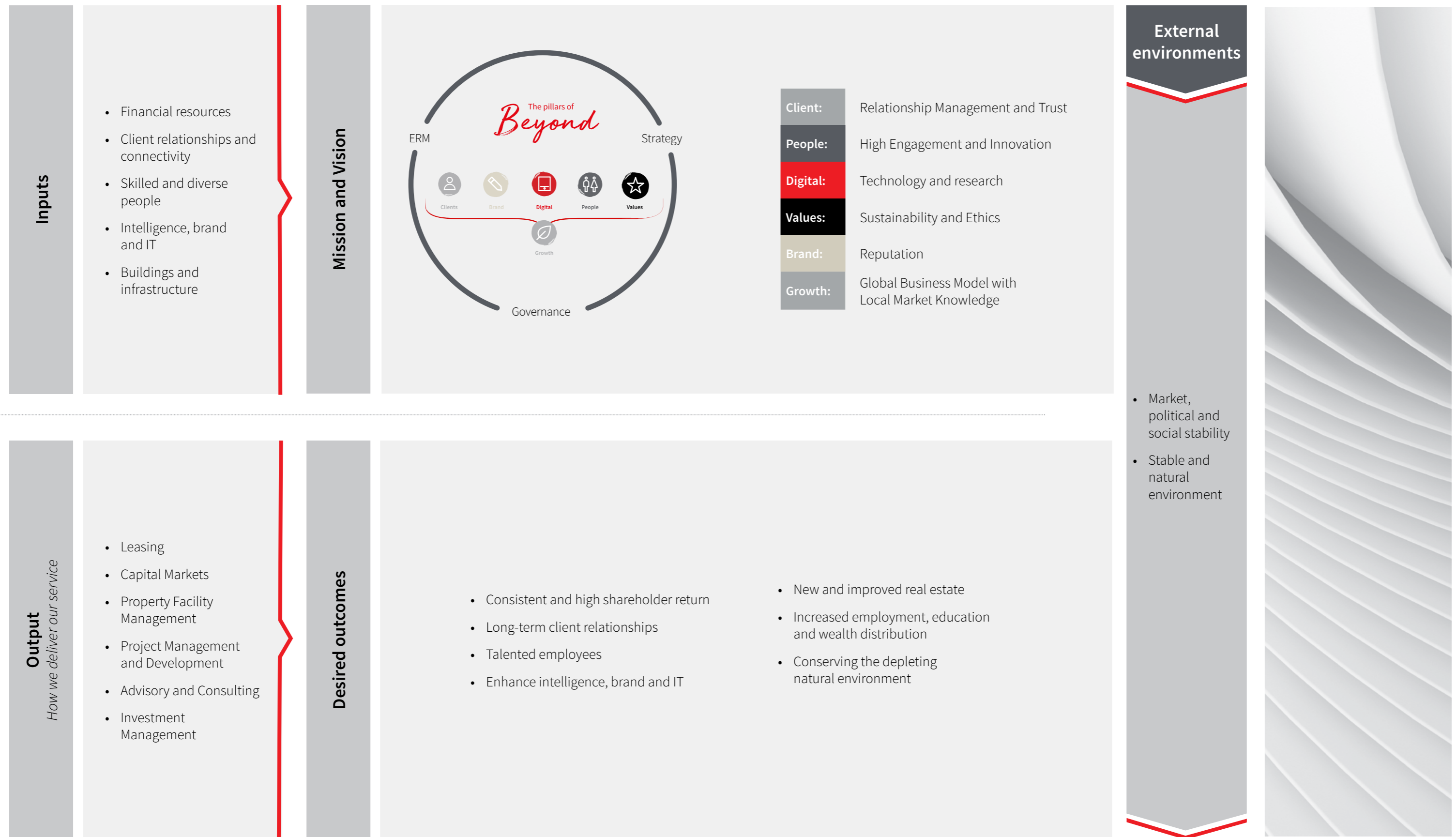


Integrated reporting

JLL was one of the first U.S. listed companies to participate in the International Integrated Reporting Council and has continued to adopt the principles of the Integrated Reporting (<IR>) Framework in our financial reporting and sustainability materials. This Global Sustainability Report focuses on our sustainability strategy and performance; our Annual Report focuses on our business strategy and our financial performance and reflects the majority of our efforts. In addition, our governance and remuneration practices are reported primarily in the Proxy Statement for our Annual Meeting of Shareholders.

Thinking beyond

The Value Creation Model



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. This is outlined in detail on [page 15](#). 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 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.



Building a better tomorrow

Our sustainability leadership ambition



Building a Better Tomorrow

Looking to the future

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.

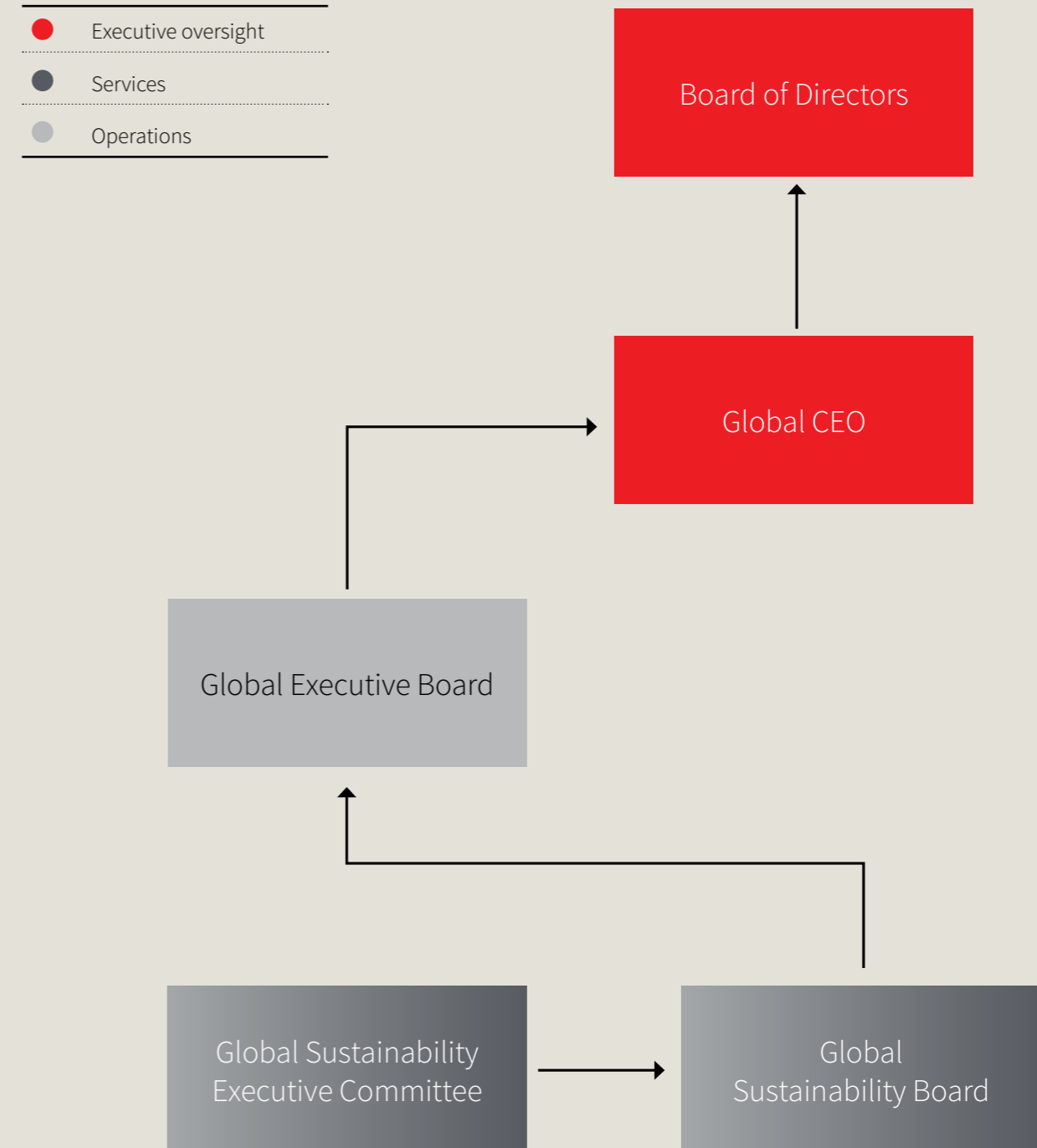
The GSB regularly reviews strategic and operational decisions related to JLL's sustainability performance, progress against JLL's sustainability program and matters relating to the inclusion of performance against global sustainability targets in Board remuneration. The GSB is chaired by JLL's Global 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



Global sustainability governance

Remuneration

JLL is committed to ensuring our organization effectively manages climate-related risks and issues. As part of this effort, JLL has introduced an employee compensation package that ties monetary rewards to the successful delivery of performance against our global sustainability targets. Those who are entitled to sustainability-related remuneration include the Global Executive Board, Chief Executive Officer and Global Chief Corporate Responsibility Officer. Others throughout the organization who deal directly with sustainability issues have both monetary and non-monetary awards tied to performance against JLL's sustainability ambition.

Sustainability and risk

Sustainability is a key consideration of JLL's enterprise risk management program. This program is governed by our Global Executive Board (GEB) and coordinated through our Enterprise Risk Management team (ERM), which sits within our Legal Department.

The ERM team provides insight on the most important risks shaping JLL's performance and direction focused through a framework and methodology designed to: (i) improve and

align our understanding of the most significant risks facing our organization; (ii) improve decision making in governance, strategy, objective setting and day-to-day operations; (iii) define actions needed to lessen the likelihood that significant risks will result in financial or reputational harm to JLL; and (iv) assign priorities and ownership for purposes of executing those actions.

Based on the execution of the ERM program, the top risks are communicated to the GEB, the Audit Committee and the full Board of Directors on a semi-annual basis. Our Audit Committee also discusses the process that has been followed in order to establish the ERM program and its outputs. The output of the ERM program reflects the most significant enterprise risks that we believe JLL is currently facing and the efforts we're taking to mitigate the identified risks. Our Internal Audit function then determines how to align its activities with the identified risks.

JLL's sustainability materiality assessment complements the ERM processes we conduct, enabling further engagement with internal executives. This has allowed us to prioritize our long-term risks, as well as opportunities to generate further business value. We continue to work with the company's ERM team to ensure these important issues are being handled as robustly as possible. Further information on this area will be provided in our future sustainability reporting outputs.

In addition to providing greater transparency for the investor community, we are also evaluating the Taskforce on Climate-related Financial Disclosures' (TCFD) framework for purposes of enhancing our ERM program and informing our risk strategy.

Roles and responsibilities

In 2018, JLL's Global Sustainability team included nine full time equivalent employees (FTE). Reporting into JLL's Global Chief Corporate Responsibility Officer, the Global Sustainability team is responsible for the delivery of global sustainability reporting and communications; the facilitation of the Building a Better Tomorrow strategy globally; and representing JLL in its interactions with external sustainability organizations.

The team is supported by 62 regional and local sustainability implementation roles engaged in delivering Building a Better Tomorrow across our local operations, and coordinates primarily with JLL stakeholders across various support functions, service lines and geographies. Additionally, our employees around the world make many and various contributions to furthering JLL's sustainability ambitions.

JLL has a team of over 684 sustainability professionals who provide industry leading services to our clients. The majority

of these professionals are from our Energy and Sustainability Services group. As an example, in 2018, our sustainability professionals worked with 94% of our 50 largest clients to drive sustainability improvements in their portfolios. Through Building a Better Tomorrow, we are increasing our efforts to embed sustainability into JLL's core real estate service offerings.

Sustainability governance at LaSalle Investment Management

As one of the world's leading real estate investment managers, LaSalle recognizes that real estate has a significant impact on the environment and seeks to play a meaningful role in addressing ESG in real estate, in conjunction with delivering superior investment results for its clients. With this goal in mind, LaSalle has established a Global Sustainability Committee (GSC) that is led by the LaSalle's dedicated Global Sustainability Officer, Eric Duchon, and chaired by the LaSalle's Global CEO, Jeff Jacobson. The GSC is comprised of Energy & Sustainability Taskforces in each region (Americas, Asia and Europe), for LaSalle Real Estate Securities and Global Partner Solutions, which are each led by LaSalle's Sustainability Officers. The GSC consists of over 45 LaSalle professionals across business functions from around the world. The GSC is responsible for implementing LaSalle's ESG Policy.



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 sustainability.jll.com.

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Issues review	Issues consolidation	Survey and external panel validation	Strategic review	Strategy and targets
Evaluation of: <ul style="list-style-type: none"> JLL's enterprise risks and opportunities Previous materiality assessment findings Peer review Legislation review Sustainability reporting standards 	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

Our material issues and approach

Rank	Material issue	Our approach	GRI material topic	More info
1	Business ethics and integrity	Maintain our commitment to ethics through our Ethics Everywhere program, supported by a network of Ethics Officers, and legal, ethics and compliance training programs. We aim to continue to be one of the World's Most Ethical Companies.	Anti-corruption (GRI-205)	Page 20
2	Innovation and technology	Drive innovation throughout everything we do; ensure that we are utilizing technology and innovative solutions to deliver Building a Better Tomorrow. Continue to strengthen this latter component in 2019/20.	N/A	Page 22
3	Health, safety and security	Ensure consistency of management approach worldwide; improve data quality and coverage and deliver against our global, performance-based targets.	Occupational health and safety (GRI-403)	Page 37
4	Talent attraction and retention	Create a globally-aligned approach to talent process management through partnership of Talent across regions; utilize modern, fresh technology platforms to deliver a global recruiting and onboarding experience that will attract, engage and inspire employees. Further career development efforts to ensure employees are given the tools to grow in their roles.	Employment (GRI-401)	Page 30-37
5	Employee wellbeing	Reinforce our commitment to employee well-being globally through local HR programs and the establishment of Champions Networks with an aim to set targets on this issue in the future.	N/A	Page 36
6	Training and development	Create exciting employee growth and development opportunities and continue to drive current successful programs on global platforms, like MyDevelopment.	Training and education (GRI-404)	Page 34
7	Energy consumption and emissions	Reduce our energy consumption and carbon footprint in line with climate science (Science Based Targets) across the full scope of our operations (from 2020). Focus on data quality improvements, SBT implementation planning and implementation of a global energy management platform.	Energy (GRI-302) Emissions (GRI-305)	Page 40
8	Sustainable buildings	Apply the highest standards of sustainability and well-being in our own offices around the world; in larger offices, via achieving external certifications e.g. LEED, WELL. Integrate sustainability criteria into JLL's Corporate Real Estate guidelines.	Marketing and labelling (GRI-417)	Page 43

Rank	Material issue	Our approach	GRI material topic	More info
9	Diversity and inclusion	Continue to drive inspiring initiatives in countries through the leadership of D&I teams in each region.	Diversity and equal opportunity (GRI-405)	Page 32
10	Enhancing client sustainability through our services	Raise baseline knowledge of sustainability, the Building a Better Tomorrow program and JLL competencies and offerings; increase cross-selling of sustainability with other services. Improve quality and coverage of client impact data in the aim of setting impact targets in the future.	Training and education (GRI-404)	Page 25
11	Climate risk	Reduce our energy consumption and carbon footprint in line with climate science (Science Based Targets) across the full scope of our operations (from 2020). Evaluate reporting in accordance with the Taskforce on Climate-related Financial Disclosure guidelines. Aim to strengthen our approach to resiliency/adaptation going forward.	N/A	Page 16 and 40
12	Responsible supply chain	Ensure consistency of approach to sustainable procurement process and ambitions around the world via the roll out of a global Sustainable Procurement Framework, while allowing for regional targets/priorities. Implement policies and practices to reduce supply chain emissions in line with SBT requirements.	Procurement practices (GRI-204) Supplier environmental assessment (GRI-308) Human rights assessment (GRI-412)	Page 44 to 47
13	Waste and water	Improve our data collection on waste and water within our own operations and identify opportunities to have a measurable impact in this area going forward, with an aim to set associated targets from 2020+.	Water (GRI-303) Effluent and waste (GRI-306)	Page 41
14	Community engagement	Establish consistent opportunity for employees globally to spend their time volunteering, with an aim to move towards a more unified impact-focused approach to community engagement globally in the longer term.	Local communities (GRI-413)	Page 52
15	Sustainable business travel	Implement policies and practices to reduce business travel in line with SBT requirements.	Energy (GRI-302) Emissions (GRI-305)	Page 40

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:

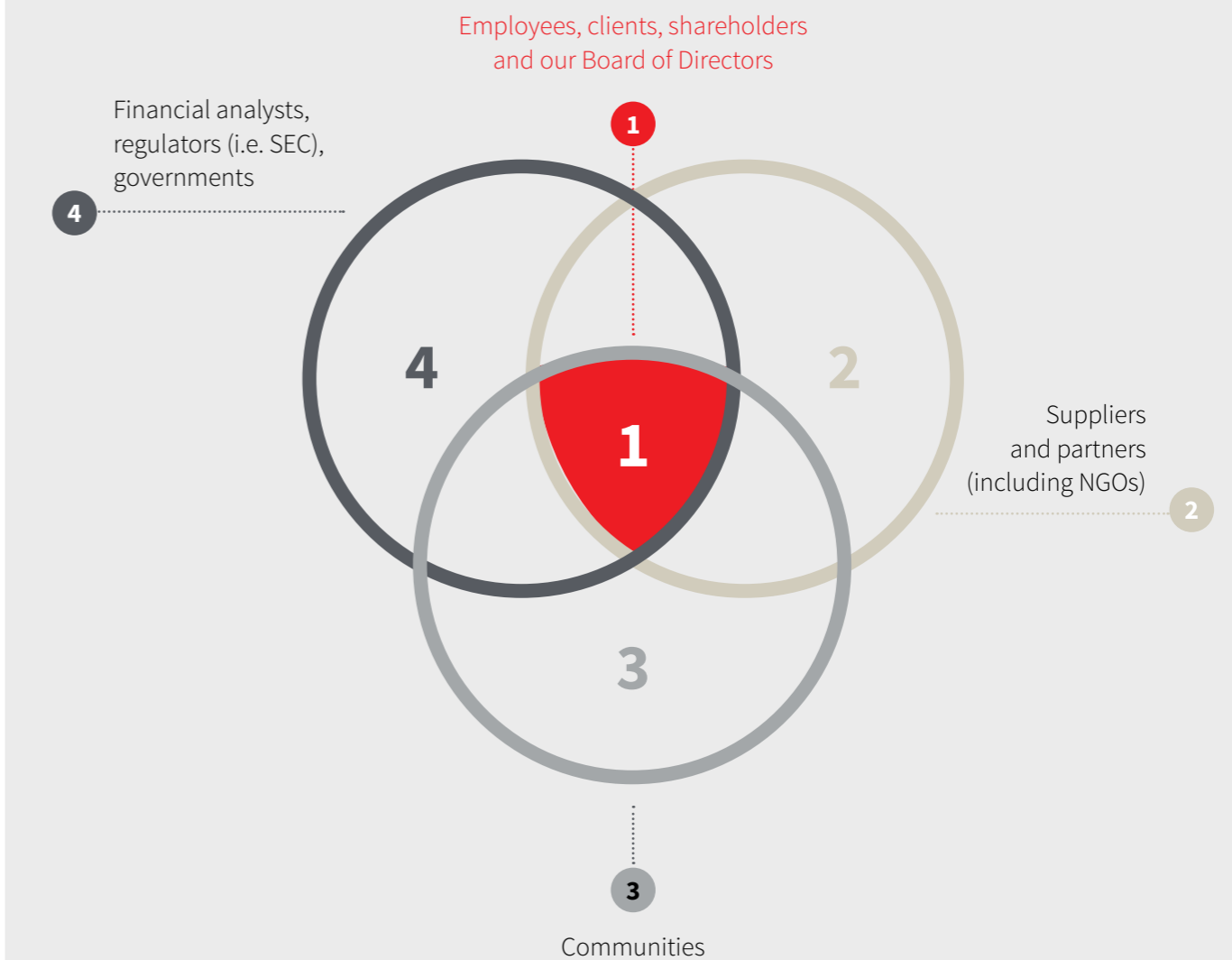
- Developing new sustainability training content
- Considering adopting Sustainability Accounting Standards Board (SASB) and Task force on Climate-related Financial Disclosures (TCFD) reporting standards

- 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 this 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.

Our Foundations of Building a Better Tomorrow

JLL's corporate mission is to deliver exceptional services and innovative solutions for real estate owners, occupiers, investors and developers worldwide. To achieve our mission, we must establish and maintain an enterprise that will sustain itself over the long term for the benefit of our stakeholders.

The Foundations of Building a Better Tomorrow encompass our commitment to the highest standards of governance, and our efforts to produce world-class thought leadership and deliver smart, forward-thinking and value enhancing technology solutions for our clients and for ourselves. These Foundations are supported by our commitment to JLL's global shared values of teamwork, ethics and excellence that provide direction for everything we do.

Our commitment to ethics

Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders and confidence to the communities in which we operate. The Ethisphere® Institute publishes statistics that show the World's Most Ethical Companies have outperformed the S&P 500 by four percentage points on an annual basis over a ten-year period.

JLL is committed to a corporate culture that embraces and promotes strong principles of business ethics at every level, a commitment reflected in our [Code of Business Ethics](#). We are proud of the global reputation we have established and are determined to protect and enhance it. The Ethisphere® Institute has again recognized our efforts, listing JLL on its 'World's Most Ethical Companies' list for the 12th consecutive year in 2018. We also received Ethics Inside re-certification from the NYSE Governance Council in 2018.

Ethical behavior is a core responsibility of each and every JLL employee and is one of JLL's three values. We seek to embed these behaviors deep within the company's corporate culture. Our [Ethics Everywhere](#) program establishes a framework for the various activities we undertake in order to maintain compliance with our Code of Business Ethics. These efforts are supported by our network of Ethics Officers, Ethics Liaisons and Investigators totaling more than 300 people worldwide.

As part of the Ethics Everywhere program, we offer comprehensive training to our employees. In 2018, more than 30,000 of our employees undertook training in sessions relating to legal, ethics or compliance matters. In 2018, we conducted almost 1,100 investigations of potential violations of our Code of Business Ethics, equivalent to 12 investigations per 1000 employees. Of these investigations, 59% of cases resulted in action being taken, ranging from additional training to termination of employment.

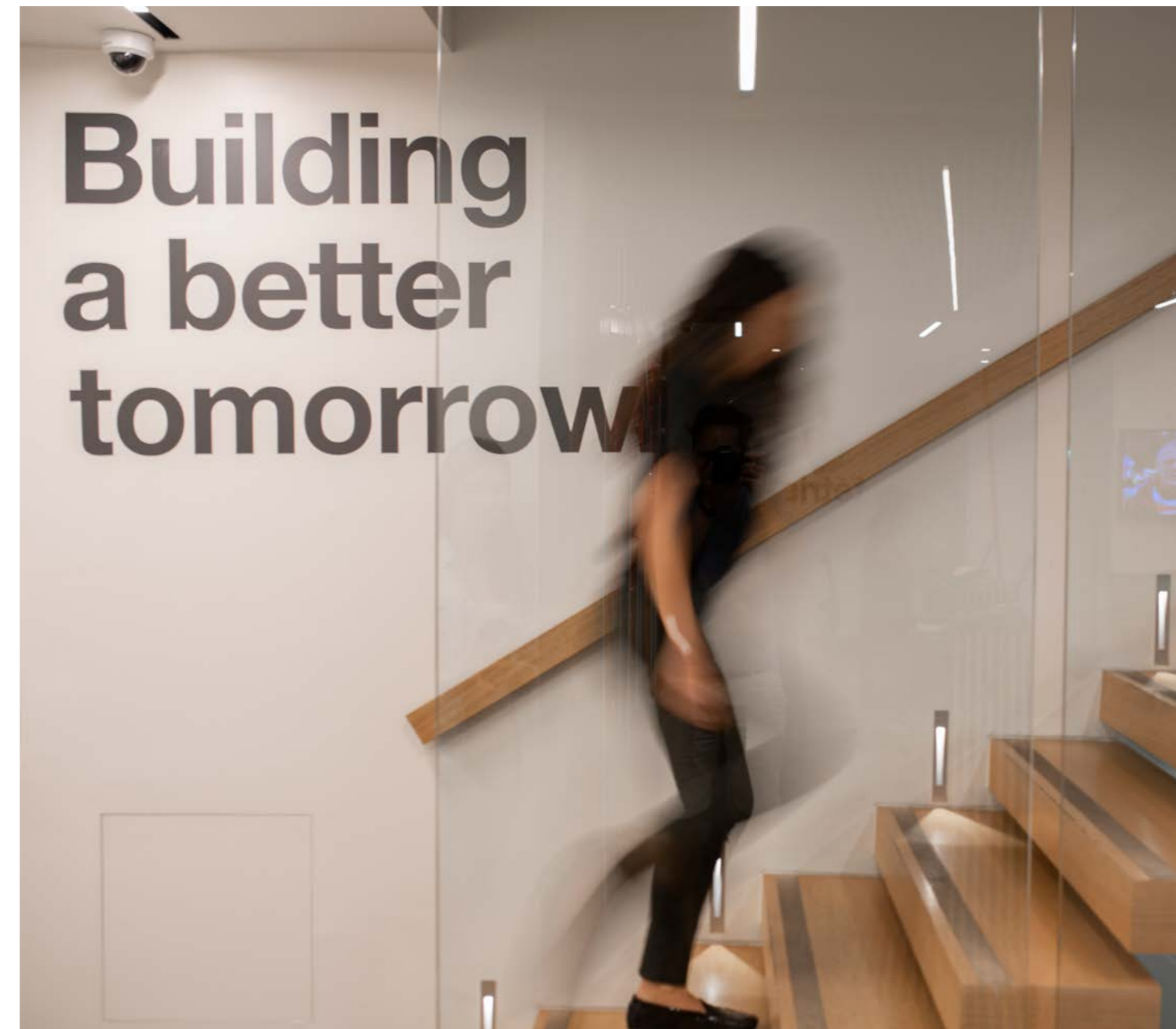
JLL is also actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum Partnering Against Corruption Initiative, Ceres and the Business Ethics Leadership Alliance among other significant programs in which we are involved.

Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible

Investment (PRI) since 2009 and has made a commitment to report on the progress toward the six principles of the PRI. LaSalle has achieved strong scores across the board for the past three years in a row (2016-2018), including an A+ in Strategy & Governance.

Corporate governance

JLL's corporate governance arrangements are conducted according to the standards of the New York Stock Exchange (NYSE). The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business. We seek to provide all our stakeholders with the highest level of governance including: annual voting for Directors, majority voting for Directors, enhanced abilities to call for special meetings and annual advisory voting on executive compensation. For information on our global sustainability governance, please refer to [page 15](#). Additional information about our corporate governance can be found on [our website](#).



Our Foundations of Building a Better Tomorrow

WE SUPPORT



Thought leadership

We know that collaboration brings with it the opportunity for making a difference. We continue to work together with 66 global and local sustainability organizations to develop new ways of thinking around some of the biggest challenges facing our sector. This includes working alongside organizations such as the World Economic Forum, Global Real Estate Sustainability Benchmark (GRESB) and the World Green Building Council (WGBC). The WGBC is a member-based network of local green building councils that aims to make all building and communities sustainable through leadership and market transformation. Since 2016, JLL has served on WGBC's Corporate Advisory Board, a select group of companies that are global leaders in sustainability and help guide WGBC's sustainability strategy and activities.

JLL is also a founding member of the International Well Building Institute (IWBI).

“

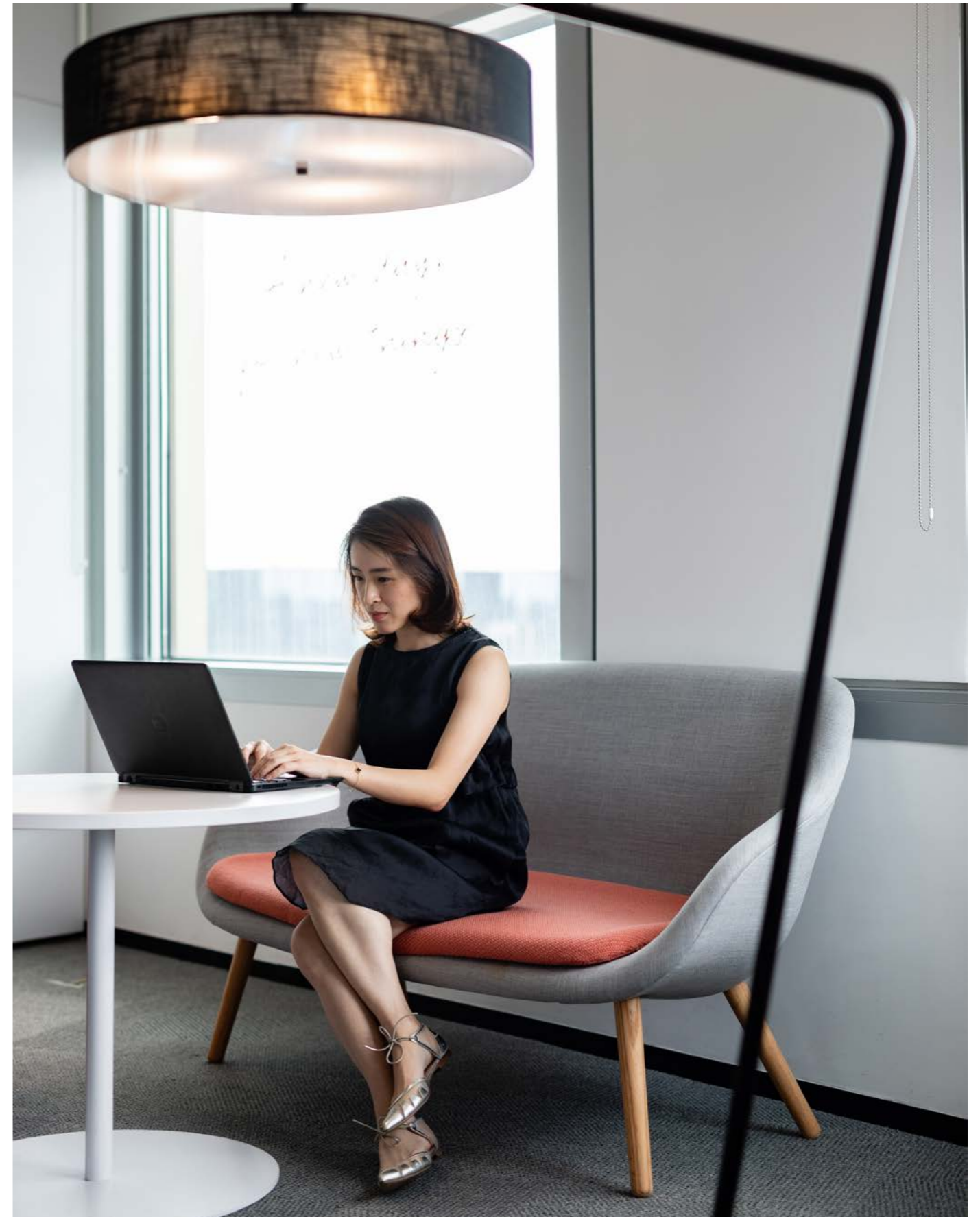
Behind the momentum of WELL is a community of leaders who are shifting the status quo for buildings and communities, across industries and countries. As IWBI members, JLL is demonstrating their commitment to build a healthier future for people everywhere.”

Rick Fedrizzi

IWBI Chairman and CEO

JLL has been a signatory of the United Nations Global Compact (UNGC) since 2009. The UNGC is an initiative aimed at supporting responsible business activities by helping businesses align with ten principles concerning human rights, labor, the environment and anti-corruption. This report represents JLL's Communication of Progress on the ten principles of the UNGC. In addition, our Chief Counsel for JLL Canada sits on the Board of the Global Compact Network Canada (GCNC). JLL is a signatory of the UNGC's Women's Empowerment Principles and is closely monitoring our contributions toward the Sustainable Development Goals, as set out on [page 8](#).

JLL has earned a reputation for progressive thinking through extensive investments in research and thought leadership. In the last year we focused on renewable energy, global climate policy, artificial intelligence and the growth of technology in real estate.



Our Foundations of Building a Better Tomorrow

Technology and Innovation

We strive to deliver smart, forward thinking and value-enhancing solutions at every opportunity. Across JLL's service lines we develop, offer and invest in unique digital solutions and products that help us and our clients strategize, build data, offer workplace technology, visualize real estate innovations and solve environmental and sustainability challenges.

An example of our commitment to develop innovative practices to benefit our clients is our partnership with the T.H.

Chan School of Public Health at Harvard University. JLL is a sponsor of a Harvard study, The Impact of Green Buildings on Cognitive Function, designed to quantify the impact of healthy buildings on the health and productivity of its occupants. The team has assessed indoor environmental quality conditions in green and conventional buildings and evaluated the impacts on an objective measure of human performance—cognitive function. The results show that the indoor built environment plays a critical role in both the overall well-being of the occupants and their productivity.

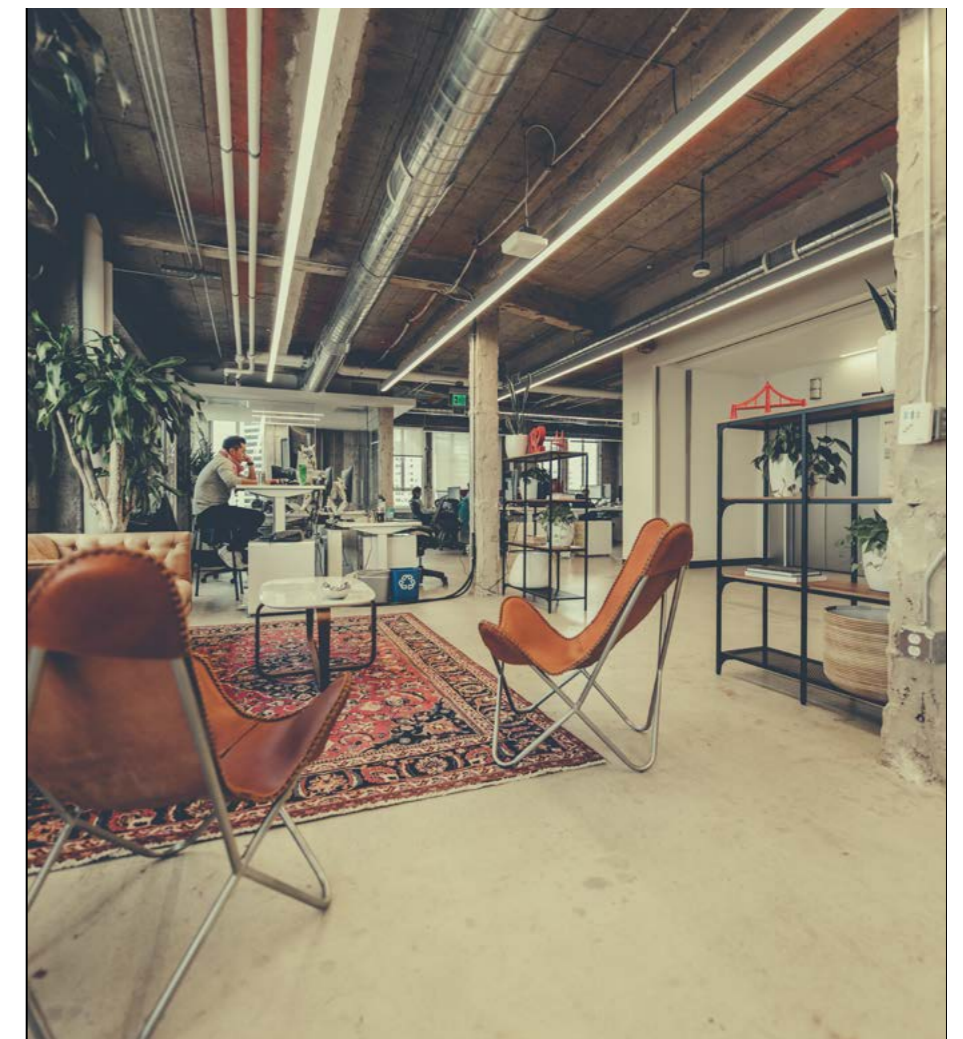
This type of data-driven information enables us to provide impactful, leading-edge solutions for our clients and expand the industry dialogue around health and well-being.

In 2017, we launched JLL Spark, a new business designed to promote and drive the development of tech-driven real estate services. The JLL Spark team is focused on creating new products through strategic investments in PropTech startups dedicated to the real estate industry.

As a leader in proptech, JLL has created advanced data analytics tools and acquired software and technology integration companies such as ATG, BRG and Corrigo. JLL Spark will extend and complement our already strong technology-driven platform for many years to come.

We constantly assess strategic opportunities to strengthen our capabilities and keep our innovative,

competitive edge. Investments in the latest data and technology tools specifically allow our people to mine the depths of our intellectual property to help clients maximize the value of their real estate. With this in mind, our commitment to technology and innovation forms one of the five Pillars of Beyond, our long-term strategic vision.



Our Foundations of Building a Better Tomorrow

JLL's Ethics Liaison Program

At JLL, ethical practices are inherent in our values, mission and strategy, and guide all our interactions with clients, employees, vendors and contractors. We are proud of the global reputation we have established and are determined to protect and enhance it. The integrity of our brand represents one of our most valuable assets.

As part of our commitment to ethical conduct, we have established the Ethics Liaison Program, which is designed to enhance the communications of ethics matters, both to and from our people. Each year the Ethics Liaison Program appoints individuals within business units or client accounts. Appointed Liaisons become ambassadors for the firm's Ethics Everywhere Program, through which employees are trained to understand and comply with JLL's Code of Ethics, recognize non-compliance by others and report incidents of possible non-compliance to our Ethics Officers.

Ethics Liaisons are trained by Ethics Officers to be trusted, on-site representatives who enhance awareness about ethics on a regular basis throughout JLL. Responsibilities of the Liaisons include an ongoing familiarity with JLL's Code of Conduct and Vendor Code of Conduct, willingness to lead training and discussion sessions with colleagues on ethics, the ability to assist coworkers in reporting suspected misconduct and more.

As we are in a service business, it is essential that JLL employees conduct themselves at all times in a way that is both professional and ethical. We are committed to a corporate culture that embraces and promotes strong principles of business and professional behavior. The work done by JLL's Ethics Liaisons furthers our strong corporate culture by helping to increase the transparency of our global operations.





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 consumption³ 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

Target	Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.
2018 Performance	<ul style="list-style-type: none"> Launched Building a Better Tomorrow Introductory Training Module Launched JLL's Global Sustainability University
Status	On track
Commentary	<ul style="list-style-type: none"> 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. 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. 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.

³ UN Environment Programme, [Sustainable Buildings and Climate Initiative](#)

“*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





Generating lasting value for our Clients

3.4
11.3
12.2

Embedded sustainability advice

JLL's expertise addresses the entire lifecycle of a building – from its design and planning, through to construction, occupation, management, refurbishment and sale. Our professionals offer advice on how sustainability considerations can be embedded at each of these stages to maximize value for our clients. Our Property and Asset Management professionals, for example, embed sustainability criteria in to our supply chain via contractor selection and the monitoring of sustainability performance against KPIs. We also support our clients' data management and reporting requirements whether it be for frameworks such as GRESB, WELL and LEED or waste, water and utility information.

We have a strong record of achieving sustainable building certifications for our clients, increasingly in the area of health and well-being. In 2018, we assisted our clients in achieving a total of 254 green building certifications, helping to provide healthy, efficient and productive workplaces for their employees. Sustainable buildings go beyond energy use, extending to sustainably sourced construction materials and the preservation of local habitats, delivering value across social, financial and environmental factors.

Client sustainable building certifications	2018
Green Star	129
LEED	111
WELL	6
BREEAM	2
Other certifications	6
Total Figure	254



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.



11.3
11.7
12.2



Generating lasting value for our Clients

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.

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.

All electricity procured by Property Management UK on behalf of our clients is from certified natural renewable sources. 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 CO₂e. 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 CO₂e.

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

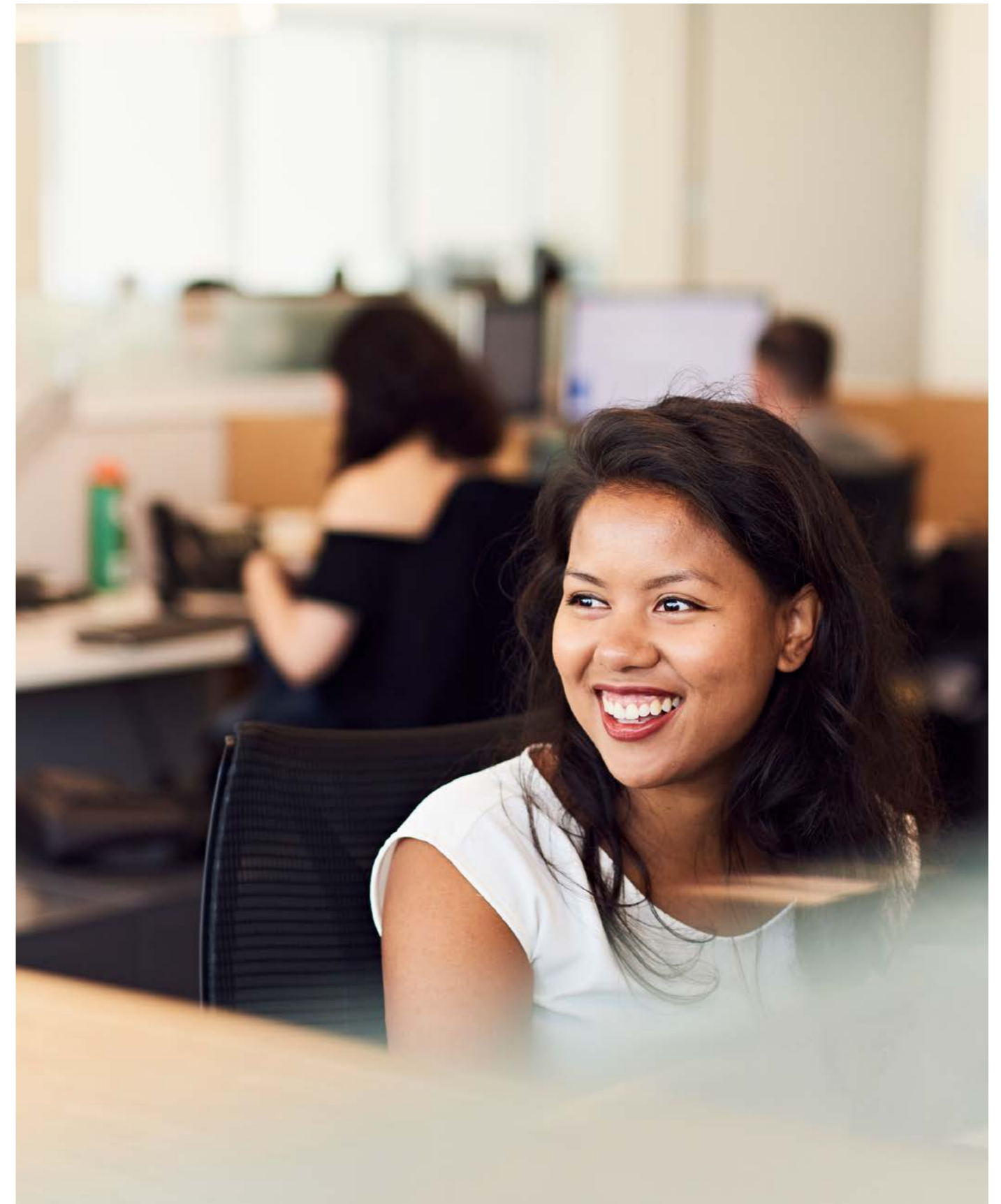
⁴ Those that received planning consent.



The world is changing so fast. Our clients are constantly looking for innovative and sustainable solutions. Sustainability to me is a decision to live consciously, be mindful of our depleting resources and to implement smart and sustainable tech solutions, especially in an emerging market like India."

Shankar Arumugham

Chief Operating Officer, Strategic Consulting, India



Making the best use of technology

JLL's commitment to technological innovation extends to our sustainability service offering for our clients. We utilize a number of technology platforms, both in-house and externally sourced, to help us deliver our clients' sustainability objectives. Our OneView Energy and Sustainability Analytics (OVESA) platform is used to manage the ever-increasing volumes of complex sustainability data

on behalf of our clients. This system, along with our other platforms such as the Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP), reflects our commitment to investing in digital, data and information management platforms. Furthermore, JLL's IntelliCommand monitors and analyzes real time building data to

optimize building operations, reduce energy costs and minimize costly equipment outages. By deploying flexible technology solutions, we were able to measure, manage and improve environmental impacts for approximately 80,000 buildings included on these platforms in 2018.



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 Australian 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.



8.8
11.3



Generating lasting value for our Clients

LaSalle Sustainable Property Investing

LaSalle believes that environmental, social responsibility and corporate governance (ESG) factors can have an impact on investment performance to varying degrees across companies, sectors, regions, asset classes and timeframes. We believe these factors should be considered when evaluating real estate securities, real estate-related investments and managing real estate assets.

LaSalle's approach is consistent with its belief that LaSalle is more effective in developing top quality sustainability practices by formulating policy and setting priorities at the global and regional levels and integrating sustainability into the practices of all fund level personnel. LaSalle's goal is to drive sustainability as an integral component of its business activities on behalf of its clients.

LaSalle Investment Management's primary objective is to deliver superior investment results for its clients; sustainability best practices are a key component to achieving this objective. LaSalle has a range of tools such as its Global Environmental, Social Responsibility and Corporate Governance (ESG) Policy, Due Diligence Guidelines and its GreenGuide, which

details how LaSalle incorporates sustainability into its decision-making process for investments. Working together, LaSalle's Sustainability Officers, fund teams and asset managers are responsible for implementing ESG best practices and reporting to clients on the sustainability programs within their funds. LaSalle believes that integrating sustainability into its operations not only enhances the performance of its client's investments, but also helps attract sophisticated investors to LaSalle's investment vehicles.

At the core of LaSalle's "DTU+E" Investment Strategy are Environmental Factors, a secular demand driver for real estate investors. Like our other secular drivers (Demographics, Technology, Urbanization) LaSalle's hypothesis is that a broad array of E-Factors will influence real estate usage and investment performance across nearly all countries where LaSalle invests.

One of the five guiding principles in LaSalle's ESG Policy is to reduce the environmental impact, monitor the effects of climate change on clients' properties and improve performance. One way in which LaSalle does this is through participation in voluntary

industry initiatives, such as the Urban Land Institute's Greenprint Center for Building Performance (Greenprint) and the Global Real Estate Sustainability Benchmark (GRESB).

Greenprint is a worldwide alliance of real estate owners, investors, financial institutions and other industry stakeholders committed to reducing carbon emissions across the global property industry. In 2018, LaSalle submitted all assets under operational control in the Americas, Asia and Europe to Greenprint for benchmarking and tracking.

LaSalle submitted \$14.7 billion in assets under management (AUM) to the Global Real Estate Sustainability Benchmark (GRESB) in 2018. GRESB is an industry driven organization committed to assessing the sustainability performance of real estate portfolios (public, private and direct) around the world. Survey results for LaSalle's submissions provide existing and potential investors with ESG performance information. In 2018, all LaSalle submissions achieved Green Stars, including seven 4-Star GRESB ratings and five 3-Star GRESB ratings; LaSalle is committed to continuously improving its performance.



Case study

JLL Supports Majid Al Futtaim's Sustainability Journey

JLL's Upstream Sustainability Services team has been working with Majid Al Futtaim, a global real estate and retail company based in Dubai, for many years, providing strategic sustainability consultancy support to the Chief Sustainability Officer and Corporate Sustainability team. Most recently Upstream worked with Majid Al Futtaim to devise and implement their long-term strategic approach to sustainability, including a carbon and water reduction strategy.

We worked with the organization to translate its business leadership into sustainability leadership, resulting in a commitment to become Net Positive in carbon and water for operations by 2030, and for developments by 2040, which will allow Majid Al Futtaim to put more back into the environment than the business takes out. These ambitious commitments are a first in the region and mark Majid Al Futtaim out as an international leader in this sphere.

In 2018, JLL supported Majid Al Futtaim to understand, for the first time, the full extent and impact of its operations (with respect to carbon emissions and water) in over the 15 countries and more than 10 business lines in which it operates. We helped them to set the foundations for their approach by delivering staff training to help them understand the boundaries of the business' activities, gathering data from across the entire operation and calculating Majid Al Futtaim's carbon and water footprints of more than 1,000,000 tCO₂e and 7,000,000 m³ water.

Over the year we worked with the Corporate Sustainability Team at Majid Al Futtaim to raise awareness of Net Positive and to deliver training on a new data management platform which we have provided. The platform will streamline data collection and improve the accuracy

and ease of footprinting going forward. We also worked with the business to set energy and water efficiency targets across every site to start driving reductions in carbon emissions and water use and supported the business to develop action plans to drive the transformative changes which are needed to meet its Net Positive ambitions.

In addition to our technical work we have supported on a range of communications and awareness raising activities, including the publication of a series of report and white papers outlining the business' approach. These activities support Majid Al Futtaim on its leadership ambitions by sharing their best practice approach to inspire and inform other organizations.

“ We are immensely proud to be the first company in the Middle East to launch an ambitious Net Positive commitment in carbon and water. At Majid Al Futtaim sustainability is at the heart of what we do and our Net Positive commitment reflects our ambition to do good. Over the past seven years we have worked with our advisors at JLL's Upstream Sustainability Services to challenge and support us on our sustainability journey and they have been instrumental in getting us to where we are.”

Ibrahim Al-Zu'Bi
Chief Sustainability Officer, Majid Al Futtaim



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 grow⁵. 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.

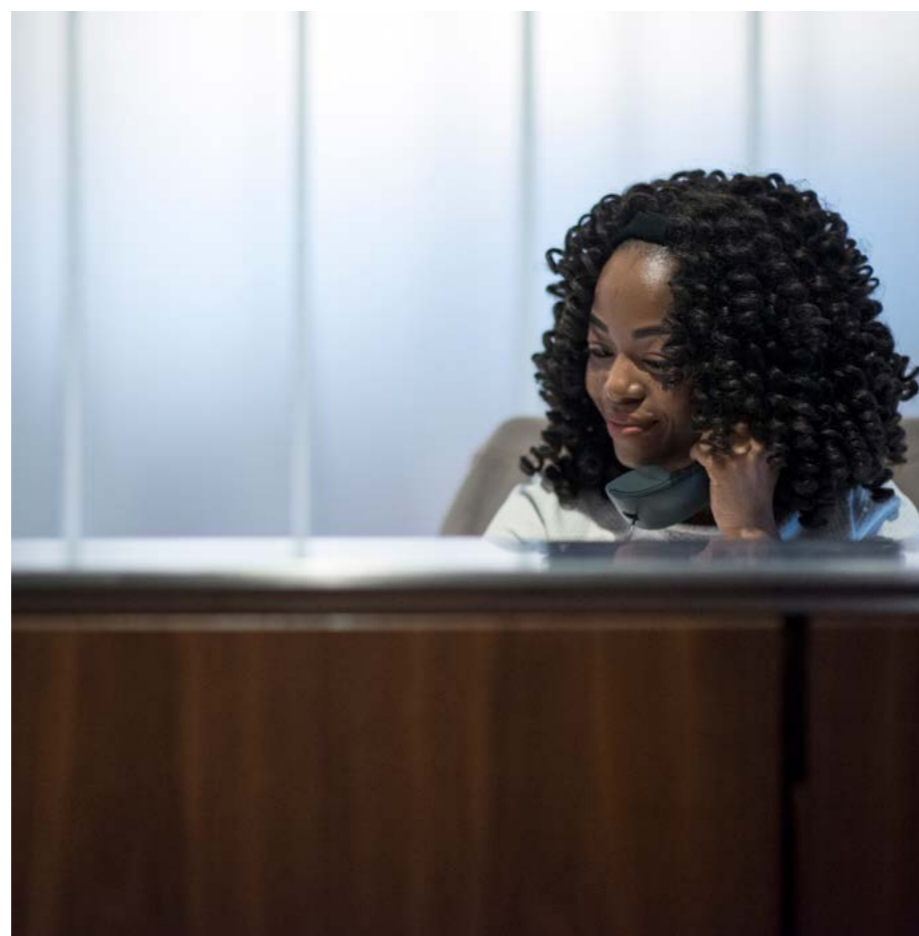
⁵ *Leading the Social Enterprise: Reinvent with a Human Focus. Deloitte, 2019.*

“

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

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

Target	Identify challenges and provide targeted solutions to the attrition of employees, particularly those with up to 3 years’ service by 2019.
2018 Performance	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.
Status	On track
Commentary	<ul style="list-style-type: none"> 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. 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.

Target	Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety.
2018 Performance	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.
Status	On track
Commentary	<ul style="list-style-type: none"> The global dashboard now provides coverage of 95% of the global business. Programs have been launched in all regions with collateral and training provided to facilitate regular and comprehensive health and safety consultation.

Target	Based on average employee Lost Time Injury Frequency Rate of the two prior performance periods, achieve a reduction of 10% by 2020.
2018 Performance	-9%
Status	On track
Commentary	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.

Engaging our People

Achieve your ambitions

We're making good on our promise to our people and candidates to help them achieve their ambitions.

2018 was an ambitious and transformational year for JLL. We've continued to further our Beyond vision by giving our people better ways of working. We've launched one global people information system (Workday)

and a global HR hub (HR Direct), implemented a global Career Framework and further improved our talent and data capabilities, strategies and processes across the world.

We also continue to see our employee value proposition come to life, through new initiatives and progress in recruiting, onboarding, career development and

performance management, and through the stories shared by our people.

Through evolving and upgrading our organization's capabilities, we continue to drive our commitment to achieving ambitions for our people, clients and stakeholders. We also want to continue to set up our employees for success.

Our culture of diversity and inclusion

Diversity and inclusion are strategic imperatives for the way we do business. Engaging in diverse and inclusive practices is not just the right thing to do; it also leads to better productivity, high performing teams and drives business growth.

At JLL, we succeed through inclusion and celebrate the characteristics that make us unique. This includes ability, education, generation, industry experience and thinking style, along with gender, ethnicity, race, religion and sexual orientation.

We are driving a programmatic approach to diversity and inclusion in our business, by casting a wider net to source diverse talent, proactively identifying diverse future leaders with our new talent framework, setting targets in short and long-term incentive plans around diversity and holding leaders accountable for building an inclusive culture.

We are making great progress in establishing a three-year strategy to build a diverse talent pipeline, focused

both on recruitment and also retention and progression of our talented female employees. We invest in our women and support them in their progression through development programs. We are focusing on closing the gender pay gap by including more women in our senior roles now defined by our global Career Framework.

We also highlight our diversity and inclusion progress to candidates and new hires via our global onboarding website, which reaches 28 countries so far.

This year, our focus both internally and externally is to create globally-aligned campaigns to communicate diversity and inclusion efforts, policies and practices. Our globally-aligned International Women's Day 2018 campaign, for example, centered around the official International Women's Day Program theme of Balance for Better.

Each JLL region is heavily committed to diversity and inclusion and drives initiatives and trainings throughout

the year. For example, regions have held unconscious bias trainings (Americas, EMEA), celebrated Diversity & Inclusion Week (APAC & EMEA), Black History Month (Americas), National Coming Out Day (EMEA & Americas) and International Day Against Homophobia, Transphobia and Biphobia (EMEA & some APAC countries).

We are taking action to improve the gender diversity of our leadership. As of April 2019, 44% of our independent board members are female including the Chairman of our Board, Sheila Penrose. In addition, of our executive hires in 2018, 75% were diverse in race and ethnicity.

Case study

Inclusive Workforce Celebrated in New Zealand

In 2018, JLL became the first real estate firm in New Zealand to earn the Rainbow Tick Certification, awarded to organizations in New Zealand that demonstrate a strong commitment and ability to make their workplace safe and inclusive for everyone. JLL showcased many aspects of workplace culture, including staff policies, training programs, internal and external engagement with staff, and engagement with external candidates.

"We decided pursuing the Rainbow Tick was a priority for the JLL New Zealand office, as we wanted to promote an inclusive workplace. The accreditation drove a number of changes within our business and we are really proud that JLL New Zealand has attained the Rainbow Tick Certification, joining a number of New Zealand's leading organizations," explains Todd Lauchlan, Managing Director at the JLL New Zealand office.



	Male %	Female %
Total employees	65%	35%
Board members	60%	40%
Leadership (L-Band)	84%	16%



Engaging our People

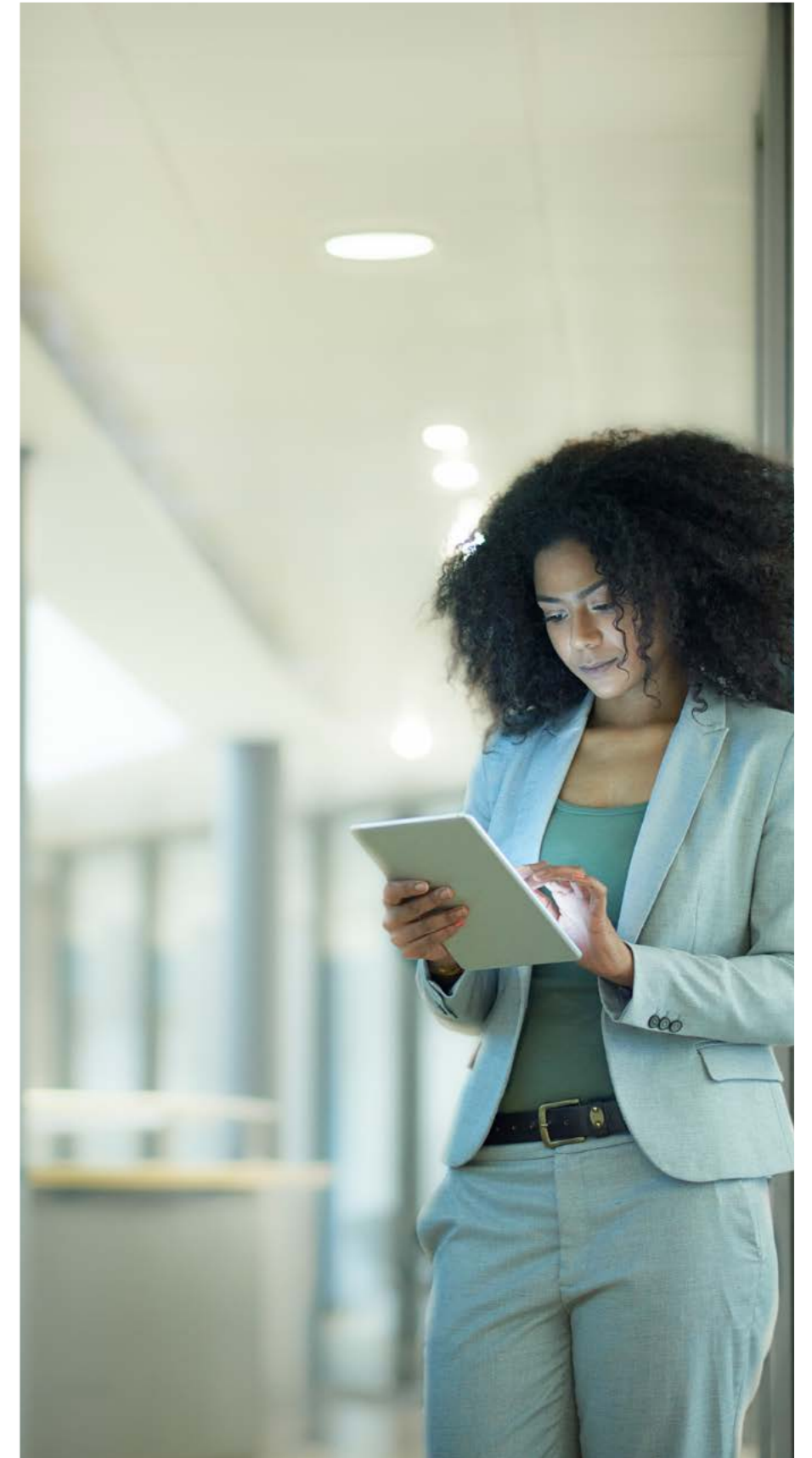
In 2018, we successfully established and externally committed to a goal for our Global Executive Board to improve representation of females in senior leadership over the next three years. We also developed a three-year global strategy to build a more diverse talent pipeline.

In recognition of our work in diversity and inclusion, we have earned several awards and accolades in 2018 and 2019:

- National Association for Female Executives - Top 70 Companies for Executive Women (AMR)
- Working Mother - '100 Best Companies' and the only CRE listed on the Diversity Best Practices Inclusion Index (AMR)
- JLL named one of America's Best Employers for Diversity by Forbes (AMR, 2019)
- Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index
- BLACK ENTERPRISE Best Companies for Diversity (AMR)
- Ranked 30th and the only property advisory firm in the annual Social Mobility Index. (UK)
- First real estate advisor to make Stonewall's Top 100 LGBT-Inclusive employers (UK)
- Turkey received the "Respect to Human" Award in 2018. The "Respect to Human" Awards honor successful projects in the HR sector and to encourage growth of these projects. (EMEA)
- In the top 100 in India's "Great Place to Work For All" accolade (APAC)
- Recognized as one of the winners in India's "Great Place to Work For All" accolade category: Best Workplaces for Women, 2018 (APAC)
- New Zealand received the Rainbow Tick, given to organizations who have demonstrated their commitment to make their working environment safe and inclusive - specifically for the LBGT+ community. (APAC)

The Global Sustainability Network

In 2018, JLL launched the Global Sustainability Network, which serves as a communications platform for employees across JLL. Through the Network of more than 2,500 employees in 49 countries, members can gain insight on how sustainability can add value to their business lines, as well as information on how they can get involved with the Building a Better Tomorrow program. Those in the program also serve as thought leaders and innovators who help bolster JLL's broader sustainability ambitions. Beyond our Global Network, there are also several regional sustainability networks that operate throughout JLL.





Engaging our People

Developing our talented workforce and streamlining operations

We are focused on enhancing career development opportunities to invest in our people and keep them engaged for the long-term. We have refreshed and updated our career development and management tools, and we continue to centralize our tools to become more globally integrated.

We focus heavily on engaging our employees through leadership opportunities. Our digital leadership development hub, leadershipatjll.com, provides a summary of our global leadership capabilities and accessibility to a wealth of developmental opportunities across every region. These trainings and resources focus on our approach to helping grow and advance leaders at every level. We call this program REAL Leadership. Our REAL Leadership program now has thousands of participants, and the program was selected for the Next Practice Award in 2019 by the Institute for Corporate Productivity (i4cp).

In 2018, we invested over \$16.25m on leadership training. We also invested \$14.3 million in state-of-the-art technology to help our people better plan their goals and develop their careers.

We continue to support our people in their career planning and progression and have refreshed and updated our career development and management tools. In 2018, we launched a global Career Framework that provides transparency and clarity on career paths and allows for our people to explore new career opportunities. We have continued to build on our performance management platform, MyPerformance, creating interactive tools to guide employees on maintaining and improving performance.

We've also moved to a better way of working in HR. Our new and improved HR Information System, Workday, is now fully implemented across the entire organization. This rollout represents an investment by JLL to improve the employee information management experience by making information easier to find, understand and organize. About 90% of our firm is also using one HR Hub for policy, process and service requests, called HR Direct. We are continuing to drive integration of digital, consistent and user-friendly HR technology as one, global HR team.

Region	Number of participants in REAL Leadership (online and in-person sessions)
Americas	6,506 employees
Asia Pacific	1,173 employees 5,993 online courses completed
EMEA	2,343 employees 5,505 online courses launched

Case study



JLL Earns Diversity and Inclusion Award

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.



8.5



Engaging our People

Rewarding and recognizing our employees

We are committed to offering our employees reward and recognition platforms that are truly connected to their ambitions.

In 2018, we continued to enhance and utilize our globally-aligned reward platform, Going Beyond. Our businesses in the U.S., Canada and Puerto Rico adopted Going Beyond as their official reward platform in January 2018, to

replace their old system. We continue to work on the deployment of the global reward and recognition program more broadly.

We have also made great progress on paying for performance. For example, in 2018, we saw a 42% average payout differentiation between a good and exceptional performer in the Americas. We are starting to see an increase in

differentiation in our other regions, as well.

Our focus on employee growth in the reward space this year was centered on ensuring our Career Framework was launched and implemented smoothly. Our focus for 2019 includes improving our existing processes by implementing new compensation planning tools and technologies.



Engaging our People

Health and well-being

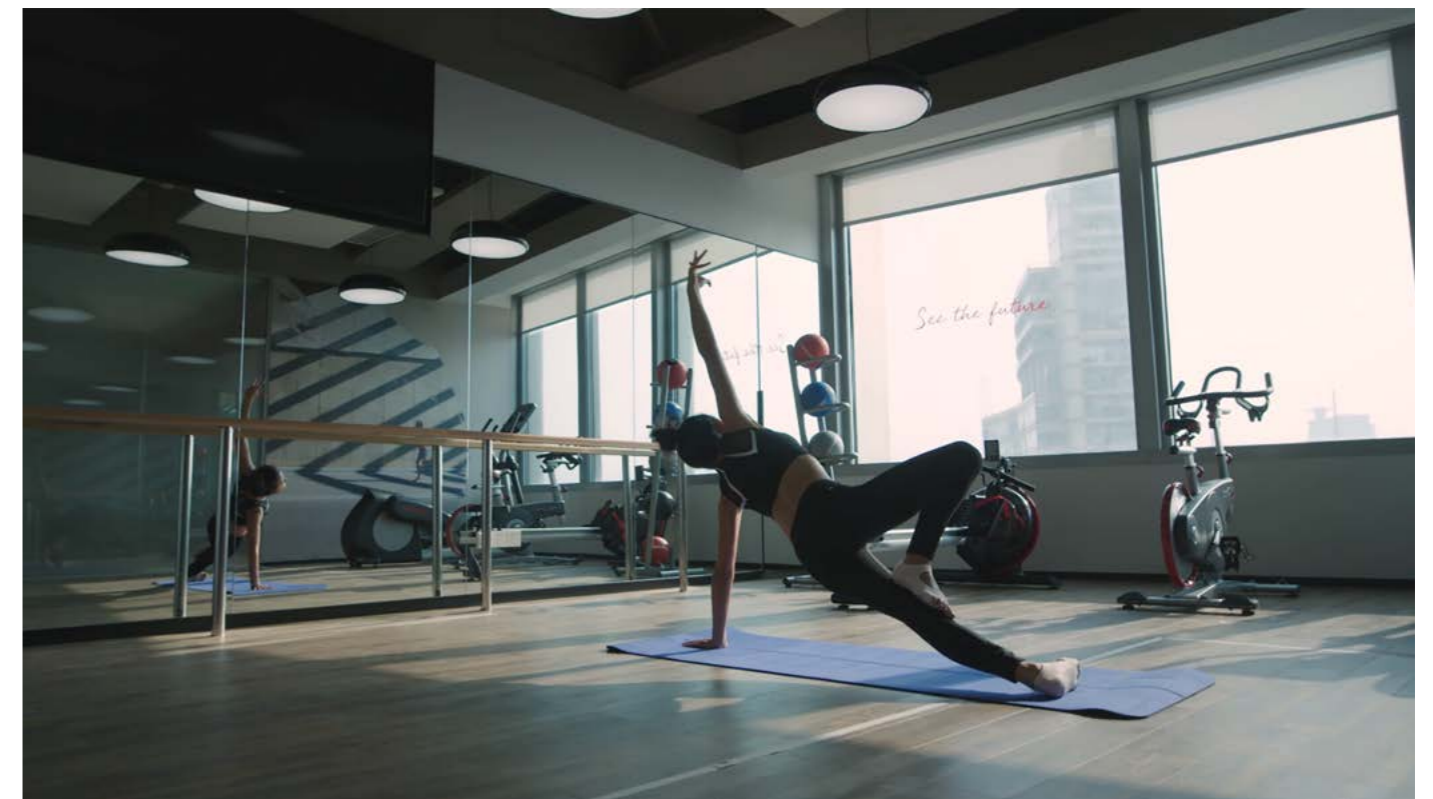
At JLL, we continue to deliver meaningful lifestyle and well-being opportunities for our people. These opportunities are accessible to employees in every country. Our commitment to wellness is evident through a number of programs that have been conducted over this reporting period. In Asia Pacific, JLL promotes wellness through thoughtful office designs and an ongoing wellness agenda. In 2018, our state-of-the-art Shanghai Office was awarded the Leadership in Energy and Environmental Design (LEED) v4 Platinum certification in the Interior Design and Construction category, the highest possible recognition offered. In 2017 it also received WELL Platinum certification, recognizing features of the building that impact the health and wellness of those who occupy it.

In Australia, a variety of wellness events were offered in 2018, from blood drives and onsite flu vaccinations, to weight loss and step challenges. In Australia, 80 JLL employees participated in the “Walk 10000 Steps a Day” event in September 2018. While in the UK in June 2018, over 750 employees participated in Wellbeing Day activities, including: supporting mental and physical wellbeing, massages, healthy food education, health checks and visiting health kiosks for measurement of physical and mental status.

There is also an emphasis on building the workplace to include wellness priorities. In France, two offices were

redesigned this year to improve our employees’ wellbeing and foster teamwork and creativity. In Germany, all new offices (in Munich, Hamburg, Cologne, Stuttgart and Frankfurt) were designed based on new workplace strategy to improve employee concentration and collaboration. In Turkey, JLL’s office has a library, and employees are encouraged to read for their mental health. Twice a year JLL in Turkey organizes a book fair to foster engagement, and the office invites other companies in their plaza. In Italy, there are plans in 2019 to host an all-staff workshop on emotional intelligence that will include topics like emotional awareness, stress management and mindfulness.

Our health and well-being program in the U.S. is well-established. JLL has a robust Health Rewards program that allows employees and their spouses to earn up to \$725 annually by participating in healthy activities. Employees are also offered a wide variety of tools to improve or address health issues. Partnerships like Real Appeal, a digital weight loss program offered to employees at no cost, has helped JLL participants lose 17,305 pounds over 3.5 years. Because of these and other efforts, JLL won the NBBG Platinum award for Best Employers for Healthy Lifestyles. We are constantly working toward a more integrated, global approach to well-being that takes advantage of valuable and motivating health and wellness opportunities for all employees.



“ Throughout my career, JLL has always supported me and offered challenging and satisfying opportunities. But my greatest challenge came in 2012 when my wife was diagnosed with pancreatic cancer. JLL was there: the flexibility, support and compassion expressed towards me and my family was extraordinary.”

Timothy Mandilakis

Senior Vice President, General Manager, Account Lead, Americas

Engaging our People

Our culture of health and safety

8.8

The health and safety of our employees is of paramount importance to JLL. In 2018, we continued to strengthen our focus on the health and safety of our employees and supply partners, both in our own offices and the sites we manage on behalf of our clients. Regrettably, and despite our best efforts to bring about improvements in all aspects of health and safety management, two JLL employees were fatally injured as the unfortunate outcomes of a natural disaster and single vehicle accident. In both cases we offered extensive counselling and worked with our stakeholders to identify mechanisms for preventing similar incidents from re-occurring.

We launched our “Future of Work” research series with focus on “the human experience” – a reference to how the work environment can have a positive impact on the employee’s overall happiness and productivity. Our continued commitment to providing a work environment where employees and contractors can thrive is no better demonstrated than in our JLL Chicago and Shanghai offices where we have refurbished our own tenancies to meet the highest standards of health, safety and wellness. These offices have become showcases for illustrating to staff and clients that there are real benefits for this type of design.

We continued to expand the number of businesses and locations where we have certification to international standards such as ISO14001 and OHSAS18001 and have commenced a transition plan for those businesses with OHSAS18001 and/or national standards certification to the new ISO45001:2018.

For 2018:

- Our Lost Time Injury Frequency Rate was 0.20, a reduction of 9% compared to the two previous reporting periods.
- Our Recordable Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, was 0.53.
- Our Days Away, Restricted Duty and Transfer (DART), a measure of recordable illness and injury per 100 full-time employees per year that resulted in days away from work, was 0.26.
- In addition to the above performance, we were informed by our insurance carrier that our Experience Modification Rate (EMR) had been adjusted to a rating of 0.51 in 2018.

JLL’s Global Safety Week continues to be a successful event in raising awareness and engaging JLL staff, contractors and clients to focus on topical health and safety matters. In 2018 Global Safety Week included activities such as seminars, site-based role-plays, poster design competitions, and awards.

JLL’s dedicated Global Health and Safety Report is available on JLL.com.

Case study

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.

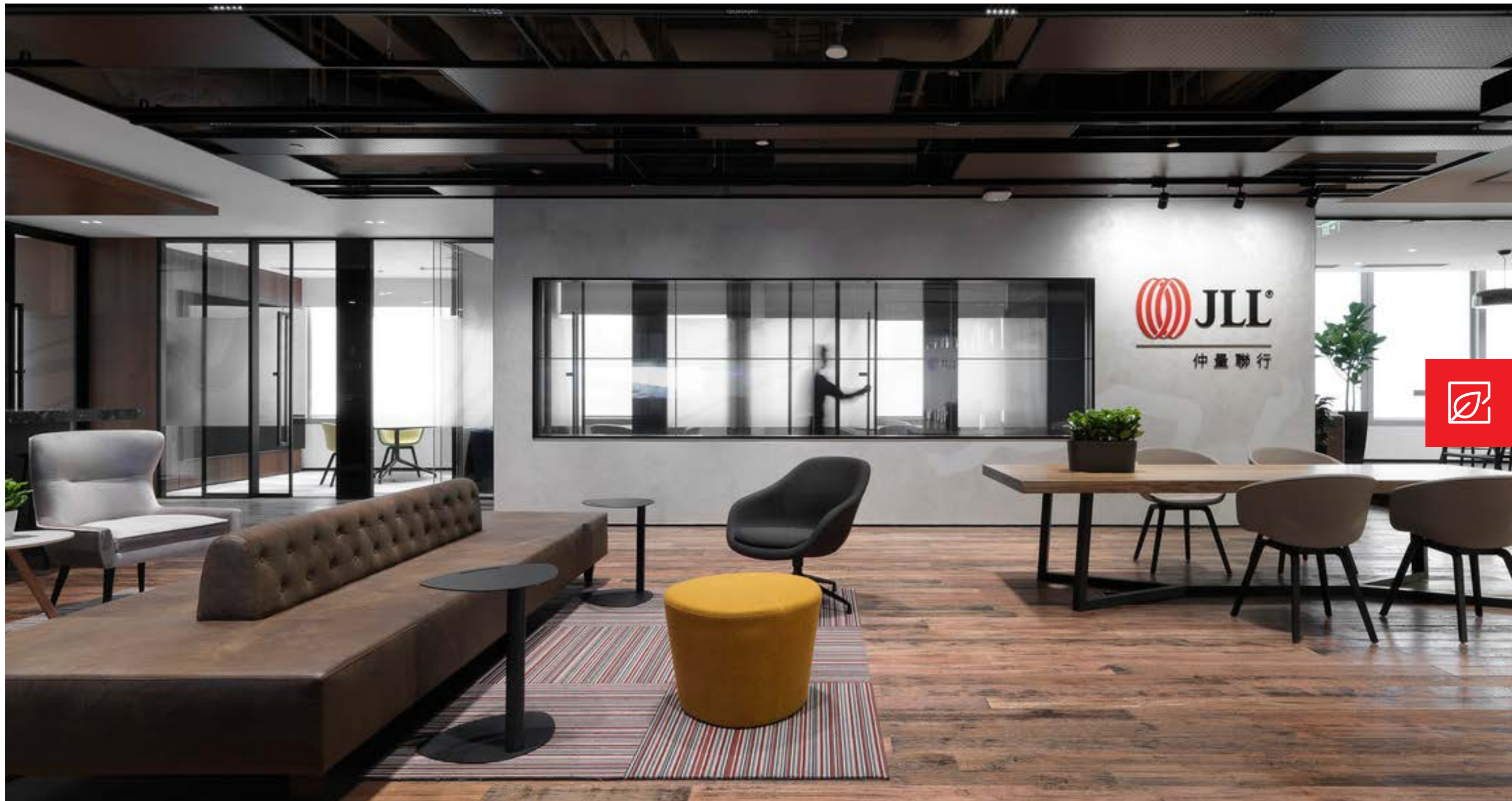
“It is not common for the results of a survey to be presented in such a transparent manner and for employees to be given the opportunity to have a direct opinion on working conditions, to propose things that can possibly be implemented,” said Ana Merino, Talent Management & Talent Acquisition Lead for 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 emissions⁶. 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 sectors⁷, with potential savings estimated to be as much as 85 Gt of CO₂ and energy savings of 50% or more by 2050⁸.

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 indoors⁹. 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

Target	Reduce building-related energy consumption per corporate office employee by 2% p.a. by 2019 ¹⁰ .
2018 Performance	-15.5%
Status	On track
Commentary	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.

Target	Reduce building-related GHG emissions per corporate office employee by 2% p.a. from 2017 to 2019 ¹⁰ .
2018 Performance	-16.1%
Status	On track
Commentary	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.

Target	100% of office space >10,000 ft ² to have a sustainability certification by 2030.
2018 Performance	39%
Status	On track
Commentary	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.

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

Target	Sustainable procurement framework to be adopted globally by 2020.
2018 Performance	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.
Status	On track
Commentary	<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"> Established a Global Sustainable Procurement Working Group with representatives from each region, who are tasked with developing and delivering the framework globally Developed the Framework with input from each region Agreed targets and metrics to support delivery Established a robust monitoring and progress reporting system Completed a global spend analysis which will inform many of the steps going forward Began developing roadmaps to ensure all regions have fully adopted the framework by 2020 <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>

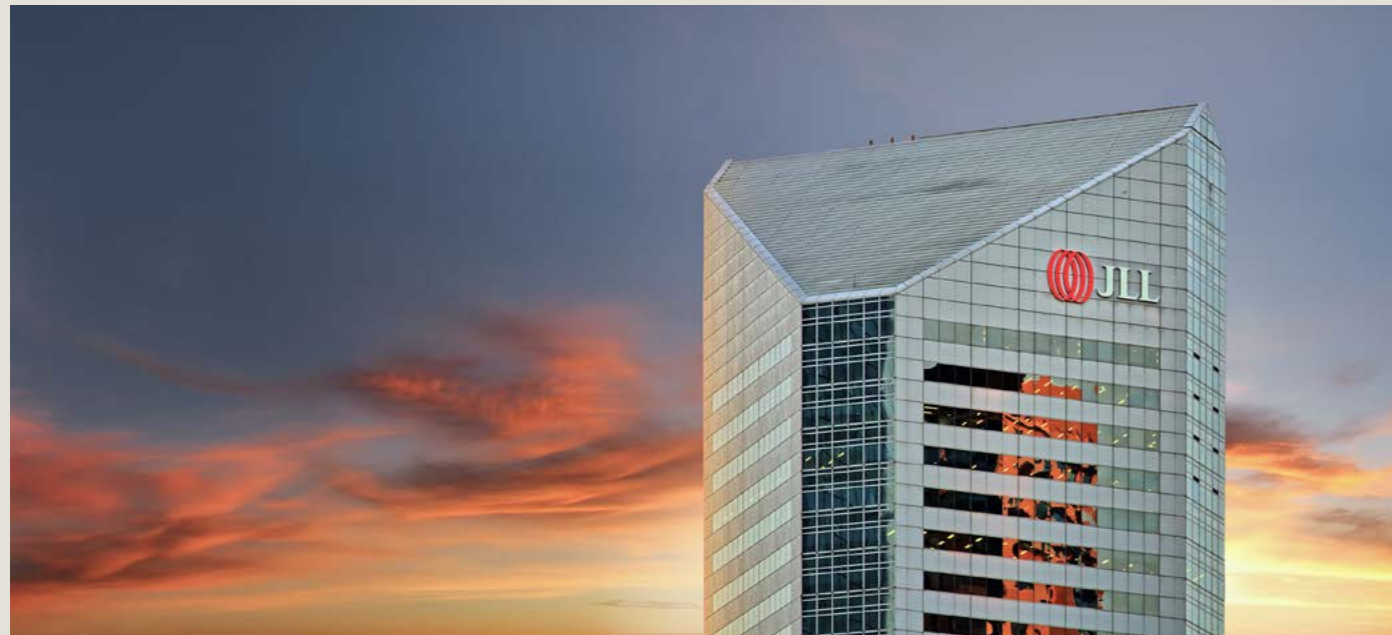
⁶ International Energy Agency, Energy Efficiency: Buildings. <https://www.iea.org/topics/energyefficiency/buildings/>

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

⁸ 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

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

¹⁰ The calculation methodology has changed between 2017 and 2018, please refer to ANNEX A 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](#).

Transforming our Workplaces

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 _{2e})
TOTAL	TOTAL EMISSIONS	13,888,131
Scope 1	Total Scope 1	36,416
	Fleet: Fuels	36,008
	Offices: Natural Gas	329
	Offices: Fuels	79
Scope 2	Total Scope 2	28,135
	Offices: Electricity	27,977
	Offices: District Heating	158
Scope 3	Total Scope 3	13,823,580
	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
Outside of Scope	Total Outside of Scope	928
	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

Transforming our Workplaces

As a contributing factor in our target performance, we also take advantage of green energy. We aim to increasingly utilize renewable energy sources that reduce greenhouse gas emissions associated with our operations, while supporting the demand for clean energy.

JLL's 2018 business travel activities generated approximately 76,740 metric tons of CO₂e. In support of our aims of driving down business travel and providing staff with options to support flexible working practices, our employees

are routinely provided with personal IT equipment with web conferencing functionality. Our largest offices provide onsite video conferencing facilities in meeting rooms.

We're working hard to eliminate unnecessary travel and to encourage the use of less impactful modes of transport. We encourage all our employees to make use of the technology we provide to eliminate travel whenever possible.

Waste and water

We're working to address the impact we have through our water consumption and waste generation. Obtaining data on these impact areas from our global portfolio continues to be challenging. We aim to address this through JLL's corporate real estate strategy. We are currently working on developing our approach to tackling waste and water and will be announcing targets for these areas as part of our 2020+ targets.

In the meantime, we have used internal benchmarks based on actual data to generate estimated water consumption and waste arisings for our global office portfolio, as shown in the tables below. These figures should be treated as indicative. This is the first time we have undertaken this exercise so we are not able to show comparative data for previous years' performance.

Estimated 2018 waste to landfill (metric tons)

3,526

Estimated combusted waste (metric tons)

617

Estimated recycled waste (metric tons)

3,007

Estimated composted waste (metric tons)

93

Estimated electronic waste (metric tons)

211

Estimated 2018 water consumption (m³)

217,739

“

To me as a Workplaces Strategy Consultant, sustainability goes beyond the efficient use of natural resources. Sustainable workplaces should enable people to think, share, express and discuss ideas. My sustainability ambition is not to waste innovative potential.”

Samia Toemen

Workplaces Strategy Consultant, Germany





JLL's German HQ gets Sustainable Upgrade

Playing our part in Building a Better Tomorrow, we seek to provide our employees with spaces that maximize their productivity and wellbeing and at the same time minimize the environmental impact of our office portfolio through energy and resource efficiencies. Therefore, we chose a LEED-certified building for our new German headquarters in Frankfurt, which is both energy efficient and supportive of employee wellbeing.

Christian Stumpf, Workplace Strategy Director, Germany, believes sustainability is about maximizing the use of space. "The most sustainable square meter of workspace is the one you don't need. It saves the resources needed to build it, the energy required to heat it and the money to rent it. Our new German workplace vision and guidelines focus on flexible and effective use of space to reduce our overall footprint whilst providing a healthy and vibrant work environment."

At our new office, we have looked at how we can make the best and most productive use of our space, by encouraging flexible working and implementing a desk-sharing approach. JLL Germany has also introduced a range of initiatives to reduce the office's environmental impact—one small example is that the office has switched to providing filtered water instead of ordering bottles to cut down on single-use plastics.

Transforming our Workplaces

Improving our data

In the past, collecting a full data set for our carbon footprint has been challenging. Through the newly-created governance we have established for Building a Better Tomorrow, this has improved substantially. However, there is still significant room for improvement to ensure that we are getting timely, accurate and consistent information from across our global operations.

To support efforts to drive improvements in our data quality we are working alongside JLL's world-class Energy and Sustainability Services team to develop and implement data management systems and processes. By the end of 2019 we will have established a carbon and energy management system and accompanying service provision for our global portfolio. This is supported by a comprehensive data management strategy.

In addition to our efforts to improve the data relating to our portfolio energy consumption, we are working closely with other functions across JLL to ensure that we are able to collect good quality data on our business travel, fleet operations and other wider impacts.

Progress against our interim targets

In 2017 we announced two interim carbon reduction goals to ensure that we are continuing to tackle our greenhouse gas emissions while we set our Science Based Target. These targets focus on JLL's corporate office portfolio and the staff population in those premises.

Using 2017 as a baseline, we have committed to:

- Reduce building-related GHG emissions per corporate office employee by 2% p.a. by 2019.
- Reduce building-related energy consumption per corporate office employee by 2% p.a. by 2019.

Our performance against these targets in 2018 is shown in the table below.

Performance against our interim carbon targets

Year	2017	2018
Corporate Office Energy Consumption (kWh)	50,145,524	52,850,545
Corporate Office GHG Emissions (mtCO₂e)	22,993	24,060
Corporate Office Employees	20,783	25,921
Energy Consumption per Corporate Office Employee (kWh/Staff)	2,413	2,039
GHG Emissions per Corporate Office Employee (mtCO₂e/staff)	1.11	0.93
Energy consumption per corporate office employee (% change vs 2017)	-	-15.50%
GHG emissions per corporate office employee (% change vs 2017)	-	-16.10%

¹² Due to changes in our data collection and estimation methodology, we have re-estimated our 2017 figures based on 2018 benchmarks to provide a more accurate representation of our baseline consumption. More details on this can be found in our data notes.

Transforming our Workplaces

Creating healthy and sustainable buildings

The buildings in which we spend so much of our time can have a huge impact on our health and well-being. At JLL, we want to provide our employees with office environments that are not only safe and secure but also foster and promote mental and physical well-being. We seek to do this by incorporating best-in-class sustainable buildings standards in our offices wherever possible.

Sustainable buildings not only have a reduced impact on the environment, they also provide workplaces which support health, well-being and productivity. We seek to apply sustainable practices whenever we can, and fit-outs provide a great opportunity for us to do so.

In 2017 we introduced a target to ensure that every building we occupy over 10,000 ft² has a sustainable

building certification by 2030. This will serve to ensure that we are providing the most efficient, healthy and productive workplaces for our staff, while providing a platform for us to deliver future savings against our Science Based Target.

No. of buildings >10,000 ft²

114

No. of buildings over 10,000 ft² with a sustainable building certification

44

% of buildings over 10,000 ft² with a sustainable building certification

39%



We know that how you work is as important for well-being as where you work. That's why we have adopted flexible working practices across large parts of our firm, giving our employees the freedom to work in a way that suits them and enables them to achieve a healthy work-life balance. Not only does

this support our staff in achieving their ambitions inside and outside of work, it also serves to support JLL's aims of being an employer of choice that attracts and retains the best talent.

JLL has also widely adopted innovative policies in the area of workplace

strategies, such as hot-desking, evolved open plan environments, flexi time and making use of communications technologies to support remote working. Making best use of these strategies can reduce costs, improve productivity and drive efficient use of space.



World Economic Forum, Young Global Leader

In March 2019, the World Economic Forum invited JLL’s Senior Director of Global Sustainability Sarah Nicholls to join its Forum of Young Global Leaders (YGL).

The Forum of YGLs was launched in 2004 as a way of helping the world meet increasingly complex and interrelated challenges. Sarah is part of a select group drawn from governments, NGOs, Fortune 500 companies and entrepreneurs. Together, these leaders are using their diverse skills to create transformational experiences and initiatives to improve the state of the world.

Over its 15-year history, YGL members have contributed to the launch of organizations and initiatives, business partnerships and seed funding for bold new ideas. Sarah will bring her experience into the community to advance the scale-up of YGL initiatives, as well as help forge new approaches aimed at building a more sustainable future.

Sarah participated in the YGL Greenland Expedition in May 2019, meeting with Inuit leaders to understand how Greenland is adapting to global heating and learning from two of the world’s foremost scientists on climate change. While much of the trip was focused on learning and experiencing the immediate impacts from climate change, YGLs also focused on creating solutions and planning for future action – including where JLL can do more around climate change.

Transforming our Workplaces

Sustainable Procurement

Supply Chain Management and Procurement (SCMP) is at the heart of the Building a Better Tomorrow agenda, supporting all four pillars of Clients, People, Workplaces and Communities, and we recognize that a large proportion of our impact occurs in our supply chain. With spend in excess of \$30bn globally, we have a responsibility to ensure that we are minimizing the impacts of these purchases and making a positive contribution to society and the environment.

Our supply chain

JLL has an extensive supply chain which supports a significant amount of procurement for us and our clients. We manage 4.6 billion square feet of space for clients worldwide and have a total third-party spend of more than \$35 billion, whereas our corporate spend totals approximately \$1.2 billion.

We’ve undertaken a process to segment JLL’s client and corporate spend to focus on key categories, organize resources and develop and implement a strategic approach that delivers value by managing cost, revenue and risk. The top five spend categories globally are:



There are different impacts and risks associated with each of these categories, and each has varying significance in different parts of the world. As part of our Sustainable Procurement Framework, described below, we will identify top sustainability impacts of our key spend categories, and developing subsequent policies, supplier engagement programs and initiatives that help us reduce these impacts across our business.

We manage corporate and client procurement largely using the same platforms, policies and processes. The Sustainable Procurement Framework, Risk Management, Ethics and Compliance program, our Code of Ethics and the other initiatives listed below, apply to both corporate and client procurement to ensure the processes and principles are consistent no matter the type of spend.



My sustainability ambition is to create awareness and effectively influence my colleagues in our corporate office space to make small changes to reduce their carbon footprint. This could be by finding ways to reduce their waste, learning how to dispose of waste correctly or thinking about how they commute to work. With our combined efforts around the world, we can truly build a better tomorrow.”

Carla Guarin

Global Ethics and Compliance

Our Global Sustainable Procurement Framework

We have committed to adopt a global Sustainable Procurement Framework, which guides our business through five levels of sustainable procurement, enabling a systematic approach over time and allowing us to measure and monitor progress on sustainable procurement. Based on Defra’s Sustainable Procurement Framework, we will guide actions across 5 areas:

1	People: Training our employees, assigning champions and accountability throughout the business.
2	Policy, strategy and communications: Developing sustainable procurement policies and strategy in line with wider business strategies
3	Procurement process: Undertaking spend and impact analysis and including sustainability criteria in the procurement process.
4	Supplier engagement: Engaging and collaborating with suppliers on sustainability initiatives.
5	Measurement: Effectively measuring and reporting on progress.

EMEA snapshot

In EMEA, due the level of maturity of the sustainability agenda in the real estate market, JLL started its sustainable procurement journey in 2017 and has taken a holistic approach to sustainable procurement.

Following an extensive exercise to

understand what sustainability risks and opportunities there were to JLL as a business, we identified ten key priority issues for us to focus on:

Against each of these priority issues, we have requirements for our supply chain that go beyond legislation.

JLL will identify the best procurement offer based on a total value assessment that includes an analysis of how suppliers manage these key priority issues and in time we will favor suppliers who have embedded sustainability into their business activities and their own supply chain.

Top Ten Priority Issues

- 1 Energy & Carbon
- 2 Health, Wellbeing and Safety,
- 3 Climate Change,
- 4 Energy & Carbon
- 5 Organizational Governance,
- 6 Diversity & Inclusion,
- 7 Promoting Social Responsibility,
- 8 Fair Pay Practices & Living Wage,
- 9 Life-cycle Costing & Circular Economy
- 10 Skills Development.

Vendor Code of Conduct

At the center of our sustainability program is our [Vendor Code of Conduct](#), through which we continuously seek to improve the sustainability practices of our suppliers. We expect all our suppliers, whether they provide goods or services directly to JLL or indirectly to

our clients, to embrace our commitment to our Building a Better Tomorrow program through the practices described in our Vendor Code of Conduct. By acknowledging the Code, they commit to conducting their business in accordance with social, ethical and environmental

principles. We ensure compliance with the Code through our vendor due diligence and on-boarding program and also provide ethics and compliance training to some of our key high-risk suppliers to align on our expectations with respect to the Code.

Transforming our Workplaces

A risk-based approach to supply chain management

JLL's global vendor risk management, ethics and compliance (RMEC) program seeks to identify and decrease potential business and sustainability risks and legal liabilities when engaging suppliers both for ourselves and our clients. The RMEC Framework is executed in the following five phases:



During the qualification phase, JLL collects and assesses data on the high and medium-risk suppliers' policies, management systems and practices on applicable risk areas such as ethics, labor and human rights including modern slavery, supply chain management and health, safety, security and environmental practices in order to make informed decisions about them in consultation with internal subject-matter experts. Informed by the due diligence results, suppliers are classified as "approved", "approved with conditions" or "rejected". Suppliers classified as "approved with conditions" may be engaged by JLL subject to appropriate risk mitigation plans, which may include stringent service level agreements and additional contractual obligations, representations and warranties.

While we directly engage with suppliers to assess risk, we also partner with third party risk management providers such as Avetta to collect and validate data on some of our high-risk suppliers' ethical behavior, and health, safety and environmental practices in order to comprehensively address the risk presented by them.

Managing the social impact of our supply chain

JLL respects and supports human rights principles as defined by the Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. JLL works to ensure that we do not violate these human rights principles throughout our business operations. In 2017, to support this commitment, we published our statement on Modern Slavery and Human Trafficking, which is available on our website.

Our supplier RMEC program has embedded modern slavery, human rights and workplace safety as a key focus in our supplier pre-qualification and due diligence process. We also require

our suppliers to provide information on their own policies and processes when engaging fourth parties for provision of goods and services to us and our clients. In addition, our work on establishing a governance and audit framework, supported by third-party platforms such as Avetta, is helping to strengthen our focus on labor practices, human rights and health and safety considerations across the scope of our procurement activities.

JLL encourages transparency and reporting of issues by suppliers and maintains a global ethics helpline as well as a website to facilitate anonymous reporting by third parties. We have a non-retaliation policy for reporting of issues or incidents in good faith.

Supplier diversity

JLL has a formal Supplier Diversity Program in the US, which is aimed at promoting and increasing business opportunities for minority, women, disabled, veteran and/or LGBTQ-owned business enterprises to ensure that they receive their fair market share of our client's business. JLL has been an active national member and supporter of three leading diversity organizations – National Minority Supplier Development Council (NMSDC), National Gay Lesbian Chamber of Commerce (NGLCC) and Women's Business Enterprise National Council (WBENC). Over the last three years, JLL US has spent on average in excess of \$900 million annually with minority suppliers and contractors. Select direct and indirect supplier partners are encouraged to host their own initiatives and programs

to support inclusion and utilization of Diverse Business Enterprises (DBE), enabling JLL's commitment to grow and develop diverse enterprises.

In Australia, Pacific Services Group Holdings (51%) and JLL (49%) jointly set up Evolve FM, the only Indigenous majority-owned full-service facilities management company in Australia. Evolve FM has been awarded a three-year facility and property management services contract with federal government department, Indigenous Business Australia, looking after the department's portfolio of 15 properties across Australia.

Throughout EMEA, it is also a key priority to ensure we represent and

pioneer this agenda within the real estate market. Our approach includes:

- Leveraging, optimizing and creating opportunities for diverse suppliers and long-term development. Growing clients' incumbent diverse supplier relationships into new services and/or geographies.
- An established network with our clients' supplier diversity managers in order to leverage our activities, share best practices and communicate current initiatives.
- Collaborating to develop training programs for contracted diverse suppliers.





Transforming our Workplaces

Ethics and sustainability training for procurement professionals

We want to make sure that all of our procurement employees have the knowledge they need to build ethics and sustainability into everything they do. In 2018, we ran ethics and compliance workshops for our key dedicated supply chain management employees across all three regions. We also conducted ethics and compliance training workshops for some of our vendors in key risk markets and are in the process of developing a mandatory online ethics training session for all suppliers. We have set a global target of training 100% of our dedicated supply chain employees on the Code of Business Ethics by end of 2019 and are currently developing a formal ethics training program. In addition, the procurement function has been identified as one of the core functions to undertake targeted sustainability training as part of our Clients pillar goal (See page 25).

Procuring sustainably for our clients

JLL has also established several initiatives to specifically address procurement for clients.

JLL's Synergy Program (US) is focused on developing and fostering relationships with preferred suppliers to offer a broad range of "Best in Class" goods and services to fit clients' individual needs, including sustainability objectives. Through the Synergy program, we centralized relationships that are maintained by both the strategic sourcing and project management teams, leading to greater collaborative engagement on behalf of our clients. Significant value is created for our partners as well, motivating them to provide optimal value towards our sustainability and other offerings, allowing us to deliver significant cost savings and reductions in time.

We have a similar program in place throughout APAC, which focuses on developing and mentoring our preferred vendors to deliver fit for purpose services

aligned to JLL sustainability targets and ethical and responsible procurement.

JLL's US Supplier of Distinction Awards (SODA) program recognizes top supplier partners that play a vital role in elevating our firm's ability to deliver the highest caliber of service, value and innovation to our clients. Sustainability criteria is embedded into award categories such as Innovation, Total Cost Management and Collaboration, and there is a dedicated Energy and Sustainability Award as well as a Diverse Supplier of the Year Award to recognize specific achievements in this area.

In addition, many of our clients in the electronic industry have adopted the Responsible Business Alliance Code, which establishes standards to ensure that business operations in the electronics industry supply chain are conducted ethically and sustainably. Similar standards are applied to their first-tier service providers. We adopted the RBA Code in 2012 and regularly engage with our clients and RBA to demonstrate our compliance with the Code.

Case study



Eat Well, Live Well Program Supports Sustainability

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.

3.4
12.5



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.

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.



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





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.





Performance against our targets

13 Target	Increase our employee community time contributions year on year with the aim of reaching 15,000 days by 2020 ¹³ .
2018 Performance	12,245
Status	On track
Commentary	<p>Worked with eight key markets to:</p> <ul style="list-style-type: none"> • Establish governance for charitable efforts • Ensure that all employees are given the opportunity to spend their working time volunteering via formal volunteering policies • Communicate volunteering opportunities and encourage employees to take them • Set up effective data tracking and reporting systems <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>

¹³ 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 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



Supporting our Communities

Contributing time and investing in the community

Our people are committed to JLL's core values of teamwork, ethics and excellence. These values are the foundation of our organization. Clients, employees, business partners and potential hires are drawn to these values, as well as our commitment to a sustainable future.

As part of this commitment, we strive to be good corporate citizens. The Building a Better Tomorrow program, and the work done at JLL more generally, cannot succeed in a vacuum, which is why we aim to give back whenever possible. The work we do with our clients and through our volunteer efforts helps build robust and resilient communities that allow our business to grow and thrive.

At JLL, our communities efforts are purposely decentralized and carried out a local level. This approach allows for flexibility and agility in the way we engage communities by giving our local operations the autonomy to tackle the issues that they see as priorities and to reflect the wishes and interests of employees. We will continue to support this approach going forward; however, we recognize that as a business we have an opportunity to have a targeted, considered impact in certain areas that align with our business. We are currently considering options around a community program that allows us to have targeted global initiatives that will complement local efforts.

In some locations we have seen an increase in appetite for undertaking more pro bono and skilled volunteering work among our employees and we will continue our efforts to support them to do so.

While as an organization we have always prioritized volunteering, it wasn't until 2018 that we set a formal target for community service hours. The need for a

global target was supported by the results of our past materiality assessments, which highlighted the importance of providing employees with consistent opportunities for community outreach and engagement as a tool to attract and retain top talent and form strong community partnerships. Our 2020 target seeks to increase our community time contribution year on year, with the aim of reaching 15,000 days.

Our goal is to ensure that every JLL country has the same foundations when it comes to acting under the Communities pillar – namely, that every country has formal governance for charitable efforts and is providing their employees with opportunities to spend working time volunteering via community service policies. This allows us to increase our total volunteering hours in line with our target, and it lays the foundations for a global, impact-focused approach to community engagement in the future, which will help us successfully address our six key SDGs.

We measure our investments, including funds, time and other benefits in kind to assess how effectively we are engaging and contributing to our communities. To ensure that we are maximizing our impact, JLL is a member of LBG, a global network of organizations engaged with community investment activities. LBG produces a measurement framework that helps ensure organizations are taking a robust and credible approach to community investment, both for businesses and for wider society. LBG also helps organizations better understand their community inputs, outputs and impacts. JLL uses the LBG framework to inform our community strategy and to provide ourselves with a benchmark for our performance in this area.

In 2018, JLL recorded total charitable contributions of \$8.3 million from

both corporate and employee donations, as well as the cost to the business of employee time spent on community activities. Our corporate cash contributions were approximately \$5.3 million. Our business enabled JLL employees to give more than 12,245 days of their working time to support charitable causes, a 47% increase compared to 2017. This time contribution equates to a cost of approximately \$2.3 million in staff costs.

“*My sustainability ambition is to inspire the change in all of us. To put sustainability at the heart of the decisions and choices that we make every day. Decisions that transcend work and home life but determine the future for all of us.*”

Alex Conkleton
Lead Facilities Manager, UK

Case study



JLL Works to End Hunger in the US

At JLL, we know we cannot be successful without supporting the communities where we live and work. As a real estate services firm with a large global presence, we have the opportunity to bring about significant change and help those most in need. One way we aim to do this is by working to fight food insecurity.

As part of our commitment to Building a Better Tomorrow, we have teamed up with Feeding America, the largest hunger relief organization in the United States. In partnership with Feeding America and ezCater, JLL developed CaterCares, which is a free program that employees and businesses to fight hunger through every catering order placed. To date, we have donated more than 500,000 meals and are halfway to our goal of providing 1 million meals to hungry children and families across America.

“We’re committed to being a positive force in the communities where we

operate,” said Jay Koster, JLL Group Head of Americas Capital Markets & Investor Services, the business line where CaterCares initially took root in 2016. “Our employees, tenants, clients and friends have rallied around CaterCares to help tackle the problem of hunger. It’s a thrill to see this program continue to thrive, and we encourage any organization, whether they’re affiliated with JLL or not, to join in this effort.”

CaterCares started when one JLL employee had the passion to mobilize corporate America in the fight against hunger. Since then, JLL has organized employee volunteer events at Feeding America food banks in cities including Boston, Chicago, Dallas, Los Angeles, Nashville, Orlando, Phoenix and St. Paul, resulting in tens of thousands of meals for those in need.

One of these events took place in partnership with St. Mary’s Food Bank

Alliance of Phoenix, the world’s first food bank, during JLL Academy, an internal training program. During the event, JLL employees, including our global CEO, Christian Ulbrich, packed emergency food kits. Additionally, our team presented St. Mary’s with a \$5,000 donation, which was used to support nearly 500 causes including child food programs, domestic violence shelters, homeless shelters, rehab centers, senior programs and veterans services.

The work our teams do with Feeding America helps create spaces and communities where people can thrive. Together we are Building a Better Tomorrow one meal at a time.

To learn more about the work we’re doing with Feeding America, watch this [video](#).



Delivering on housing and homelessness

We are committed to supporting those in need through our charitable partnerships. Even in the wealthiest countries there is more work that can be done to support disadvantaged people. In the UK homelessness affects hundreds of thousands of people and is on the rise due to the increasing cost of rent, cuts in social services and a lack of affordable housing. To help combat this trend, the JLL UK team has partnered with Crisis, a national charity working to end homelessness.

Since the partnership began in 2017, the JLL UK team has raised more than £630,000 and is on track to meet their overall fundraising goal of £1.2 million. The money that has been raised so far has helped support 638 people as they move back into housing.

Beyond fundraising, JLL UK supports Crisis by providing the skills and expertise to support vital aspects of the charity's work and to contribute to its growth and impact. Employees have done everything from working directly with people facing homelessness to providing Crisis with professional support in the form of research, real estate services and other core services.

Additionally, our residential experts contributed to Crisis' Plan to End Homelessness, which outlines evidence-based solutions that can end homelessness in Great Britain, built round the belief that everyone should have a safe, stable place to live. To further support Crisis' Plan to End Homelessness, our UK team hosted a property sector focus group, which included JLL clients, to focus the industry on its role of supporting the Plan.

The JLL UK team has gone above and beyond their work with Crisis in the fight against homelessness by advising Homes England, the government agency charged with delivering 300,000 homes a year by the mid-2020s, on innovative ideas to boost housing supply, including supporting small and non-traditional home builders.

Our Affordable Housing team is the second largest in the United Kingdom, valuing more than 650,000 social housing units a year. The team works with many of the largest Social Housing Associations and is known for creating opportunities for investors to enter the social housing market to help the government deliver on its goal of providing adequate affordable housing for all.

We believe that no one should be without a home, which is we're dedicated to supporting organizations like Crisis to drive change. Through Building a Better Tomorrow we are committed to tackling pressing challenges in our communities and beyond.



With JLL's expertise in real estate, you are uniquely positioned to help us end homelessness and address one of the key societal issues of our time. We are extremely grateful that, as the homelessness crisis continues to deepen, so too has the enthusiasm and generosity of supporters such as JLL – who, like us, believe no one should face the dangers of homelessness.”

Jon Sparkes

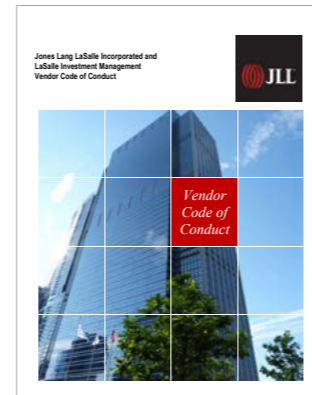
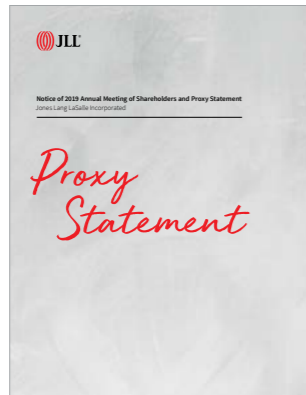
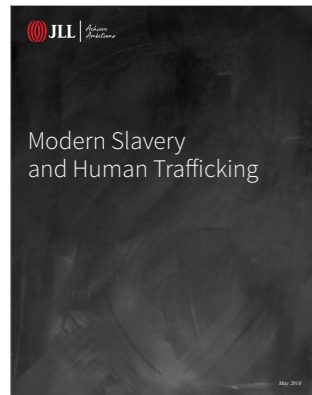
CEO, Crisis

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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.

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Annex A

JLL 2018 Global Sustainability Report – Data Note

The following notes provide details around definitions, re-statements and methodologies pertaining to the data in our 2018 Global Sustainability Report. These notes should be read alongside the Data Summary in these Annexes, as well as relevant indicators throughout the 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, they have been indicated.

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 accordingly the data in this report may not correspond with that in earlier publications. We are continuously working to improve our data processes, although due to the decentralized nature of our organization this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication.

Scope

This report spans JLL's services and operations across three geographic business segments: the Americas; Europe, the Middle East and Africa (EMEA); and Asia Pacific; as well as the global activities of LaSalle Investment Management. LaSalle has published detailed information on their sustainability approach and performance on their website. Coverage for our four pillars is as follows:

Clients

In 2018, the coverage of data under the Clients pillar represents the following geographies: United States, United Kingdom (JLL), France, Germany, India, China, Japan, Australia and the global activities of LaSalle Investment Management. Our data reported in the United States has also been consolidated and is more accurate than has been reported in previous years.

People

The coverage of data under the People pillar represents 100% of our global workforce. Any health and safety data cover the following business lines:

- Australia, US, Canada (All business lines)
- UK, including integral, excluding Tetris
- Asia Pacific – Project & Development Services, Property Management, Integrated Facilities Management
- Latin America – Integrated Facilities Management
- EMEA – Integrated Facilities Management

Workplaces

The coverage of energy & resources data under the Workplaces pillar represents 98% of our global offices. In 2018, data relating to our operations (from our Workplaces survey), represented 407 sites that we occupy and 28,281 office-based employees. Some sites were unable to provide actual data and estimations could not be generated, so they were excluded from analysis. Health and Safety data covers 100% of JLL staff globally. Procurement data covers the 8 largest markets + Singapore and all EMEA countries with procurement spend.

Communities

The coverage of data under the Communities pillar represents 100% of our global operations.

Throughout

Energy and Sustainability Services indicators (all): LaSalle Investment Management is not included in these indicators (e.g. Client sustainable building certifications) due to differences in sustainability service provision and our business structure.

JLL vs. clients' offices: When we refer to 'offices' this relates to JLL's corporate space, unless otherwise indicated

About this report

The number of sites reported has increased from 2017, where we reported corporate offices only. The wider scope in 2018 gives a more accurate impression of JLL's impact.

Financials

All previous year figures have been re-stated due to the enactment of the Tax Cuts and Jobs Act in the U.S. in December 2017. See our 2018 Annual Report for more details.

All financial figures in this report are in US dollars.

Clients

Renewable energy for our clients (U.S. and U.K.): Estimated averted annual GHG emissions were calculated using an International Energy Agency (IEA) emissions factor of 426.4 gCO₂e per kWh (U.S.) and 281.7 gCO₂e per kWh (U.K.). Averted carbon has been calculated for wind by applying a 30% capacity factor and assuming installations are fully operational 24 hours a day and 365 days a year. Solar calculations assume a 1,100 kWh per KW capacity per year.

Sustainability training: Building a Better Tomorrow training (101: Sustainability Basics and 201: BaBT Sustainability in real estate & in your business line) had not begun in 2018, though steps have been taken to implement these programs and we will be reporting on this moving forward. All data has therefore been marked as NA for 2018 in the Data Summary

Buildings on sustainability data platforms: Due to revisions in our inclusion methodology we have included only buildings we actively managed on our data platforms in 2018, which resulted in lower number than in previous years.

People

Regional and office-based employee figures in this report may differ from our Annual Report employee figures, as the dates these figures are extracted are slightly different and there are variations in scopes used.

Voluntary attrition – in our previous reports, this has been reported as attrition. In our 2018 we have reported voluntary attrition. Our 2017 and 2016 figures have been re-stated to reflect this change and be in line with our most recent reporting.

Lost Time Injury Frequency Rate (LTIFR): We restated 2016-2017 LTIFR figures due to improved data collection process.

Workplaces

To meet Science Based Target requirements, JLL now reports against the number of all our global offices (including residential offices, single service line offices, and other sites) compared to previous years where we have reported the number of corporate offices with multiple service lines only. This has resulted in an increase of over 100 offices. As such, where we have reported percentage of offices (the number of offices

with a sustainable building certification, for example), we have shown a reduction in percentage though this is not necessarily representative of our performance in this area.

In 2017, JLL set intermediate targets to reduce GHG emissions per corporate office employee and energy consumption per employee by 2% per annum. 2017 was the baseline year for this. Due to the wider scope of information requested in 2018, we had to match the 2017 scope of data by only including corporate offices with multiple service lines from 2018 for these target intensities. Also, to allow for the updated estimation methodology used for 2018 data in order to set a Science Based Target, we have re-calculated our 2017 baseline using 2018 estimation methodology to allow more accurate comparison of performance between the years. The estimation methodology for JLL's electricity consumption has been outlined below under Scope 2.

We consolidate our GHG emissions under the operational control approach, as defined by the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. The GHG gases we include in our emissions calculations are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

We use 2018 emissions factors from two sources: IEA and the UK Department for Environment, Food and Rural Affairs (DEFRA). All factors are calculated using Global Warming Potential values for 100-year time horizon from the IPCC 4th Assessment Report (AR4).

Methodology for calculating JLL GHG emissions:

Scope 1:

- Fuel consumption of JLL's Fleet and Natural Gas consumption from office buildings. Actual energy consumption figures (kWh) are multiplied by DEFRA emissions factors to convert to metric tons of CO₂e. No estimations used.
- Emissions from fleet fuels represent emissions calculated from fuel consumption as well as mileage data. Where we aggregate total actual fuel consumption in the Data Summary, the figure does not account for mileage.

Scope 2:

- Purchased and estimated electricity consumption data has been multiplied by country level IEA emission factors to convert kWh to metric tons of CO₂e.
- To estimate our electricity consumption in our offices where actual data was not available, we calculated an internal average regional (Americas, EMEA, Asia Pacific) intensity based on available actual consumption data as well as actual office area data in each region. These average intensity benchmarks (kWh/m²) were applied to the known/estimated area in our offices lacking actual data.
- JLL occupies only leased space. In cases of uncertainty, we used external energy consumption intensity (kWh/m²) benchmarks from GRESB to assess if the actual data our offices provided was for our tenancy only (appliances and lighting), or if it also included our share of base-building (HVAC) consumption. If base-building energy was found to be missing, we added an estimated share of base-building consumption to the actual tenancy consumption provided.

Scope 3:

- Data centres: The emissions from our data centre services were calculated using primary energy consumption data from our data centres in each region. Consumption has been multiplied by a country specific emission factor from IEA.
- Purchased Goods and Services: The emissions from our purchased goods and services have been calculated based on global procurement spend over a variety of procurement categories. Global Procurement's spend figures have been multiplied by spend emission factors from the GHG protocol's scope 3 evaluator tool. Where primary purchased goods and services data has been collected (e.g. data centre consumption and business travel), emissions have not been calculated via spend, to prevent double counting.
- Employee Commuting: JLL reached out to its Global Sustainability Network requesting responses to an employee

commuting survey. There were 2,874 individual responses and this data was then used as a proxy to estimate employee commuting per country based on country staff numbers.

- Business travel: Our 2018 business travel data consists of both actual and estimated data. For countries that could not provide data, we estimated travel mileages based on internal benchmarks. Travel mileage was converted to carbon emissions using DEFRA air travel emissions factors.
- Well-to-tank (WTT) fuels: These emissions were calculated using DEFRA emissions factors for WTT, applied to JLL's Scope 1 fuel consumption.
- Transport & Distribution losses (T&D): These emissions were calculated using IEA T&D emissions factors, applied to JLL's Scope 2 electricity consumption.
- Waste: As JLL occupies only leased space, collecting waste generation data is challenging and we have had to resort to estimations. Waste consumption was estimated based upon offices that were able to provide the required information. This has then been used as a proxy for all offices globally based on the number of employees in the offices. Emissions for waste have been calculated using DEFRA emission factors.
- Client Emissions: These emissions were estimated based on intensity benchmarks (kWh/\$ of delivered services) derived from client properties in APAC and EMEA managed by our facility and property and asset management teams (IFM and PAM) - As JLL has operational control of these client properties, the emissions from them was determined to be a Scope 3 impact of JLL's. This intensity was calculated where revenue and energy consumption were available and then extrapolated up by total global revenue from these services.

Outside of scope (3): As JLL is reporting fuel types with biofuel content, we have accounted for the indirect emissions from the 'biogenic' part of this fuel. This was calculated by multiplying the total litres of fuel used by DEFRA's emissions factors for outside of scope emissions. This has been reported as

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a separate line item within our report and data summary, though it is not included in our emissions total. This has been reported to ensure transparency about all potential sources of CO2 from our activities.

Water data: As JLL occupies only leased space, collecting actual water consumption data is challenging and we have had to resort to estimations. Water consumption was estimated based upon offices that were able to provide the required information. This has then been used as a proxy for all offices globally based on the number of employees in the offices, assuming they all work an average of 261 working days per year.

Communities

Philanthropic contributions: In the 2018 and 2017 reporting years, we collected increasingly detailed data on JLL's corporate community contributions, in line with London Benchmarking Group (LBG) guidelines. In addition to direct cash donations, we began reporting the value of in-kind contributions, community program management costs and the value of employee community time contributions. We also now report the number of our beneficiary organizations globally.

Corporate charitable contributions as % of pre-tax profit: We state only corporate cash contributions as a percentage of pre-tax profit. LaSalle Investment Management

contributions are included in the corporate figures.

The value of JLL employee's community time contributions was based on an average wage figure provided by HR in 2018. In previous years (2016-2017) this was estimated by dividing JLL's total spend on compensation + benefits (published in the annual report) by the total number of employees to give an annual cost per employee. Daily value was then calculated using US working days. Due to the difference in methodology, these two figures are not directly comparable – despite the increase in days, their value has reduced due to the methodology change.

Annex B

JLL 2018 Global Sustainability Report

About JLL	2018	2017	2016
Corporate facts			
Portfolio size of managed properties worldwide (billion square feet)	4.6	4.6	4.4
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	60.5	58.1	60.1
Corporate offices	299	297	286
Countries (with a corporate office)	52	55	56
Countries (where we provide services)	80	80	80
Employees	90,000	81,900	77,300
Corporate office employees	30,026	21,481	18,912
Employees, Americas	30,991	28,142	25,297
Employees, Asia Pacific	42,223	37,971	36,096
Employees, EMEA	13,154	15,344	14,348
Key financials			
Revenue (million \$)	16,318	14,453	12,991
Net income attributable to common shareholders (million \$)	484	276	329
Diluted earnings per share (\$)	10.54	6.03	6.98
Adjusted EBITDA (million \$)	953	771	679
Economic value retained (\$)	479	273	325
<i>Clients</i>	<i>2018</i>	<i>2017</i>	<i>2016</i>
Embedded sustainability in core real estate services			
Positions with a functional responsibility for sustainability - Services (FTE)	684	274	283
Overall sustainability training (excluding BaBT training) hours (attendee numbers x training duration)	77,498	4,953	16,407
% of new hires that have completed 101: Sustainability Basis as part of onboarding process	NA	NA	NA
% of countries that have incorporated sustainability into onboarding process	NA	NA	NA
% of key business line management completed 201:BaBT (Sustainability in real estate & in your BL) training	NA	NA	NA
% of key business line employees who completed 201:BaBT training	NA	NA	NA
Global employee opinion survey - awareness and understanding	NA	NA	NA
Energy and sustainability services			
Capacity of client renewable energy - installed or consented (MW)	326	674	349
Capacity of client renewable energy sources - planning and feasibility (MW)	575	970	1,526
Averted emissions from client renewable energy - installed or consented (metric tons CO _{2e})	239,749	451,553	464,922
Averted emissions from client renewable energy - planning and feasibility (metric tons CO _{2e})	425,677	758,579	1,958,778
Buildings on JLL's sustainability data platforms	80,234	195,488	186,663
Client sustainable building certified space (m ²)	9,059,364	3,497,232	1,503,434
Total client sustainable building certifications	254	225	138
Client sustainable building certifications LEED	111	117	93
Client sustainable building certifications Green Mark	0	21	22
Client sustainable building certifications BREEAM	2	10	10
Client sustainable building certifications Green Globes	0	0	1
Client sustainable building certifications Green Star	129	75	10
Client sustainable building certifications IGBC	1	0	2
Client sustainable building certifications Green Factory	0	0	0

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Client sustainable building certifications WELL	6	2	0
Clients sustainable building certifications Other	5	NA	NA
50 largest sustainability clients (including a majority from Specialist energy and sustainability services)	94%	NA	NA
Sustainability-related organizations and industry initiatives JLL is involved in	66	65	62
How many GRESB submissions did JLL achieve for client projects?	84	44	NA
LaSalle sustainable property investing			
LaSalle UNPRI performance (UN Principles for Responsible Investment)	A+	A+	NA
LaSalle GRESB performance (Global Real Estate Sustainability Benchmark)	12 green stars	8 green stars	NA
<i>People</i>	<i>2018</i>	<i>2017</i>	<i>2016</i>
Diversity and inclusion			
Employees under 18	0.01%	0.03%	0.02%
Employees age 18-29	23%	23%	24%
Employees age 30-39	32%	33%	32%
Employees age 40-49	22%	22%	22%
Employees age 50-59	16%	17%	17%
Employees age 60-69	6%	6%	5%
Employees 70+	0.3%	0.3%	0.2%
Board members (% female)	40%	40%	40%
Independent board members (% female)	44%	44%	44%
Management as a proportion of total employees (%)	19%	10%	NA
Top Management (% female)	15%	0%	NA
Management (% female)	25%	21%	NA
Junior Management (% female)	36%	36%	NA
Non Management (% female)	35%	36%	NA
All Management (% female)	34%	29%	28%
All staff (% female)	35%	36%	35%
Personal and career development			
Training and development spend per employee (\$)	265	228	216
Employee voluntary attrition (males)	20 %	19 %	19 %
Employee voluntary attrition (females)	22 %	22 %	21 %
Completion rate for Global Employee Engagement Survey	No survey	No survey	No survey
Employees who agree that overall, they are extremely satisfied with this company (%)	No survey	No survey	No survey
Employees who feel positive about this company's commitment to sustainability (%)	No survey	No survey	No survey
Health & safety			
Lost time injury frequency rate (LTIFR)	0.20	0.23	0.21
Recordable cases incidence (RIR) rate	0.53	0.31	0.50
Days away, restricted duty and transfer (DART) rate	0.26	0.17	0.26
Experience Modification Rate	0.51	0.53	0.50
Number of staff fatalities	2	1	1
<i>Workplaces</i>	<i>2018</i>	<i>2017</i>	<i>2016</i>
Energy and resource use			
Total emissions (metric tons CO _{2e})	13,888,131	67,505	67,634
Scope 1: Fleet (fuels and mileage) (metric tons CO _{2e})	36,008	19,027	18,555
Scope 1: Natural gas (metric tons CO _{2e})	329	231	261

Scope 1: Office fuels (Petrol and Diesel) (metric tons CO _{2e})	79	NA	NA
Scope 2: Electricity (metric tons CO _{2e})	27,977	9,365	10,358
Scope 2: District chilled water (metric tons CO _{2e})	-	3	0
Scope 2: District heating (metric tons CO _{2e})	158	NA	NA
Scope 3: Data Centres	1,603	NA	NA
Scope 3: Purchased Goods and Services	442,148	NA	NA
Scope 3: Employee Commuting	86,969	NA	NA
Scope 3: Business travel (metric tons CO _{2e})	76,740	19,163	21,184
Scope 3: JLL Fleet (WTT)	970	NA	NA
Scope 3: JLL Offices (T&D)	987	NA	NA
Scope 3: Waste	372	NA	NA
Scope 3 Client Emissions	13,213,791	NA	NA
Outside of Scope: Fleet	928	NA	NA
Rented area (square feet)	4,254,743	3,333,219	3,058,349
Total actual energy consumption	149,560	87,910	82,803
Actual office energy consumption - Total	19,318	18,298	21,523
Actual office energy consumption - Natural gas (MWh)	1,611	1,271	1,446
Actual office energy consumption - Electricity (MWh)	17,523	17,015	20,077
Actual office energy consumption - District chilled water (MWh)	0	12	0
Actual office energy consumption - Petrol (MWh)	0.2	NA	NA
Actual office energy consumption - Diesel (MWh)	119	NA	NA
Actual office energy consumption - District Heating (MWh)	65	NA	NA
Total estimated office energy consumption (MWh)	43,992	53,493	50,314
Fleet energy consumption - Gasoline (MWh)	76,567	69,206	60,167
Fleet energy consumption - Diesel (MWh)	53,241	406	1,114
Fleet energy consumption - Bioethanol (MWh)	434	NA	NA
Offices with renewable energy (%)	9%	7 %	7 %
Intermediate Target: Global corporate office building-related GHG emissions (CO _{2e})	24,060	22,993	NA
Intermediate Target: Corporate office-based employees	25,921	20,783	NA
Intermediate Target: Global corporat office building-related GHG emissions/office-based employees (CO _{2e} /employee)	0.93	1.11	NA
Intermediate Target: Global corporate office-related energy consumption (MWh)	52,851	50,146	NA
Intermediate Target: Global corporate office-related energy consumption/office-based employees (MWh/employee)	2.0	2.4	NA
CDP Climate Change Score (previously Disclosure score from CDP Supplier Program)	C	B	B
CDP Climate Change Score (previously Performance score from CDP Supplier Program)	C	NA	NA
Estimated 2018 waste to landfill (metric tons)	3,526	NA	NA
Estimated combusted waste (metric tons)	617	NA	NA
Estimated recycled waste (metric tons)	3,007	NA	NA
Estimated composted waste (metric tons)	93	NA	NA
Estimated electronic waste (metric tons)	211	NA	NA
Estimated total waste (metric tons)	7,453	NA	NA
Estimated 2018 water consumption (m ³)	217,739	NA	NA
Sustainable Procurement			
% of countries that have adopted the Sustainable Procurement Framework	0	NA	NA

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% of procurement spend covered by the Sustainable Procurement Framework	0	NA	NA
Number of countries actively working towards level 1 of the Sustainable Procurement Framework.	81	NA	NA
Healthy & sustainable buildings			
JLL Offices with a sustainable building certificate	59	NA	NA
JLL Offices with a sustainable building certificate (%)	14%	20%	16%
Number of JLL Offices >10k ft2	114	NA	NA
JLL Offices >10k ft2 with a sustainability certificate (%)	39%	NA	NA
Total LEED certifications	33	33	29
Total BREEAM certifications	10	8	4
Total WELL certifications	2	2	0
Total other certifications	20	26	22
<i>Communities</i>	2018	2017	2016
Employee Community Time Contributions			
Employee time donated (days) incl. volunteering and other time donations	12,245	8,309	6,737
Number of employees volunteering	4,816	NA	NA
Charitable Contributions			
Total charitable contribution, including corporate donations, employee donations and value of donated employee time (\$)	8,326,216	8,693,989	7,770,875
Total corporate philanthropic cash contribution (\$)	5,325,935	3,502,547	4,289,298
Corporate charitable direct donations (\$)	4,694,830	2,968,856	NA
Value of Community affairs management costs \$	445,239	308,306	NA
Value of corporate in-kind philanthropic contributions \$	185,866	225,385	NA
Value of corporate donated employee time \$	2,260,836	3,592,641	2,784,087
Employee contribution (\$)	759,501	1,598,801	697,490
Number of organizations that benefited from community contributions	373	382	NA
Corporate philanthropic contribution (% of pre-tax profit)	0.75%	0.65%	0.93%
<i>Foundations</i>	2018	2017	2016
Governance			
Independent members of the Board of Directors (% of total)	90%	90%	90%
Results of shareholder voting on executive remuneration (in favor)	95%	95%	56%
Results of shareholder voting on re-election of Board members (in favor)	99%	99%	93%
Positions with a functional responsibility for sustainability - Operations (FTE)	71	35	26
<i>Ethics</i>	2018	2017	2016
Number of JLL ethics officers	31	32	32
Actions taken from ethics violations (% of total investigations)	59%	58 %	51%
Employees who fully understand their obligations under JLL Code of Ethics	No Survey	No survey	No survey
Employees who believe JLL shows a commitment to ethical conduct (%)	No Survey	No survey	No survey
Employees who received in-person training on anti-corruption policies and procedures	15,884	9,264	10,826
Employees who received online training	21,179	15,260	NA
Total Employees Trained (In-person and online)	37,063	24,524	NA
Total investigations	1,095	884	638
Ethics investigations per 1000 employees	12.0	10.8	8.3
Total actions	641	560	375

Footnotes:

1. See Data Note
2. 2017 and 2016 Data has been re-stated – please refer to the data note.
3. Wider scope of data collection in 2018 - previously this has just included Energy and Sustainability Services Staff, in 2018 this includes other relevant business lines.
4. Change in methodology has resulted in lower number of properties reported – see data note.
5. Includes specific requested sustainability work, and sustainability advice we provide as part of our general service provision.
6. Our categories of reporting changed in our 2017 reporting, therefore 2016 data has been excluded
7. See Health and Safety Report for more information
8. Includes estimated areas
9. Does not account for mileage – see data note
10. 8 largest markets + Singapore + all EMEA countries with procurement spend
11. This is a percentage of JLL managed sites. In previous years this figure has been a percentage of corporate offices.
12. Includes offices where area has been estimated
13. Our calculation for this has changed for 2018 – see data note
14. 2017 figure has been restated
15. 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.
16. Ethics figures subject to change, please see our Ethics Everywhere reporting for up to date information.

Annex C

Stakeholder Engagement Activities

	<i>Our approach to stakeholder engagement</i>	<i>Stakeholders' top priorities</i>	<i>Action taken by JLL</i>
Investors	<ul style="list-style-type: none"> Hold regular meetings between JLL Investor Relations and our shareholders, and one-off discussions between shareholders and sustainability teams, and now hold at least one ESG-focused webinar for interested investors Gather feedback from key investors via stakeholder meeting organized by Ceres Facilitate dialogue between shareholders and JLL management during quarterly earnings calls and town hall meetings JLL participates in the NYU Stern School of Business project to incorporate more ESG-oriented content in to quarterly earnings calls and other investor communications We present and engage participants at industry conferences and will sponsor and present at the 2019 Impact Investing (SRI) conference Report annually via CDP 	<ul style="list-style-type: none"> Business ethics and integrity Good governance & transparency Innovation & technology Energy consumption & emissions Employee wellbeing & engagement Climate risk Sustainable buildings (JLL's own offices) <ul style="list-style-type: none"> Workplace experience Energy management Healthy buildings 	<ul style="list-style-type: none"> Held the first JLL ESG-focused webcast open to interested investors; followed by a second with a greater focus on reporting Established dedicated ERM function; collaborating on evaluating TCFD Initiated work to establish baseline for Science Based Target setting by 2020 Mapped schedule for achieving 100% sustainability certification of JLL office space larger than 10,000ft2 by 2030 Established a program to improve environmental performance measurement, tracking and reporting Established JLL Spark to evaluate new technologies for investment / adoption
Clients	<ul style="list-style-type: none"> Gather feedback from key clients via stakeholder meeting organized by Ceres Conduct regular surveys to examine trends, such as the CoreNet Global and JLL Corporate Occupier surveys Participate in discussions with clients and prospects to help educate them on sustainability opportunities and benefits Participate in discussions with clients that have strong supplier sustainability programs Provide sustainability information in requests for proposal or supplier questionnaires (e.g. EcoVadis or EcoVadis) Publish thought leadership articles and blogs Send Client Assignment Satisfaction Surveys that evaluate performance at the end of each major project and distribute Client Relationship Surveys at the end of each year 	<ul style="list-style-type: none"> Business ethics & integrity Talent attraction & retention <ul style="list-style-type: none"> Employee engagement and work-life balance Health, safety & security <ul style="list-style-type: none"> Health and safety of JLL employees & third parties Physical security at JLL managed properties Innovation & technology Sustainable supply chain Energy consumption & emissions Waste and water 	<ul style="list-style-type: none"> Initiated work to establish baseline for Science Based Target setting by 2020 Mapped schedule for achieving 100% sustainability certification of JLL office space larger than 10,000ft2 by 2030 Established a program to improve environmental performance measurement, tracking and reporting Initiated roll-out of a global sustainable procurement framework covering both corporate and client procurement Initiated preparations for the Global JLL People survey, to be rolled out in 2019 Adopted Net Promoter scoring in the U.S. Established JLL Spark to evaluate new technologies for investment / adoption

Employees

<ul style="list-style-type: none"> Provide our staff with education opportunities (e.g. ethics, sustainability and safety training) Maintain a range of Employee Resource Groups (e.g. VetNet, Women's Business Network) Engage employees via online community around Building a Better Tomorrow where employees can pose questions and share achievements Establish in-country Building a Better Tomorrow governance structure for program participation and input 	<ul style="list-style-type: none"> Business ethics & integrity Health, safety & security <ul style="list-style-type: none"> Health and safety of JLL employees & of third parties Physical security at JLL managed properties Innovation & technology Diversity & inclusion Employee wellbeing 	<ul style="list-style-type: none"> Reviewed the robustness of processes and systems related to non-financial data collection and analysis Increased our emphasis on technology improvements (such as video conferencing, connectivity, and equipment); established JLL Spark to evaluate new technologies for investment / adoption Increased the programs available through the JLL Academy, an online training portal that includes leadership development programs and client excellence training; initiated development of the Global Sustainability University as a portal for training and resources Developed sustainability introductory eLearning course, mandatory for new hires Reviewed the employee recognition systems at the country and business line level, such as the "Star Awards" in Hong Kong, the Ovation Awards in India, and the da Vinci Award program for Corporate Solutions employees worldwide Centralization of H&S governance/program/platforms to better manage this issue globally
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Suppliers

<ul style="list-style-type: none"> Hold supplier review sessions with key suppliers Develop supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient Make use of the OneView Strategic Sourcing module Hold Supplier of Distinction Awards Collaborate via a Supplier Diversity Program 	<ul style="list-style-type: none"> Business ethics & integrity Responsible supply chain <ul style="list-style-type: none"> Human rights and employment conditions Health, safety and wellbeing in the supply chain Sustainable purchasing policies Training & development Talent attraction & retention Enhancing client sustainability through our services 	<ul style="list-style-type: none"> Initiated roll-out of a global sustainable procurement framework covering both corporate and client procurement Signed the Modern Slavery Act and provided a public statement of our commitment Developing new Global Procurement Policy including sustainability considerations We have set a target to train all procurement employees on sustainable procurement practices between 2018 and 2020 (Clients pillar target) Updated sustainability questions in online supplier questionnaire as well as sustainability criteria in our supplier onboarding process
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Multi-stakeholder

<ul style="list-style-type: none"> Participate in regular discussions with Ceres regarding our sustainability reporting and strategy JLL engages with CDP and DJSI year-on-year analysis and annual feedback sessions We seek annual certifications and awards schemes (e.g. EnergyStar, Ethics Inside) We undertake an annual peer review process with UN Global Compact 	<p>NGOs</p> <ul style="list-style-type: none"> Business ethics & integrity Innovation & technology Climate risk Talent attraction & retention Responsible supply chain <p>Other external stakeholders</p> <ul style="list-style-type: none"> Energy consumption & emissions Business ethics & integrity Training & development Climate risk Employee wellbeing 	<ul style="list-style-type: none"> Initiated roll-out of a global sustainable procurement framework covering both corporate and client procurement Signed the Modern Slavery Act and provided a public statement of our commitment Developing new Global Procurement Policy including sustainability considerations We have set a target to train all procurement employees on sustainable procurement practices between 2018 and 2020 (Clients pillar target) Updated sustainability questions in online supplier questionnaire as well as sustainability criteria in our supplier onboarding process
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Annex D

JLL GRI G4 Standards Content Index 2018
June 2019

List of References

[2018 Sustainability Report](#)

[2018 Annual Report](#)

[2018 Form 10-K](#)

[Notice of the 2018 Annual Meeting of Shareholders and Proxy Statement](#)

[jll.com/sustainability](#)

[2018 Corporate Facts](#)

2018 CDP response - to follow

[Code of Business Ethics](#)

[2017 Ethics Everywhere Annual Report \(2018 to follow\)](#)

[Global Health and Safety Policy](#)

[Diversity at JLL](#)

[Transparency Report](#)

[Environmental Policy](#)

General Standard Disclosures

GRI Standard No.	Page Number (or Link)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
Strategy and analysis		
GRI 102-14	Introduction from the CEO (2018 Sustainability Report, page 6)	No
Organizational profile		
GRI 102-1	Jones Lang LaSalle Incorporated	No
GRI 102-2	About JLL (2018 Sustainability Report, page 3); Our Services and Business Segments (2018 Form 10-K, page 5); Real Estate Services: Americas, EMEA and Asia Pacific (2018 Form 10-K, page 6)	No
GRI 102-3	Form 10-K (2018 Form 10-K, page 1)	No
GRI 102-4	About JLL (2018 Sustainability Report, page 3); Corporate Offices (2018 Annual Report, page 12)	No
GRI 102-5	About JLL (2018 Sustainability Report, page 3)	No
GRI 102-6	About JLL (2018 Sustainability Report, page 3); Real Estate Services: Americas, EMEA and Asia Pacific (2018 Form 10-K, page 6)	No
GRI 102-7	About JLL (2018 Sustainability Report, page 3); Who we are (2018 Annual Report, page 12); What we have accomplished (2018 Annual Report, page 13); Real Estate Services: Americas, EMEA and Asia Pacific (2018 Form 10-K, page 6); Item 6: Selected Financial Data (Unaudited) (2018 Form 10-K, page 62)	No
GRI 102-8	About JLL (2018 Sustainability Report, page 3); People (2018 Sustainability Report, page 30); Data summary (2018 Sustainability Report, Annex B), Employees (2018 Form 10-K, page 28)	No
GRI 102-41	We are not able to collect this information in majority of the countries we operate in due to labor union memberships being considered a private matter of the employee.	No
GRI 102-9	Workplaces (2018 Sustainability Report, page 38);	No

GRI 102-10	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2018. Minor changes include: - Increase in number of employees from 82,000 to 90,000 Employees (2018 Form 10-K, page 28)	No
GRI 102-11	Strong governance, enterprise risk management and integrity (2018 Form 10-K, page 22); Item 1A Risk Factors (2018 Form 10-K, page 34); Our approach (jll.com/sustainability); Moving Beyond (2018 Annual Report, p7)	No
GRI 102-12	Our Foundations (2018 Sustainability Report, page 20); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"> • Copenhagen Communiqué • Cancun Communiqué • Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration • Caring for Climate • Building and Real Estate Climate Declaration • United Nations Global Compact • United Nations Principles for Responsible Investment • Low Carbon USA 	No
GRI 102-13	Our Foundations (2018 Sustainability Report, page 20); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"> • Business for Innovative Climate and Energy Policy • Caring for Climate • CDP • Ceres • Clinton Global Initiative's PACENOW Coalition • CoreNet Global • EcoVadis • Electronic Industry Citizenship Council • Ethisphere Institute • Global Real Estate Sustainability Benchmark • Global Reporting Initiative • Greenprint / Urban Land Institute • International Integrated Reporting Council • NAZCA - Non-State Actor Zone for Climate Action • Women's Business Enterprise National Council USA • New York Stock Exchange Governance Council • Sustainability Accounting Standards Board • United Nations Global Compact • United Nations Principles for Responsible Investment • US Environmental Protector Agency ENERGY STAR • World Economic Forum Partnering Against Corruption Initiative • World Green Building Council (Strategic Advisory Board member) <ul style="list-style-type: none"> - Australia Green Building Council - Green Building Council - India Green Building Council - Irish Green Building Council - Polish Green Building Council - Russian Green Building Council - UK Green Building Council - US Green Building Council 	No
Identified material aspects and boundaries		
GRI 102-45	Notes to Consolidated Financial Statement (3) Business Segments (2018 Form 10-K, page 116); Data Note (2018 Sustainability Report, Annex A)	Unknown
GRI 102-46	Our material impacts (2018 Sustainability Report, page 18)	No
GRI 102-47	Our material impacts (2018 Sustainability Report, page 18)	No
GRI 103-1	Our material impacts (2018 Sustainability Report, page 18)	No
GRI 102-48	Data note (2018 Sustainability Report, Annex A)	No

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GRI 102-49	Data note (2018 Sustainability Report, Annex A)	No			
Stakeholder engagement					
GRI 102-40	Engaging our stakeholders (2018 Sustainability Report, page 19)	No			
GRI 102-42	Engaging our stakeholders (2018 Sustainability Report, page 19)	No			
GRI 102-43	Stakeholder engagement activities (2018 Sustainability Report, Annex C)	No			
GRI 102-44	Engaging our stakeholders (2018 Sustainability Report, page 19), Stakeholder engagement activities (2018 Sustainability Report, Annex C)	No			
Report profile					
GRI 102-50	Calendar year 2018	No			
GRI 102-51	Jul-18	No			
GRI 102-52	Annual	No			
GRI 102-53	Contacts (2018 Sustainability Report, page 54)	No			
GRI 102-54	This report has been prepared in accordance with the GRI Standards: Core option.	No			
GRI 102-55	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines.	No			
GRI 102-56	No external assurance for our Sustainability Report is currently undertaken, however we do engage with Ceres for external feedback on an annual basis. All data is supported by internal documentation, systems and processes. We will continue to consider external assurance going forward.	No			
Governance					
GRI 102-18	Our Foundations (2018 Sustainability Report, page 20); Global sustainability governance (2018 Sustainability Report, page 15)	No			
Ethics and integrity					
GRI 102-18	Our Foundations (2018 Sustainability Report, page 20); Code of Business Ethics; 2018 Ethics Everywhere Annual Report	No			
<i>Specific Standard Disclosures</i>					
DMA and Indicators	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	Identified Omission(s) In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	Reason(s) for Omission(s) In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	Explanation for Omission(s) In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	External Assurance Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
<i>Category: Economic</i>					
Material Aspect: Economic Performance					
GRI 103-1-3	Strategic Framework (2018 Form 10-K, page 16); Global Strategic Priorities (2018 Form 10-K, page 19); Introduction from the CEO (2018 Sustainability Report, page 6); About JLL (2018 Sustainability Report, page 3)	No			

GRI 201-1	Strategic Framework (2018 Form 10-K, page 16); Global Strategic Priorities (2018 Form 10-K, page 19); Introduction from the CEO (2018 Sustainability Report, page 6); About JLL (2018 Sustainability Report, page 3)	No			
GRI 201-2	Risks and Opportunities (2018 CDP response, to follow); Environmental liabilities and regulations, climate change risks, and air quality risks (2018 Form 10-K, page 53); Infrastructure disruptions (2018 Form 10-K, page 49). The CDP response will be available toward the end of 2018.	No			
<i>Category: Environmental</i>					
Material Aspect: Energy					
GRI 103-1-3	Workplaces (2018 Sustainability Report, page 38); Workplaces (jll.com/sustainability); Building a Better Tomorrow (2018 Sustainability Report, page 13), Data Note (2018 Sustainability Report, Annex A)	No			
GRI 302-1	Data summary (2018 Sustainability Report, Annex B); Workplaces (2018 Sustainability Report, pages 38)	Renewable fuels, as well as heating, cooling and steam consumption.	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not procure renewable fuels. Heating and cooling energy consumption is included in our total energy consumption. JLL does not procure steam.	No
GRI 302-2	Data summary (2018 Sustainability Report, Annex B); Workplaces (2018 Sustainability Report, pages 38)				No
GRI 302	Data summary (2018 Sustainability Report, Annex B); Workplaces (2018 Sustainability Report, pages 38)				No
GRI 302	Data summary (2018 Sustainability Report, Annex B); Workplaces (2018 Sustainability Report, pages 38); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.				No

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Material Aspect: Emissions					
GRI 103-1-3	Workplaces (2018 Sustainability Report, pages 38); Clients (2018 Sustainability Report, page 24); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability)				No
GRI 305-1	Workplaces (2018 Sustainability Report, pages 38); Clients (2018 Sustainability Report, page 24); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	The Standard Disclosure or part of the Standard Disclosure is not applicable	No
GRI 305-2	Workplaces (2018 Sustainability Report, pages 38); Data Summary (Sustainability Report, Annex B); Workplaces (jll.com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.				No
GRI 305-3	Workplaces (2018 Sustainability Report, pages 38); Data Summary (Sustainability Report, Annex B); Workplaces (jll.com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	The Standard Disclosure or part of the Standard Disclosure is not applicable	No
GRI 305-4	a. Data Notes and Data Summary (2018 Sustainability Report Annexes A and B) b. The denominator chosen to calculate the ratio = Corporate office employees c. JLL's intensity ratio includes: office natural gas emissions (Scope 1), office electricity emissions (Scope 2) and office estimated emissions (natural gas & electricity) (Scope 3). d. Gases included in the calculation = CO2, N2O, CH4 More information available at: Workplaces (2018 Sustainability Report, page 28); Clients (2018 Sustainability Report, page 24)				No

GRI 305	Targets and Initiatives 2018 CDP Response (to follow), The CDP response will be available toward the end of 2018.				No
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Material Aspect: Products And Services

GRI 103-1-3	Introduction from the CEO (2018 Sustainability Report, page 6); Environmental Policy; Clients (2018 Sustainability Report, pages 24); Clients (jll.com/sustainability)				No
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Material Aspect: Products And Services Material Aspect: Supplier Environmental Assessment

GRI 103-1-3	Sustainable procurement (2018 Sustainability Report, page 44); Workplaces (jll.com/sustainability/)				No
GRI 308-1	Sustainable procurement (2018 Sustainability Report, page 44); Workplaces (jll.com/sustainability/)				No

Category: Social

Sub-Category: Labor Practices And Decent Work

Material Aspect: Employment

GRI 103-1-3	People (2018 Sustainability Report pages 30); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13);				No
GRI 401-1	Data summary (2018 Sustainability Report, Annex B)	JLL reports new employee hires and turnover. Currently we do not disaggregate information on new employee hires or employee turnover by age group.	The information is currently unavailable	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No

Material Aspect: Occupational Health And Safety

GRI 103-1-3	Personal and career development (2018 Sustainability Report, page 34); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); 2018 Ethics Everywhere report - to be published later in 2019.				No
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GRI 404-1	Data summary (2018 Sustainability Report, Annex B)	JLL does not currently collect average training hours per employee globally.	The information is currently unavailable	We will look into the feasibility/value of collecting average training hours information in future reporting years.	No
GRI 404-3	Data summary (2018 Sustainability Report, Annex B)	JLL reports global total of employees with performance objectives who therefore undertake bi-annual review. Currently we do not disaggregate this information by gender or employee category.	The information is currently unavailable	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No
Material Aspect: Training And Education					
GRI 103-1-3	Personal and career development (2018 Sustainability Report, page 34); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); 2018 Ethics Everywhere report - to be published later in 2019.				No
GRI 404-1	Data summary (2018 Sustainability Report, Annex B)	JLL does not currently collect average training hours per employee globally.	The information is currently unavailable	We will look into the feasibility/value of collecting average training hours information in future reporting years.	No
GRI 404-3	Data summary (2018 Sustainability Report, Annex B)	JLL reports global total of employees with performance objectives who therefore undertake bi-annual review. Currently we do not disaggregate this information by gender or employee category.	The information is currently unavailable	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No
Material Aspect: Diversity And Equal Opportunity					
GRI 103-1-3	Our culture of diversity and inclusion (2018 Sustainability Report, page 32); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); UK Equal Opportunities Policy; 2018 Ethics Everywhere report - to be published later in 2019.; Diversity at JLL (http://www.diversityatjll.com/)				No

GRI 405-1	Our culture of diversity and inclusion (2018 Sustainability Report, page 32); Data summary (2018 Sustainability Report, Annex B)	Frameworks for diversity data collection are varied globally and this presents a challenge in recording diversity indicators across all JLL countries. Currently data on total staff by minority groups as well as governance bodies by age and minority groups is not complete.	The information is currently unavailable	We will look into feasibility/value of collecting this information in future reporting years.	No
<i>Sub-Category: Society</i>					
Material Aspect: Local Communities					
GRI 103-1-3	Supporting our communities (2018 Sustainability Report, page 48); Communities (jll.com/sustainability); Our Responsibility to Communities (Code of Business Ethics, pages 36-38)				No
GRI 413-1	Supporting our communities (2018 Sustainability Report, page 48); Communities (jll.com/sustainability); Data summary (2018 Sustainability Report, Annex B)				No
Material Aspect: Anti-Corruption					
GRI 103-1-3	Our Foundations (2018 Sustainability Report, page 20); Our Responsibility to Clients (Code of Business Ethics, pages 18-21); Our Responsibility to the Marketplace (Code of Business Ethics, pages 22-26); Our Responsibility to Shareholders (Code of Business Ethics, pages 27-35); 2018 Ethics Everywhere report - to be published later in 2019				No
GRI 205-2	Our Foundations (2018 Sustainability Report, page 20); Data summary (2018 Sustainability Report, Annex B); Certification of your Commitment to the Code (Code of Business Ethics, page 13)	We aggregate our anti-corruption training data, but we do not break down by employee groups.	The information is currently unavailable	We will look into the feasibility/value of reporting a breakdown of this indicator in the future.	No

Annex D

GRI 205-3	Data summary (2018 Sustainability Report, Annex B); 2018 Ethics Everywhere report - to be published later in 2019.	JLL reports ethics data extensively, including all concerns investigated. Our current ethics indicators do not disaggregate the number of corruption-related business partner contract terminations or information on public legal cases. Any corruption concerns raised or investigated, if any, are included in the ethics section of our Data summary.	The information is currently unavailable	We will look into the feasibility/value of disaggregating this data in the future.	No
<i>Sub-Category: product responsibility</i>					
Material Aspect: Local Communities					
GRI 103-1-3	2018 Ethics Everywhere report - to be published later in 2019; Client Information (Code of Business Ethics, page 19); Privacy and personal data protection (Code of Business Ethics, page 16); Protection of JLL information, ideas and intellectual property (Code of Business Ethics, page 32); Technology and Information Systems; Management of Data, 2018 Form 10-K, page 35); Intellectual Property (2018 Form 10K, page 28); Burden of complying with multiple and potentially conflicting laws and regulations and dealing with changes in legal and regulatory requirements (2018 Form 10-K, page 50)				No
GRI 418-1	Data summary (2018 Sustainability Report, Annex B)	JLL reports ethics data extensively, including all concerns investigated. We do not currently disaggregate for the number of complaints concerning breaches of customer privacy; or losses of customer data. Any related concerns raised or investigated, if any, are included in the ethics section of our Data Summary.	The information is currently unavailable	We will look into the feasibility/value of disaggregating this data in the future.	No

Annex E

UN Sustainable Development Goals

SDG 3: Ensure healthy lives and promote well-being for all at all ages

Relevant targets

3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Our influence

Promoting health and wellbeing for our own employees, our clients, and in the wider communities in which we operate

Relevant Building a Better Tomorrow pillars:

Clients, People, Workplaces, Communities

Key opportunities for impact

Operations:

1. Incorporating wellbeing principles into the design and fit-out of our corporate offices (see page 43).
2. Offering HR policies and benefits that support health and wellbeing e.g. affordable health-care options including insurance for employees and their families (including mental health care), flexible working (see page 36)

Promoting safe and healthy offices, promoting active mobility and sports (see pages 36-37).
3. Incorporating health and wellbeing into purchasing decisions
4. Supporting health-focused programs and partnerships as part of our Communities program.

Services:

1. Delivering healthy buildings services and certifications via our Advisory, PAM, IFM and PDS service lines (see page 26).

SDG 5: Achieve gender equality and empower all women and girls

Relevant targets

5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Our influence

Driving gender equality at all levels of our business and beyond

Relevant Building a Better Tomorrow pillars:

Clients, People, Workplaces, Communities

Key opportunities for impact

Operations:

1. Embedding the principle of gender equality in policies and processes including recruitment, remuneration/benefits, training, promotion, and development reviews (see pages 32-34)
2. Supporting women's development via leadership and mentor programs and ensuring sufficient participation of women in decision making and governance bodies at all levels and business areas (see pages 32-33)
3. Expanding business relationships with women-owned enterprises and supporting suppliers in advancing gender equality and women's empowerment (see page 46)
4. Partnering with relevant stakeholders to advance gender equality in the workplace and in the community

Annex E

Services:

1. Ensuring our supplier diversity initiatives are extended to purchasing for clients (see pages 46-47)

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Relevant targets

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Our influence

Ensuring we are operating with ethics and integrity in everything we do, promoting safe and secure working environments and labor conditions, and contributing to sustained and inclusive economic growth

Relevant Building a Better Tomorrow pillars:

Foundations, People, Clients

Key opportunities for impact

Operations:

1. Increasing economic productivity through co-developing technology with start-ups and investing in innovation and technology (see page 22).
2. Protecting labor rights in our own operations and supply chains including freedom of association, collective bargaining and industrial relations, ensuring job security and a safe and healthy working environment and supporting employment promotion and stability (see pages 45-47 and our Health and Safety Report).
3. Embedding the principle of equality in policies and processes for both employees and governing bodies throughout own operations and supply chain (see pages 32-34 & 46).
4. Ensuring responsible employment strategies, providing decent work and productive activities for all employees in our own operations and in our supply chain.
5. Establishing fair policies for selection of suppliers and improving economic inclusion throughout the supply chain (see page 46).
6. Developing partnerships and collaborative projects to advance the solving of these issues industry-wide.

Services:

1. Delivering socio-economic sustainability advisory services (see page 27).
2. Ensuring we are incorporating the highest levels of health & safety via our PAM, IFM and PDS service lines in particular (see our Health & Safety Report).
3. Undertaking pre-competitive collaboration and partnerships to address industry-wide challenges.
4. Ensuring our third party spend on behalf of clients is with suppliers that protect labor rights, health and safety principles and diversity and inclusion (see pages 45-47).

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Relevant targets

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

Our influence

Giving advice that promotes sustainable cities and communities and ensuring that we build it in to our own operations

Relevant Building a Better Tomorrow pillars:

Workplaces, Communities, Clients

Key opportunities for impact

Operations:

1. Developing Communities programs aimed at inclusive and sustainable development (see pages 50 & 53).
2. Driving sustainable and resilient buildings and infrastructure by occupying certified buildings, undertaking certifications ourselves, and undertaking resiliency/disaster risk management assessments (see page 40 & 42-43).
3. Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

Services:

1. Promoting responsible investing via LaSalle Investment Management (e.g. DTU+E investment strategy) (see page 29).
2. Ensuring the sustainable management of assets directly via our PAM business and for our LaSalle investment portfolios (see pages 26 & 29)
3. Supporting clients to develop affordable housing strategies via LaSalle and our Affordable Housing teams (see page 53).
4. Delivering building certifications through PDS (see page 26).
5. Supporting and enabling the uptake of smart buildings technologies and other proptech, particularly through Advisory and PAM business lines (see page 28).

Delivering sustainability services and embedded sustainability advice in everything we do, including to help operationalize how cities generate and use energy and infrastructure, reduce waste and their carbon footprint, and assessing client projects to incorporate safe, inclusive and accessible green and public spaces (see pages 26-27).

6. Helping clients evaluate climate risk and consider resiliency and adaptation solutions for their portfolios. Integrating disaster risk management into business models and practices accordingly.
7. Increasing land use efficiency through shared office and commercial spaces

Ensuring we're collaborating and knowledge sharing with clients, peers, public bodies, and other stakeholders to drive systemic change.

SDG 12: Ensure sustainable consumption and production patterns

Relevant targets

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Our influence

Ensuring we build resource efficiency and circularity principles into everything we do, for ourselves and for our clients

Relevant Building a Better Tomorrow pillars:

Workplaces, Communities, Clients

Key opportunities for impact

Operations:

1. Incorporating responsible consumption and production into workplace design, fit-out and occupancy – e.g. through waste, water and energy programs, green leases (see pages 39-43)

Developing circular models for our office space including fit-outs.
2. Investing in the improvement of environmental performance of our supply chain (see pages 44-47)

Establishing programs and partnerships addressing efficient use of resources as part of our Communities programs.
3. Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

Annex E

Services:

1. Supporting clients to manage waste and water for developments and refurbishments (see page 26).
2. Managing assets sustainably via our PAM service line and via LaSalle investment portfolios (see page 26).
3. Offering responsible, resource-efficient procurement practices for clients across all relevant services (see pages 44-47).
4. Supporting clients to report their sustainability performance e.g. via GRESB (see page 26).
5. Delivering building certifications for clients via our PDS service line (see page 26).
6. Delivering sustainability services via our IFM and Advisory services lines (see pages 25-26).
7. Building circular economy principles into the advice we give to clients through our Advisory and PDS service lines, in particular.

SDG 13: Take urgent action to combat climate change and its impacts

Relevant targets

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.2 Integrate climate change measures into national policies, strategies and planning.
- 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Our influence

Reducing our impact in line with climate science and ensuring we are resilient to the effects of climate change

Relevant Building a Better Tomorrow pillars:

Workplaces, Clients

Key opportunities for impact

Operations:

1. Delivering a robust climate strategy for JLL with transparent reporting (see pages 10 & 40-42)
2. Ensuring energy efficiency and renewables use is a core factor in our office selection and occupancy (see pages 40-43)
3. Reducing our business travel and use of GHG-emitting vehicles (see page 40-43)
4. Building resiliency and emergency management into our operational processes
5. Ensuring we are procuring low-emitting materials and resources
6. Engaging in advocacy, policy engagement, partnerships, and education to drive climate action (see page 10)

Services:

1. Promoting responsible investing via LaSalle Investment Management (e.g. DTU+E investment strategy) (see page 29).
2. Adopting low carbon development and refurbishment standards.
3. Ensuring resiliency management and emergency preparedness for managed properties via IFM and PAM, and in LaSalle portfolios.
4. Building climate risk into our procurement processes.
5. Delivering sustainability services focused on climate change mitigation and adaptation.

Collaborating and knowledge sharing with clients and peers to promote industry change.