

# *Building a better tomorrow*

Our sustainability leadership ambition

*JLL Global Sustainability Report 2017*



# 2017 Global Sustainability Report | Executive Summary

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## Introduction from our CEO

Welcome to our 2017 Global Sustainability Report.

At JLL, we recognize that we have a real opportunity to provide tangible action to deliver a more sustainable future for all our stakeholders. With this in mind, we have developed Building a Better Tomorrow, our sustainability leadership ambition. A core component of the Beyond strategic vision, Building a Better Tomorrow is integrated into all aspects of our organization.

To demonstrate our commitment to a sustainable future, we have pledged to set a Science Based Target, an ambitious emissions reduction goal that is in line with climate science and the aims of the Paris Agreement. As well as setting a Science Based Target, we are also introducing ambitious goals across the other areas of our Building a Better Tomorrow program, which will drive sustainability through delivering lasting value for our clients, engaging our people, and supporting the communities where we live and work.

Taken as a whole, we believe that the delivery of these aims will enable JLL to contribute to a more sustainable future for all.

Thank you for your continued interest in JLL.

## Building a Better Tomorrow

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

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

Through our sustainability leadership agenda, we seek to meet our vision through four pillars: Clients, People, Workplaces, and Communities. These pillars are

underpinned by three Foundations of governance, thought leadership, and communication.

Setting new sustainability targets for our global business Having exceeded our existing targets at the end of 2017, we now have an opportunity to make a step change in our commitment to sustainability by setting ambitious new goals for JLL. These goals cover all four Pillars of Building a Better Tomorrow.

## Clients

- Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.

## People

- Each of JLL's eight largest country businesses to improve gender balance of leadership population by 2021.
- Identify challenges and provide targeted solutions to the attrition and developments of employees, in particular those with up to 3 years' service (2018/19).

## Workplaces

- Reduce building-related GHG emissions per corporate office employee by 2% p.a. from 2017 to 2019.
- Reduce building-related energy consumption per corporate office employee by 2% p.a. from 2017 to 2019.
- Set a Science Based Target for JLL's global Scope 1 and 2 emissions, and an accompanying Scope 3 target.
- 100% of JLL office space larger than 10,000 ft<sup>2</sup> to have sustainability certification by 2030.
- Based on the average employee Lost Time Injury Frequency Rate (LTIFR) of the two prior performance periods, achieve by 2020 a LTIFR reduction of 10%.
- Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety.
- Sustainable procurement framework to be adopted globally by 2020.

## Communities

- Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020.

## Foundations

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



## Clients

Our work with clients presents the biggest opportunity for JLL to make a difference. Since buildings account for about 40% of global energy consumption, the real estate services industry has an important role to play in addressing sustainability challenges. The 4.6 billion square feet of space that JLL manages globally for our clients gives us the opportunity to develop industry-leading strategies, tools, and technologies that significantly improve energy efficiency, societal impacts, and cost savings.

JLL's more than 274 sustainability professionals advise our clients on renewable energy projects, green building



## 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 and create long-term careers, work with talented people, and succeed through inclusion.

### In 2017 we:

- Listed as one of Ethisphere Institute's "World's Most Ethical Companies" for the 11th consecutive year.
- Delivered in-person ethics training to more than 9,000 of our employees.
- Produced 90 pieces of thought leadership.

practices, energy management programs, and socio-economic impact assessments as a few examples. We are increasingly seeking to embed sustainability considerations across all our service lines, so that we can continue offering differentiated and forward-thinking solutions to our clients.

### In 2017 we:

- Helped clients achieve 225 green building certifications.
- Delivered estimated client energy savings of 674 MWh.
- Provided advice on renewable energy projects, helping to avert an estimated 450,000 metric tons of CO<sub>2</sub>e.

### In 2017 we:

- Invested more than \$18.5 million in training our employees around the world.
- Launched our first-ever globally aligned reward platform, Going Beyond.
- Deployed Workday, our updated Human Resources Information System platform, in the United States and Canada with plans to deploy in Europe, the Middle East, Asia Pacific, and Africa in 2018.



## Workplace

JLL seeks to occupy more efficient and flexible offices around the world. Driving down energy and resource use and subsequent carbon emissions from both JLL offices and business travel activities. Procuring sustainable materials and striving for green building certifications where possible for our leased space. We aim to provide our employees with office space that supports their health, safety, and productivity by employing aspects such as flexible working, better access to daylight, and enhanced technology solutions – all with a minimal environmental impact. Safety and security is a core part of Building a Better Tomorrow.

### In 2017 we:

- Our building-related greenhouse gas emissions per corporate office employee were 1.3 metric tons, a reduction of 15% against our 2012 baseline.
- Our building-related energy consumption per corporate office employee was 3,269 kWh in 2017, down 12 % compared to 2012.
- In 2017 we rented 156 square feet per corporate office employee compared to 174 square feet per corporate office employee in 2012, a 10 % decrease.



## Communities

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

### In 2017 we:

- Recorded charitable contributions of \$8.7 million from both corporate and employee donations, as well as cost to the business of employee volunteering.
- Volunteered more than 8,300 days of time in support of charitable causes.
- Published our statement on Modern Slavery and Human Trafficking, which ensures transparency in our own business and helps prevent modern slavery in our supply chain.