



JONES LANG  
LASALLE®

*Real value in a changing world*

*Sustainable value* in a  
changing world

Jones Lang LaSalle Incorporated and  
LaSalle Investment Management  
2011 CSR Report



## *The measure of value.*

Where ever you go in the world of property, all markets have one thing in common: value is measured by the square foot or meter.

For the people of Jones Lang LaSalle, there is also one constant. In every city where we work, with every client we serve, we operate with the highest ethical principles.

Around the world our teams are dedicated to delivering sustainable value for clients while supporting local communities to build a resilient future together.

One square at a time.



JONES LANG  
LASALLE®

*Real value in a changing world*

## Our 2011 CSR and sustainability awards

One of our most important business goals is to maintain our position as a leader - one of the best - in our industry. We regularly receive recognition for our leadership around the Corporate Social Responsibility (CSR) and sustainability agenda. 2011 was no exception as we continued to receive a number of high-profile awards. Achieving awards during one year is commendable, but we deem our continual levels of high performance and progress to be more important.





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### Note to PDF user

This PDF utilizes interactive elements. Click on contents and hyperlinks for easy navigation. The section titles of each footer also have interactive functionality.

-  Link to external site or document
-  Case study

**Image reference (cover):** Jones Lang LaSalle's corporate office in Hong Kong located at Three Pacific Place set a new industry standard when it was awarded with a record LEED® Platinum score. It received the highest number of points of any certified project using the LEED® for Commercial Interiors rating system in the world today. Jones Lang LaSalle is the first real estate company to secure this Platinum rating. Through the commitment to achieve the highest LEED® certification level, Jones Lang LaSalle sought to build a healthier, more productive workplace – this is less costly to operate and has a reduced negative impact on the environment.

A photograph of a modern office reception area. In the foreground, a white reception desk holds a tall, dark blue vase with white orchids. Behind the desk, a person in a dark suit is visible. The background features a large wall with the company name 'JONES LANG LASALLE' in white, illuminated letters. To the left, a large window or wall graphic shows a cityscape with a prominent church spire. The lighting is dramatic, with the company name and the orchids being the primary light sources.

JONES LANG  
LASALLE

## Who we are

Jones Lang LaSalle is a **leading financial and professional services firm specializing in real estate**. We offer **comprehensive, integrated real estate and investment management expertise** on a local, regional and global level to owner, occupier and investor clients.

## In conversation with our CEO

Colin Dyer, Jones Lang LaSalle's President and Chief Executive Officer, discusses how the Firm is moving forward on sustainability and CSR.

### What are the Firm's goals and how do they align with sustainability?

Jones Lang LaSalle's strategic priorities continue to be founded on creating value for our clients, shareholders and employees. As part of this – and I am proud to see it first-hand – we are helping our clients and ourselves realize the value of corporate responsibility. Whether that involves providing sustainability-related advice to clients through many of our services, or leveraging connections within our own Firm to integrate our internal CSR efforts, sustainability is not just aligned, but increasingly embedded, in everything we do.

### Where do you think Jones Lang LaSalle has the biggest impact through environmental sustainability?

Buildings are responsible for around 40% of energy use globally, so it is undoubtedly the built environment, and how we manage this for our clients, where we can make a long-lasting impact. In fact, across the whole property lifecycle, from planning and development through to management and refurbishment, we have an opportunity – and a significant one – to make a difference by advising developers, investors and occupiers on their sustainability decisions.

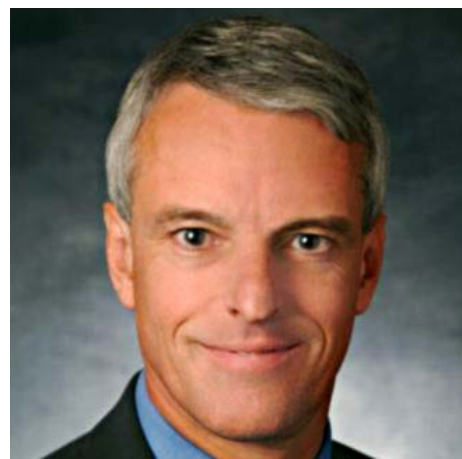
Published research<sup>1</sup> illustrates the point as an indicator of market potential; more than \$279 billion could be invested in the residential, commercial and institutional sectors in the U.S. alone to yield more than \$1 trillion of energy savings over ten years. This presents a substantial opportunity, and we want Jones Lang LaSalle to lead in this area. Yet despite our commitment to energy and sustainability services, less than one percent of our 2011 revenues was related to energy and sustainability, so we have ample room to grow this business and differentiate ourselves by helping clients work towards resilient real estate.

### What are your strategic priorities related to sustainability over the short to medium term?

We manage a huge volume of real estate for clients – some 2.1 billion square feet worldwide – so the opportunity to affect sustainable change is powerful. We have signed up to a number of industry initiatives, such as the 'Better Buildings Challenge' in the U.S., where we have committed to reduce energy use by at least 20% by the year 2020 in large buildings totaling 98 million square feet. Another example: LaSalle Investment Management made a commitment to double the properties it submits to Greenprint, where I am a founding member of the Board, by the end of 2012. We also continue to align our efforts with internationally agreed standards such as the United Nations Global Compact and the United Nations Principles for Responsible Investment.

### Have economic uncertainties restrained your priorities?

Despite challenging economic conditions in the U.S. and Europe, corporate clients continue to pursue worldwide growth strategies. As a result, they are striving to control costs through outsourcing and are increasing their demand for real estate services. Investor clients largely continued to operate in a smaller and slower real estate transaction market as a result of the 2008 financial crisis. However, in 2011, commercial values in most markets were rising and cross-border capital flows continued to increase. Generally, the impetus behind sustainability, corporate governance and ethics – which is being accelerated by new legislation – means that energy and sustainability advice is gradually becoming a business necessity. (I spoke about sustainability as one of four emerging trends during the January 2011 Davos meeting, which you can learn more about [here](#).)



**Colin Dyer**  
President and Chief Executive Officer



Every day – and I am proud to see this first-hand – we are helping our clients and ourselves realize the value of corporate responsibility. Sustainability is not just aligned, but increasingly embedded, in everything we do.



<sup>1</sup> Report by the Rockefeller Foundation and DB Climate Change Advisors



### What are the main challenges for Jones Lang LaSalle over the next few years?

As in any enterprise, there are inherent risks that we have to manage and mitigate. Markets are changing rapidly, and we need to anticipate and adapt to them. New technology, social media and advances in data management are creating both opportunities and challenges to our business. Legal and regulatory changes are also having an impact on the way we operate. Importantly, we are always managing and fine-tuning our resources to best meet such challenges so that we can continue to deliver exceptional, fully integrated solutions for our clients worldwide.

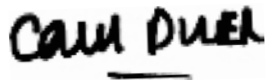
### How have the Firm's employees embraced sustainability and CSR?

I am continually amazed by our people's enthusiasm and imagination, some of which is channeled through our employee engagement program ACT: 'A Cleaner Tomorrow'. In addition, we now have more than 1,000 energy and sustainability accredited professionals – a figure still on the rise. And we see exciting new ideas originating from our da Vinci Awards. There is also a true spirit of generosity in our people toward many charitable and community initiatives. In 2011, the Company and our employees spent more than \$4 million on charitable initiatives. Our employees also participated in well over 2,000 volunteering days, supporting local community projects, creating our own charitable fundraising events and engaging with diversity programs.

### What do you see as Jones Lang LaSalle's significant achievements in 2011?

We are proud to have been repeatedly recognized with prestigious successes that affirm our approach to sustainability, ethics and leadership. We have shown that 'we can do as we advise'. For example, our Hong Kong corporate office achieved the world's highest LEED® Platinum score for a Commercial Interiors project. And 72% of our corporate offices around the world have included sustainability elements in their occupancy strategies. Equally, our partnership with the Carbon Disclosure Project for Cities reflects our commitment to sustainability globally. Our values were reinforced by external awards from organizations such as the U.S. Environmental Protection Agency, which named us 'ENERGY STAR Partner of the Year' for the third time in 2011 (and affirmed our position with a Sustained Excellence Award in 2012), and the Ethisphere Institute, which named us one of the 'World's Most Ethical Companies' for the fourth consecutive year in 2011 (and for the fifth in 2012). Companies on Ethisphere's list have consistently and significantly outperformed the Standard and Poor's 500 Index. And FORTUNE recognized us as one of the 'World's Most Admired Companies' for the third year.

I want to thank you for your continued interest in Jones Lang LaSalle and for the feedback we receive related to reports such as this, which aim to increase our transparency and accountability for all our stakeholders.



*Colin Dyer*

President and Chief Executive Officer

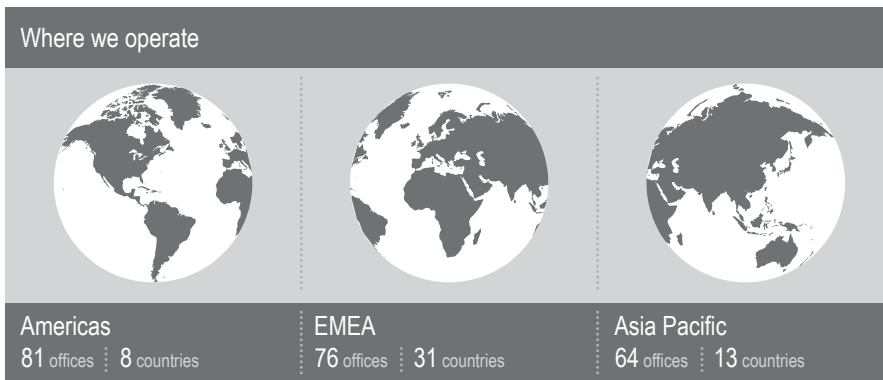


## About us

### Jones Lang LaSalle introduction

Across our three geographic business segments – the Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific – we deliver a complete array of real estate services. We are an industry leader in property and corporate facility management services, with a portfolio of approximately 2.1 billion square feet worldwide.

Our fourth business segment – LaSalle Investment Management – is a wholly-owned member of the Jones Lang LaSalle group and one of the world’s largest and most diversified real estate investment management firms. LaSalle Investment Management manages \$47.7 billion of private and public property equity investments.



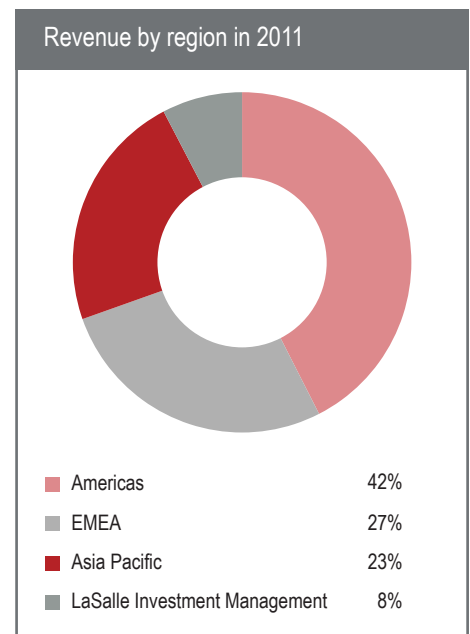
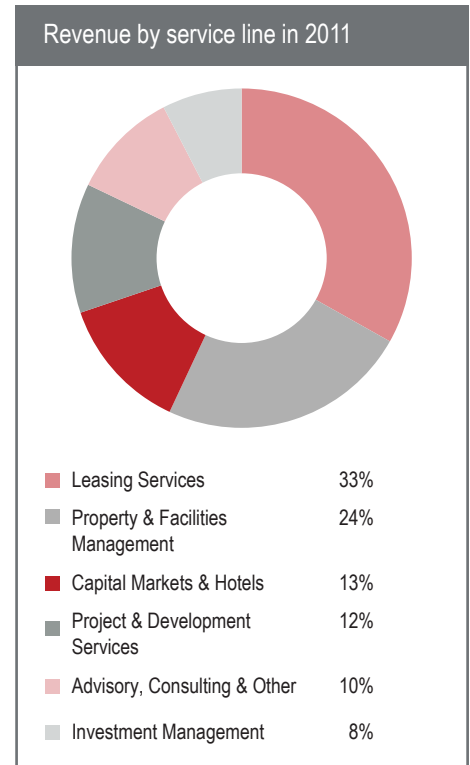
**Data qualification notes:** The above figures align with our Annual Report. For the purposes of CSR indicators throughout this Report that incorporate a corporate office figure, we have used a corporate office count from our carbon management system.

We are incorporated under the laws of the state of Maryland as a publicly owned company, governed by a board of directors. Shares of Jones Lang LaSalle are traded on the New York Stock Exchange (NYSE: JLL) and our global headquarters is in Chicago, Illinois.

As of December 31, 2011, we had 221 corporate offices worldwide and operations in more than 52 countries. Our employee count surpassed 45,000 in 2011. This increase resulted primarily from mergers and acquisitions in each region, as well as organic growth.

Worldwide employees			
	2011	2010	2009
Total	45,500	40,300	36,600

**Data qualification notes:** The source of the above figures is our global financial consolidation system, which uses 45,500 as our 2011 year-end employee total. This figure differs from that of our people management system, which uses 43,019 as our 2011 year-end employee total and excludes Australian staff (1,661 employees). This results from different definitions of headcount, as well as different system scopes. We have used the latter figure to normalize our carbon footprint because the disaggregation better represents employee count in our corporate offices. This also explains the variance between the figures above and employee totals in the workplace figures (e.g. ‘Employees by age’ on page 41).

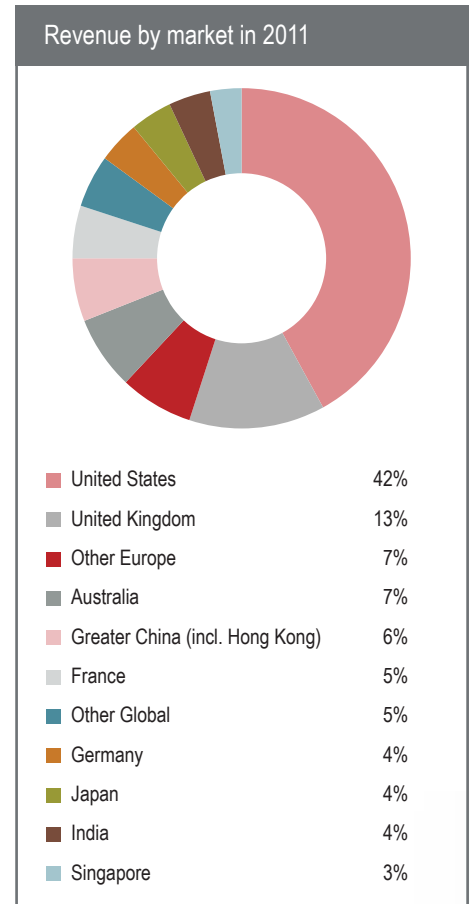


**Key financials and statistics**

In 2011, we generated record-setting revenues totaling \$3.6 billion across our four business segments, a 23% increase over 2010. In June 2011, we merged with the London-based international consultancy King Sturge, which added 1,600 colleagues to our corporate family. This reflects only one example of acquisitions around the world.

The following financial highlights should be read in conjunction with our consolidated financial statements and related notes, as well as the 'Management's Discussion and Analysis of Financial Conditions and Results of Operations' included in **our Annual Report** (Form 10-K) for the year ending December 31, 2011.

	2011	2010	2009
Revenue (million \$)	3,584.5	2,925.6	2,480.7
Net income (loss) (million \$)	164.0	153.5	(4.1)
Diluted earnings (loss) (\$ per diluted share)	3.70	3.48	(0.11)
EBITDA (million \$)	338.8	319.9	139.9







## Our approach

The **pace of economic, societal and environmental changes** continues to present our business with significant risks and opportunities. A robust understanding of where we can have the biggest impact in relation to those risks and opportunities **sits at the heart of our CSR strategy.**

**Transparency and accountability are also core features of our approach** and we remain focused on the highest standards of governance and ethics in all our business dealings.

# CSR and sustainability strategy

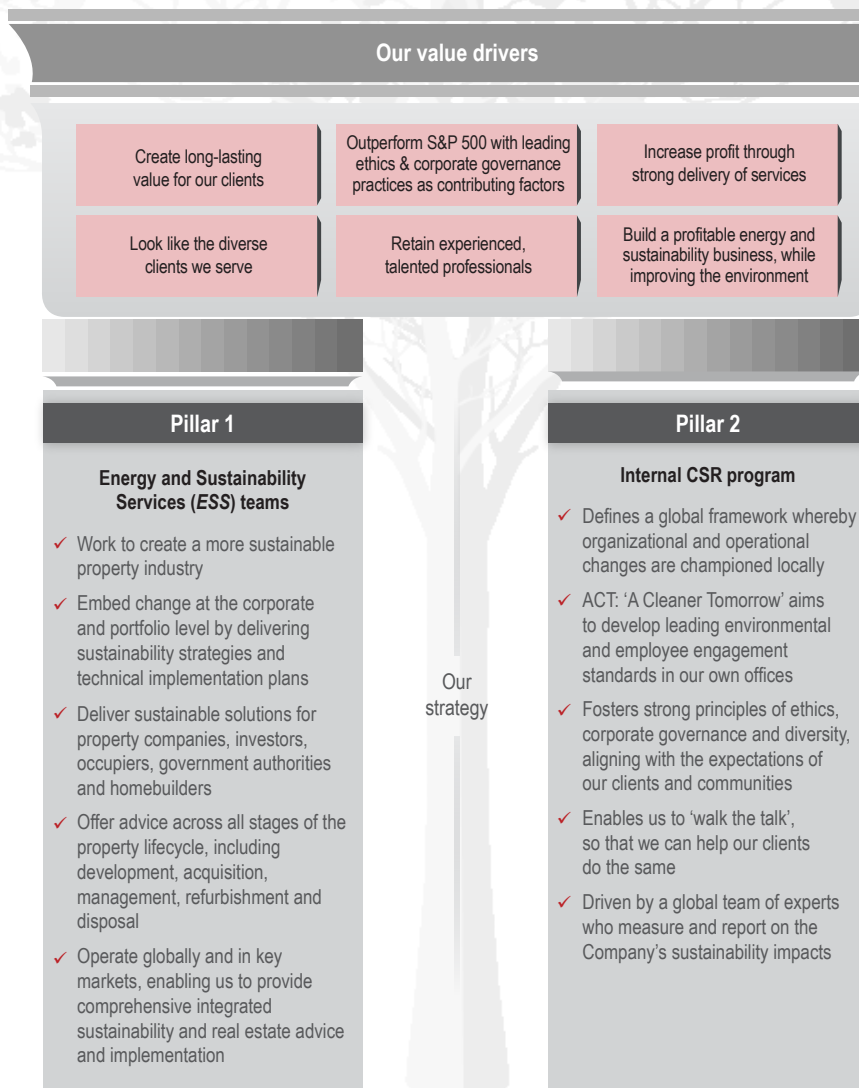
## Global Sustainability Commitment

As a part of our commitment to create real value in a changing world, we are determined to hold ourselves accountable for the social, environmental and economic impacts of our operations and are committed to developing policies, business practices and services that will drive continuing positive change in our industry. Established in 2008, our Global Sustainability Commitment plays a key role in shaping our sustainability strategy. It includes three main objectives:

- **Lead the transformation of the property industry** by reducing the environmental impact of commercial real estate
- **Increase our investment** in energy and sustainability expertise
- **Reduce our carbon footprint through our ACT: 'A Cleaner Tomorrow'** initiative, which focuses on energy conservation, water conservation, emissions reduction, solid waste reduction, recycling and recycled material use

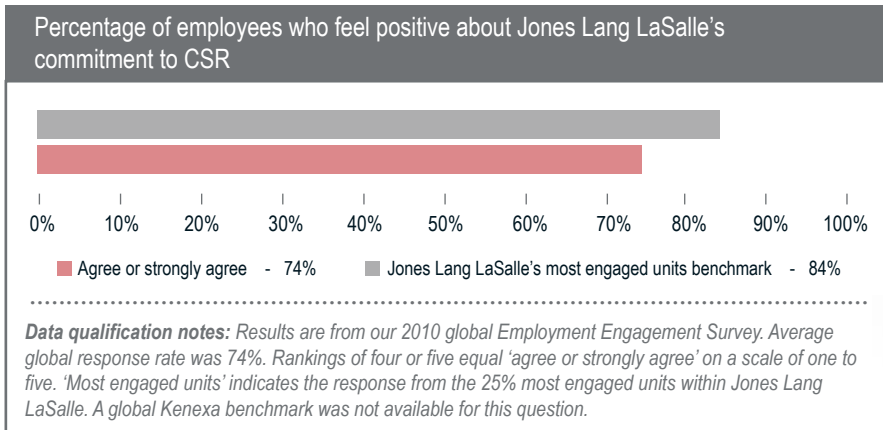
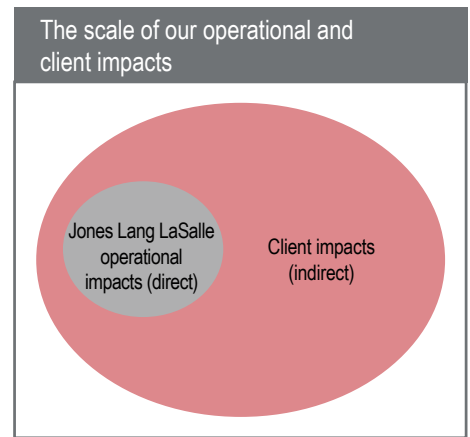
## Two key pillars for delivering our commitment

There is a strong business case around how sustainability creates value for Jones Lang LaSalle (view our Chief Executive Officer's paper at [our CSR homepage](#)). As such, we have established a CSR and sustainability strategy that focuses on two primary pillars: (1) the Energy and Sustainability Services (ESS) we provide to clients and (2) our internal CSR program, which seeks to reduce our own operational impacts. Together they form a powerful strategy that has the potential to create a significant legacy in our industry.



Although we view both pillars as critical to our CSR and sustainability strategy, we are aware that the potential positive impacts of our Energy and Sustainability Services advice can be substantially greater than the positive impacts of our own direct activities and operations.

Given the focus on these key value drivers and our strong pillars for delivery, it is not surprising to find in our 2010 global Employee Engagement Survey that 74% of our staff responded favorably when asked if he or she felt positive about our commitment to CSR. We expect this percentage to increase as our CSR program matures. Since we conduct our global Employee Engagement Survey bi-annually, we plan to share results of the 2012 Survey in next year's Report.



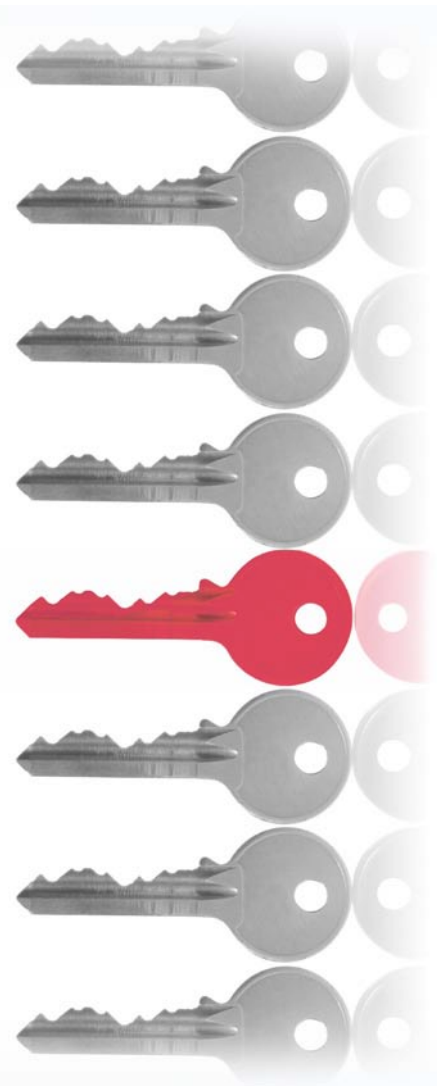
### Jones Lang LaSalle's material CSR and sustainability issues

We recognize the importance of reporting on issues that have the greatest impact on our business, as well as those of greatest concern to our key stakeholders. In 2010, we developed a methodology to identify material CSR issues that reflect both direct impacts of our operations and indirect impacts arising from actions taken on behalf of clients. You can find more on this process in our [2010 CSR Report](#).

We did not extensively review our material impacts during 2011. However, we did witness shifts in priority issues due to client or other stakeholder requests. For example, this Report details our increased transparency around health and safety in businesses where employees are exposed to material risks on a facility or site that we manage.

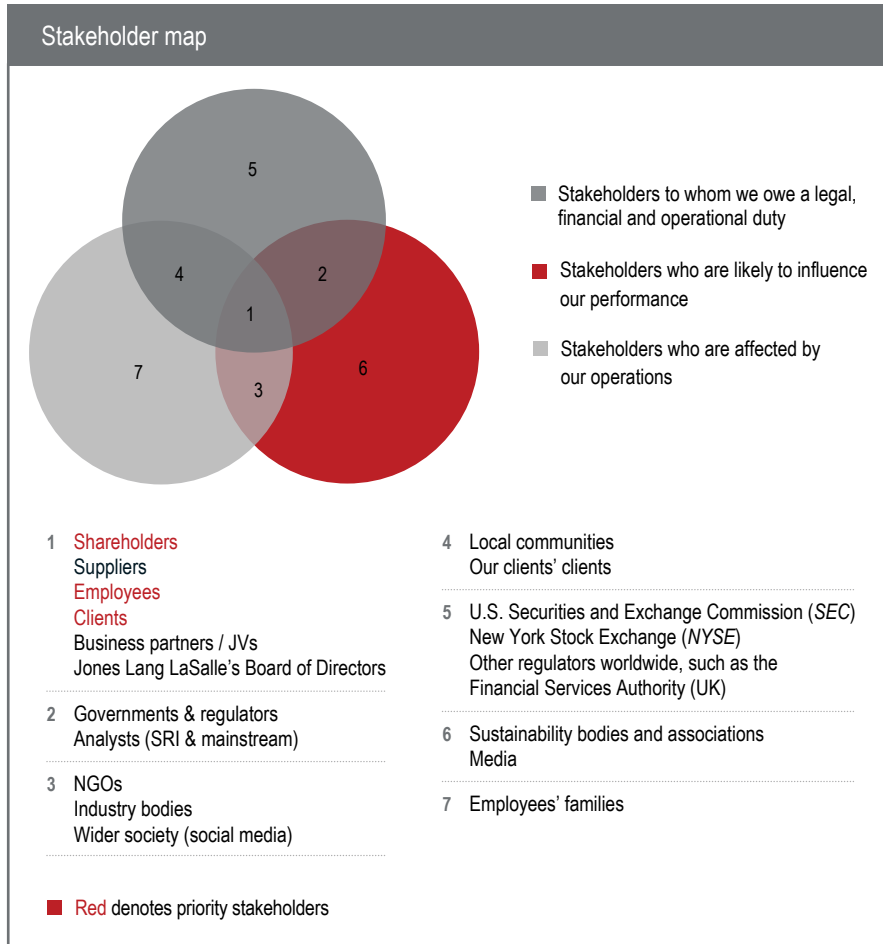
The outcome of our 2010 assessment resulted in five key material issues, which are detailed below. These form the basis for the themes we subsequently address in this Report.

Material issues	CSR themes covered in this Report
Energy and climate	Energy efficiency; greenhouse gas emissions reduction; renewable energy
Client service excellence	Client satisfaction; ethics; sustainability thought leadership and innovation
Green buildings	Property lifecycle; building certifications and assessments; sustainable retrofits; green leases
Community commitment	Charitable contributions and investment; volunteering; supplier sustainability
Workplace, well-being and diversity	Diversity; employee satisfaction and engagement; training and development; health and safety



## Our stakeholders

Strong stakeholder relations underpin virtually every successful business. Our success is in large part related to our extensive network of stakeholder relationships across the real estate sector. The following diagram identifies a range of stakeholders, whereby those that fall into the middle (indicated by '1') are considered primary stakeholder groups.



From this analysis we have prioritized three stakeholder groups: **clients, shareholders and employees**. The Report is intended for these groups and we engage with them by using a variety of channels. Through these activities, we continue to learn a lot about important CSR issues and we utilize this to influence our CSR strategy and corporate decisions.

## Examples of stakeholder engagement

The following examples provide a snapshot of how engagement with our stakeholders in 2011 has influenced corporate decision making:

### Jones Lang LaSalle's leadership

Sustainability is at the forefront of our leaders' minds. Whether a discussion point at the EMEA Leadership Conference, a one-hour Sustainability Session led by Lauralee Martin (global COO and CFO), or a decision by the UK Executive Board to incorporate sustainability into all business units, the vision for a sustainable future is driven from the top.

### Employees

During 2011, we continued to engage with our employees through internal communications, an Intranet site dedicated to the ACT 'A Cleaner Tomorrow' program and global efforts such as Earth Hour. This does not even begin to cover the individual action that takes place locally, where our employee engagement efforts are strongest.

### Clients

We regularly conduct surveys with clients and the wider industry to understand the latest trends and drivers. The [CoreNet / Jones Lang LaSalle Global Survey](#) (conducted Q4 2010) and [Global Corporate Real Estate Survey 2011](#) are two examples that serve to shape industry opinion and help us to develop a more tailored service offer for our clients.

### Shareholders

Our Investor Relations program incorporates feedback directly from shareholders, which is received in quarterly earnings calls and through annual voting for each of our Board members and on our executive compensation. Please see our [Proxy Statement](#) for more information.

### Multi-stakeholder engagement

Through our engagement with Ceres, a U.S. network of investors, environmental organizations and public interest groups, we received suggestions via a two-hour stakeholder call in February 2012 on how to improve our CSR Report. A session of this kind was last held in November 2009. Please see page 52 for further information on how we have responded to feedback from Ceres.



## Governance

We comply with the corporate governance laws of the world's most stringent regulatory authorities. These include the New York Stock Exchange, the U.S. Securities and Exchange Commission and financial services authorities in the UK, Japan, Hong Kong, Singapore and Australia, among other countries. The following section provides details of our governance structure, including how it relates to CSR.

Over the years, we have developed metrics showing that strong corporate governance increases profitability by reducing significant direct costs that can result from lapses in governance or ethics. Even as our revenues have almost quadrupled over the last nine years, some costs, such as our insurance premiums – an important market-based indication of the level of enterprise risk – are actually lower than they were seven years ago, even before taking inflation into account. This is consistent with data published by the Ethisphere Institute, which shows that the stock performance of those companies included in their list of the 'World's Most Ethical Companies' has been significantly better than that of companies listed in the S&P 500 Index.

### The Board of Directors

Our Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Operating and Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the Company's business to enhance its long-term value. The Board currently has 11 directors, eight of whom are independent directors. Our Board is diverse in terms of gender, ethnicity and national origin.

Jones Lang LaSalle has separated the roles of Chief Executive Officer from that of the Chairman of the Board, who is one of our independent directors. Shareholder advocacy groups generally consider this as best practice. Over the years, we have implemented other measures designed to provide shareholders with the highest level of governance relative to public companies generally; annual voting for Directors, majority voting for Directors, enhanced abilities to call for special meetings, and annual advisory voting on executive compensation.

### Sustainability and CSR governance

The Board of Directors takes an active role in the oversight of the Company's CSR efforts. Jones Lang LaSalle's global Chief Operating and Financial Officer, Lauralee Martin, serves as the main Board member responsible for sustainability and CSR matters. She issues regular reports on our global CSR strategy and performance, drawing on reports made by two bodies that reflect both pillars of our CSR and sustainability strategy:

- The **Global Energy and Sustainability Services (ESS) Board** is the main governance body responsible for developing and implementing a consistent global ESS offering. The Board is made up of regional heads of ESS and is led by the global Head of ESS.
- Our internal CSR programs are governed by the **Global Operating Committee** chaired by our global Chief Operating and Financial Officer. The Committee, which coordinates its enterprise risk activities with our Internal Audit function, has recently adopted governance over CSR initiatives.

Both the Global Energy and Sustainability Services Board and Global Operating Committee feed directly into our Board of Directors. These groups are in place to deliver our Global Sustainability Commitment and Environmental Sustainability Policy, which can be found on [our CSR website](#).



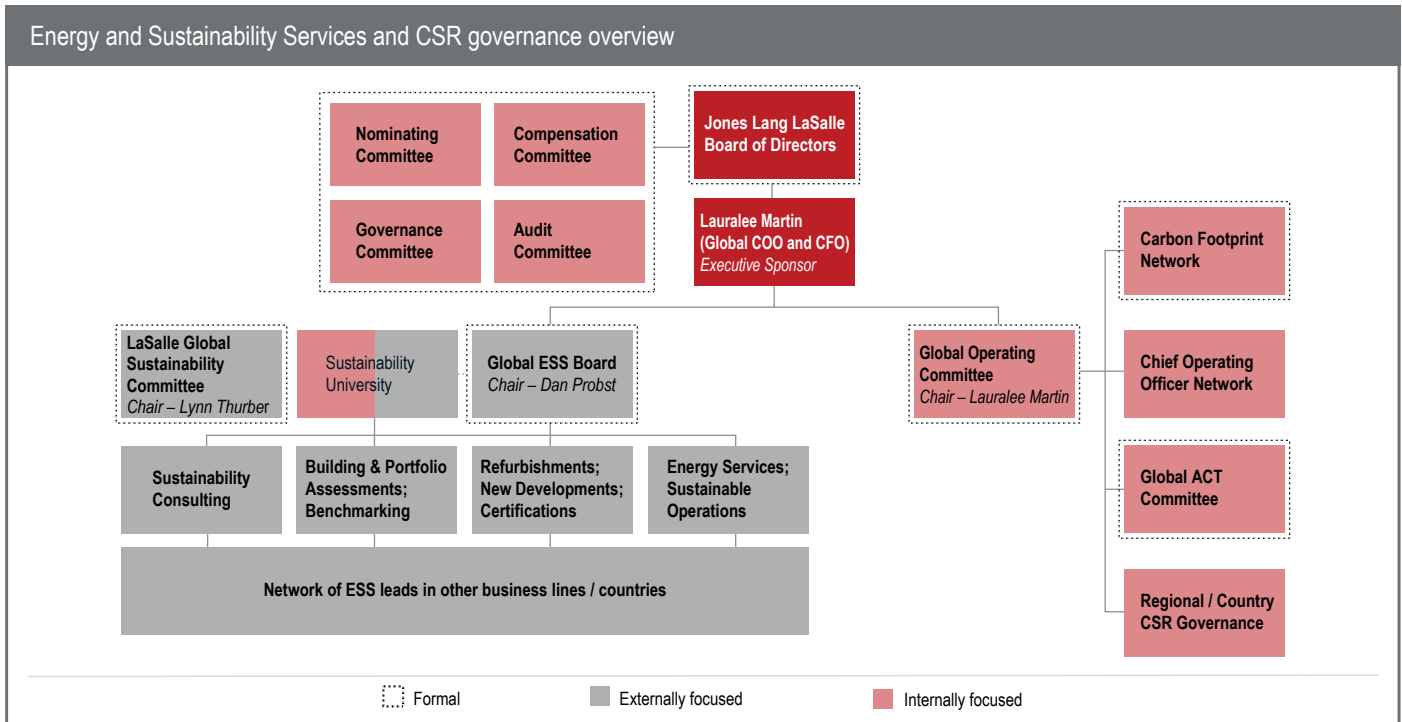
**Sheila Penrose**  
Chairman of the Board

“ Jones Lang LaSalle's Board of Directors recognizes the importance of being a good corporate citizen. This is evident through the Board's regular reviews of CSR issues, as well as the strong link between CSR and how the Board evaluates performance of the Company's senior management. ”



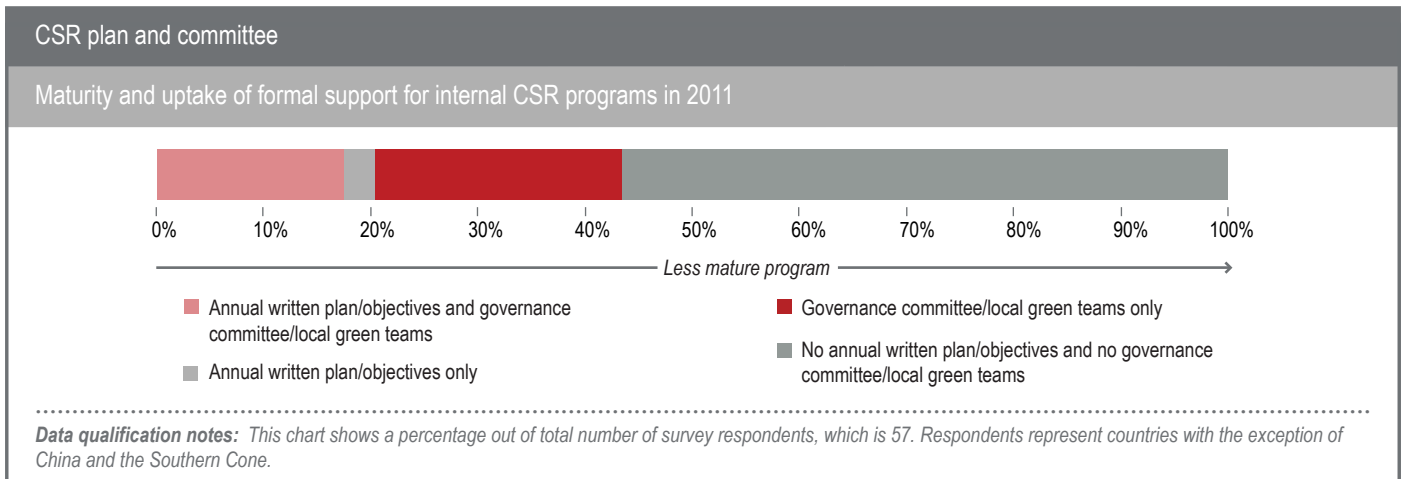
**Mark Ohringer**  
Global General Counsel and Corporate Secretary,  
Chief Ethics Officer

“ In 2011, we more formally incorporated CSR into the Global Operating Committee, providing a direct link to the Board of Directors. This allows us to further integrate sustainability into our operating procedures and decisions, while also providing increased accountability and management oversight. ”



A strength of our internal CSR governance structure is that it includes local and regional participation. As an example of this, during 2011, a CSR Governance Committee was established in Asia Pacific with the aim to articulate the strategic importance of CSR; to share best practices; to increase internal and external visibility; and to monitor and communicate CSR initiatives across the region.

For the first time in 2011 we measured the uptake of CSR programs around the world, as determined by the existence of written plans and/or governance structures. 44% of the respondents to our CSR survey reported that some type of formal support existed for an internal CSR program.



### Sustainability governance in LaSalle Investment Management

LaSalle Investment Management’s sustainability initiatives are led by a 21-member Global Sustainability Committee, in addition to the inclusion of LaSalle Investment Management’s perspective in the groups previously mentioned. Chaired by the non-executive Chairman of LaSalle Investment Management with the sponsorship of the Chief Executive Officer and LaSalle Investment Management’s Global Management Committee, the Committee consists of senior leaders from across the globe in all areas of the business, ensuring that we remain up-to-date on all aspects of sustainability and that we share our knowledge and practices Company-wide. This Committee advises on how to achieve the highest environmental, social and governance (ESG) standards. For a list of the Committee Members see [here](#). LaSalle Investment Management’s Global Management Committee recently approved a [policy document](#), which outlines LaSalle’s position regarding sustainability and responsible investing, and states that we are committed to meeting the sustainability needs of our clients and our responsibilities as a corporate citizen.





## Energy and climate

Energy saving measures in buildings represent the greatest potential for our clients to reduce carbon emissions and save money. **We have a significant opportunity to make a meaningful impact on climate change while also generating profits for our shareholders.**

*Image reference: Jones Lang LaSalle has managed Rio Negro Administrative Center since 2004. Major projects have been conducted to keep the building up-to-date and attractive, including sustainability enhancements that have led to operational benefits and cost savings for the client: LEED® Silver, which is the first certification in Brazil at this level; reductions of energy by 20% and of water by 35%, which generated savings of R\$308,000 (or the same as one year of condominium fees) during 2010; and implementation of a separate collection system for solid waste management.*

## Energy and climate introduction

Buildings are responsible for 40% of carbon emissions worldwide and climate change is recognized as one of the greatest challenges facing humankind. Acknowledging this challenge, Jones Lang LaSalle is playing an active role in the Better Buildings Challenge (see right). For further information go to [this website](#).

We recognize the complexity of the climate change challenge and that government action alone cannot provide the urgent solutions required. For this reason, we continue to invest significant resources into developing energy and carbon management services for our clients, alongside efforts to manage our own footprint.

Energy and climate risks directly impact our own operations as well, whether because of rising fuel prices or legislative changes. And these risks continue to increase. The material risks that we face as a business are discussed in our Annual Report to Shareholders and include references to climate change risks (see pages 34 and 41-42 of [our Report](#)).

This section explores in more detail the proactive steps we have taken to help mitigate the risks of and create opportunities from climate change and our energy management business.

### CSR targets (2011 – 2012)

**Achieved**

- Delivered carbon savings for clients that exceeded ten times our own global footprint

**On-going**

- Continue reducing the energy consumption/carbon footprint of our own corporate offices
- Improve the accuracy of carbon data metrics
- Implement energy efficiency initiatives in our corporate offices

*A review of progress against these CSR targets is on pages 47-48 of this Report.*

### Better Buildings Challenge

In December 2011, Colin Dyer, CEO of Jones Lang LaSalle, attended the launch of the 'Better Buildings Challenge' with President Obama, former President Clinton and representatives from more than 60 other organizations. The Challenge – supported by the U.S. Department of Energy – includes Jones Lang LaSalle's commitment to develop action plans that will improve energy efficiency at large properties totaling 98 million square feet across its U.S. managed portfolio, in order to achieve a 20 percent energy reduction by 2020. Through this partnership, Jones Lang LaSalle will highlight its innovative strategies to identify energy savings and to determine costs, which will enable establishing a solid business case for additional investment.

### Lafarge – Energy savings for a global office portfolio

In 2011, Jones Lang LaSalle's French sustainability team was awarded an assignment by Lafarge, the world leader in building materials, to assess and optimize its energy performance across nine countries and three regions. Jones Lang LaSalle identified over €200,000 of no/low-cost energy savings and enabled payback of project costs within less than one year. The energy optimization project covered 800,000 square feet of real estate, including 11 of Lafarge's head offices, at which Jones Lang LaSalle established strong relationships with local client teams.

Energy and climate summary	
Achievements	Challenges
<p><b>Our clients' energy efficiency and carbon footprint</b></p> <ul style="list-style-type: none"> <li>➤ Documented \$105 million in energy savings and reduced 587,000 metric tons of CO<sub>2</sub>e in our U.S. managed portfolio, resulting in \$1.5 billion in value creation for our clients</li> <li>➤ LaSalle Investment Management has completed \$6.6 million in capital improvements on sustainability upgrades, with an estimated annual cost saving of \$2 million for selected assets in the U.S.</li> </ul> <p><b>Renewable energy</b></p> <ul style="list-style-type: none"> <li>➤ We have helped clients avert an estimated 1.22 million metric tons of CO<sub>2</sub>e per year since 2007, resulting from installed or operational renewables projects; an additional 4.01 million metric tons of CO<sub>2</sub>e per year have the potential to be averted</li> </ul> <p><b>Our own carbon footprint</b></p> <ul style="list-style-type: none"> <li>➤ Documented 49,000 metric tons CO<sub>2</sub>e in our own buildings, which equates to 3.45 metric tons of CO<sub>2</sub>e per corporate office employee, or a 17% reduction in building-related emissions per employee from 2010 to 2011</li> <li>➤ Achieved a disclosure score of 79/100 (supply chain average is 51) and a performance score of C (supply chain average is D) for our 2011 Carbon Disclosure Project submission</li> </ul>	<ul style="list-style-type: none"> <li>➤ As a global organization, we have the size and resources to offer globally integrated services, including those that relate to energy needs. However, given the various business models that exist in each region and therefore the different databases and systems, it has been challenging to offer a globally consistent platform that meets the needs of clients with global portfolios. Although an obstacle, we are spending considerable investment and time tackling this issue.</li> <li>➤ Having conducted our carbon footprint exercise for the fourth time in 2011, we still encountered issues related to data integrity, including easily recognizable errors to larger issues such as lack of confidence in automated procedures. We honed in on several aspects and worked to correct the process, enabling our ability to affect impactful change throughout our own operations.</li> <li>➤ Given the tough economic conditions the world faced last year, several of our businesses suffered either due to internal cost cutting efforts or because of external measures, such as the political environment. Related to the latter, and as just one example, our Renewable Energy Services team was disbanded in EMEA due to the governments' lack of incentives and a generally uncertain policy landscape, resulting from European austerity measures.</li> </ul>





## Energy management for our clients

As we manage approximately 2.1 billion square feet of real estate for clients, the greatest contribution we can make to mitigate climate change is to reduce our clients' energy and carbon generating activities on their behalf. As a sense of scale and market opportunity, according to a report from the Urban Land Institute<sup>2</sup>, the total energy bill for all commercial buildings equals around \$170 billion per year in the United States. Furthermore, the overall market value of major commercial retrofit and alteration projects initiated in the U.S. was approximately \$41 billion in 2009.

An integral part of our Energy and Sustainability Services offering is to help clients develop energy management programs that align with their business strategy and to provide measurable savings and results. Our holistic approach considers not just how facilities are built, operated and maintained, but also their location and employee behaviors.

Responsible management of energy is the most cost-effective climate change mitigation strategy, and as more clients (as well as our own people) see economic and environmental value in measuring and improving energy usage, then we expect the savings to continue rising. For example, our impact for U.S. clients in 2011 is equivalent to removing over 115,000 passenger vehicles annually from the road. The following table is a cumulative overview of our U.S. energy management achievements since 2007:

Client energy savings			
Year	Energy savings (millions)	Greenhouse gas (GHG) emission reduction (metric tons CO <sub>2</sub> )	Kilowatt-hour savings (millions)
2011	\$105	587,000	963
2010	\$128	563,000	912
2009	\$100	465,000	836
2008	\$95	438,000	790
2007	\$38	133,000	210
<b>Total</b>	<b>\$466</b>	<b>2,186,000</b>	<b>3,711</b>

**Data qualification notes:** Energy savings, greenhouse gas emissions reduction and kilowatt-hour savings come from our year-end ENERGY STAR analysis and are then extrapolated for Jones Lang LaSalle's U.S. managed portfolio. Greenhouse gas emissions savings have been calculated using eGRID conversion factors. Energy savings have been calculated using average unit costs. Effects of weather were ignored on the whole, but data from ENERGY STAR is normalized for weather. The \$105 million in energy savings achieved during 2011 resulted in \$1.5 billion in value creation for our clients. This value creation figure applies a capitalization rate of 7% according to Jones Lang LaSalle's data on the U.S. investment market and data from Real Capital Analytics, Bloomberg.

The figures above show an unexpected trend: the monetary savings attributed to reduced energy for our clients were less in 2011 than 2010, even though the amount of carbon and kWh savings increased. This reflects a flux in the price of energy, where energy savings in dollars were less because of cheaper energy. In 2011, we saved more than ten times our own carbon footprint by reducing our clients' emissions by 587,000 tons of CO<sub>2</sub>, surpassing our goal for four consecutive years. Additionally, we have achieved a potential aversion of more than 5 million tons of CO<sub>2</sub> through our renewables business since 2007.

For further information on our how our Energy and Sustainability Services teams help our clients manage and reduce their own impacts visit [this link](#).

### LaSalle Investment Management – tracking energy savings for our clients



Last year, we reported that LaSalle Investment Management was leading a pilot effort in the United States to encourage energy and sustainability improvement upgrades and savings for assets. The initiative uses a database that tracks short-term payback sustainability upgrades for each asset – including cost, simple payback, and resulting energy and operational savings. It will serve as a resource for information sharing and client reporting, as well as a means to track the broader energy and operational savings achieved by the Firm. By year-end 2011, LaSalle Investment Management completed sustainability upgrades worth \$6.6 million (ahead of 2010 predictions of \$6.3 million), with an estimated annual cost saving of \$2 million (ahead of 2010 predictions of \$1.8 million). Over several years, we have also identified a total of \$4.7 million in estimated capital improvements on select assets in the U.S. that have an estimated \$1.8 million in annual cost savings.

### Real-time monitoring through IntelliCommand



To support our energy management efforts, we continue to develop industry-leading technology platforms that help clients reduce their environmental footprint and energy costs. In collaboration with an external technology provider, Jones Lang LaSalle introduced IntelliCommand<sup>SM</sup> in 2011, a technology-based service that allows 24/7 real-time remote monitoring and control of client facilities to reduce energy consumption around the globe. This is a new way for clients to improve efficiency and lower costs without sacrificing service levels or taking on more risk. Interfacing with building automation systems, the smart technology is combined with building operations expertise and immediate execution to ensure that equipment runs at peak efficiency. Facilities are comfortable, safe and sustainable and issues are addressed before they disrupt operations, helping occupiers and owners to get more out of their buildings. You can find more information [here](#).

<sup>2</sup>Urban Land Institute, [New Tools. New Rules: Climate Change, Land Use, and Energy 2010](#).

### Driving carbon reductions through performance monitoring

Our carbon and energy benchmarking services in Europe enable us to communicate information on environmental performance to clients and to significantly shape the performance of the real estate sector. Since 2006, a 31% reduction in absolute emissions, on a like-for-like basis, has been achieved by members who participate in Jones Lang LaSalle's syndicated benchmarking, in part due to the measuring process itself. This work has enabled us to move the industry forward through our involvement in advising industry bodies such as the European Public Real Estate Association. Our pioneering methodology for distinguishing landlord and tenant impacts is now integrated into industry guidelines and participants benefit from this rigorous, industry-leading approach.

### Renewable energy for our clients

We continue to advise clients across a range of renewable technologies including photovoltaic (largely U.S., but increasingly Europe), wind and biomass (both largely UK). Our capabilities in renewable energy allow us to provide local and worldwide solutions designed to meet each client's unique objectives.

The table below provides an overview of the projects in which we have been involved since 2007. In terms of installed and operational or consented renewable projects, total estimated GHG emissions averted are 1.22 million metric tons of CO<sub>2</sub>e per year (an increase from 0.74 million in 2010). A further 4.01 million metric tons of CO<sub>2</sub>e per year could be averted (a decrease from 5.30 million in 2010), assuming all remaining wind, solar and biomass projects that we have advised on achieve planning consent or successful development.

### ENERGY STAR



In the second year of the U.S. Environmental Protection Agency's (EPA) 'Battle of the Buildings', Jones Lang LaSalle entered 11 client buildings to compete among 245. The competition is based on energy savings and emissions reductions. By the end of the competition, teams had saved a combined total of more than 240 million kBtu and \$5.2 million on annual utility bills.

In 2011 alone, we achieved the following through ENERGY STAR:

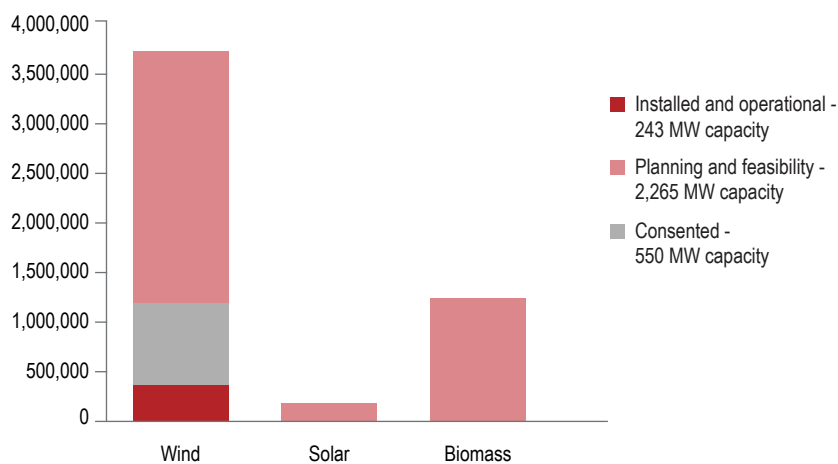
- 140 properties with a score of > 75 (compared to 135 in 2010)
- Average rating as of August 2011 was 74 (up from 73 in 2010)
- 164 ENERGY STAR labeled properties
- Number of facilities with a rating was 716 as of August 2011, comprising 150 million square feet

This type of activity led to our achievement of the 'Sustained Excellence Award' from ENERGY STAR in 2012, having received their 'Partner of the Year' award three years in a row. For further information click [here](#).

*Data qualification notes: The last two bullets were misstated in our 2010 CSR Report, given our review of newer information. The first three figures relate to U.S. Markets Property Management (around 300 properties) where we have direct influence in making energy reductions. The last bullet relates to all properties that Jones Lang LaSalle oversees using ENERGY STAR (around 2,100).*

### Client renewable energy

Estimated averted carbon (metric tons CO<sub>2</sub>e) of installed renewable energy sources 2007-2011



*Data qualification notes: The information contained in the chart above relates to our UK and U.S. renewables advisory services provided between 2007 and 2011. Metric tons CO<sub>2</sub>e/year have been calculated using a global emissions factor of 0.585 kg CO<sub>2</sub>e per kWh (from [Siemens' Environmental Portfolio Report](#) based on information from the International Energy Agency 2010 and from the Intergovernmental Panel on Climate Change). The calculations assume that all installations are fully operational, 24 hours a day and 365 days a year, and that the average capacity is 30% for onshore wind and 80% for biomass. They also assume a 1,100 kWh per KW capacity per year for solar (this differs from last year's approach where we used a 25% capacity factor). The total metric tons CO<sub>2</sub>e per year averted figure should be read as that which we have contributed to through our UK and U.S. renewables advisory services. Jones Lang LaSalle does not own or operate any renewable energy installations.*

### Enabling an innovative energy source for Nokia in California



In deciding to use a breakthrough fuel cell technology to supply 100% of the power needs for the server room of its R&D Center of Excellence, Nokia needed a solution for housing four cells that would produce a total of 800 kilowatts (kW). Nokia and the building's landlord were unable to find suitable space for the system, so Nokia challenged Jones Lang LaSalle, already a provider of its project management systems, to provide a solution.

Our Project and Development Services and Energy and Sustainability Services teams determined that a second floor roof area (an area not typically considered) would be ideal for both installation and servicing. They then designed the area for the new fuel cells and managed the installation; 400 kW went online in 2011.

Nokia is now taking advantage of the technology, which converts high-pressure natural gas to value-priced electricity. The fuel cells also help condition the 'dirty' power. Since the innovative system is considered a test site, Nokia has received large rebates from the manufacturer and from California, enabling payback of total costs in less than six years and 12% annual cost savings thereafter.

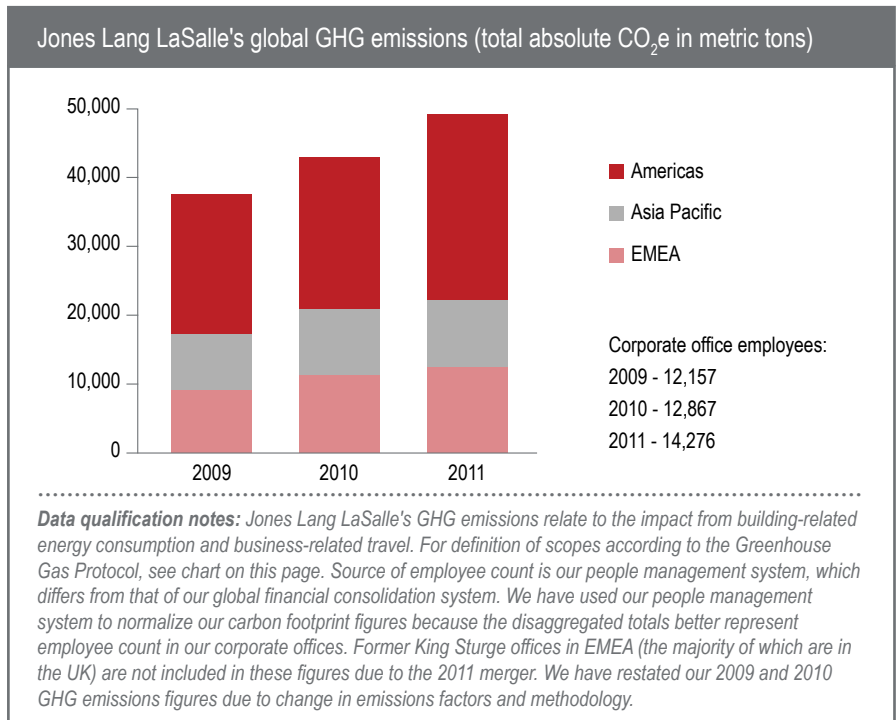
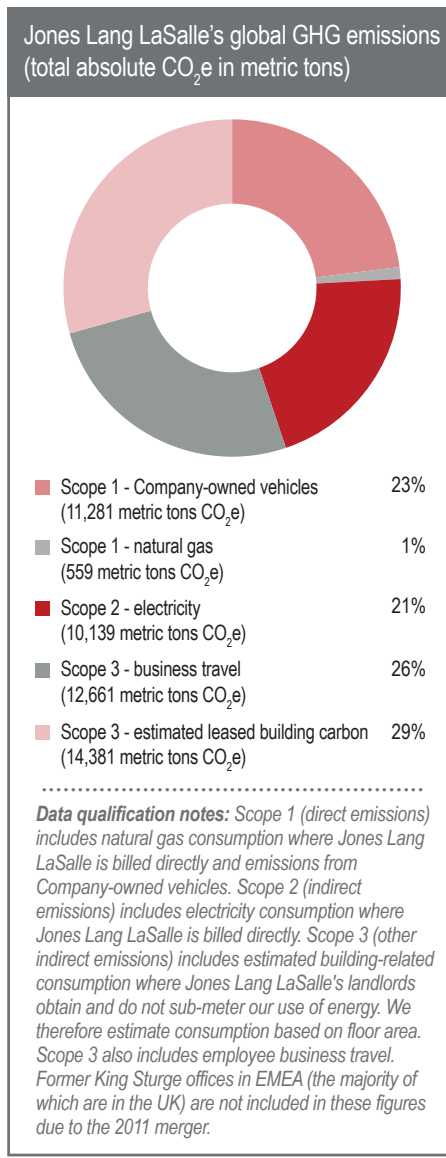
The shift in figures from those that we reported in 2010 (which were also cumulative since 2007) results from: increased involvement in utility scale projects related to solar; the natural churn of development activity – for example, wind capacity decreased because of some projects not progressing beyond feasibility stage; and, of greatest significance, the cancellation of a 200 MW biomass project by a client. We also changed our calculation methodology by using a different assumption for solar and by applying a global instead of a UK emissions factor. This activity means the total capacity of projects remains nearly identical to that which we reported in 2010, but our estimated averted carbon is slightly less.

Jones Lang LaSalle has in-depth experience of existing and emerging renewable technologies, including fuel cell technology. We are constantly developing new tools that can broaden clients' awareness of technologies and potential applications. For example, our **Solar Power Assessment Tool** in the U.S. walks interested parties through the various factors that might determine a building's suitability to solar power, such as property location, rooftop space and rooftop condition.

In 2011, a specialist Renewable Energy Capital group was established to help raise development capital, identify investment opportunities and provide commercial and financial advice to clients across every major renewable technology project type. The team, which sits with our EMEA Corporate Finance group, was created in response to both expanding developer requirements for capital and growing investor interest in the sector. It collaborates closely with other renewable experts within Jones Lang LaSalle to provide integrated advice to clients throughout the project lifecycle.

**Understanding our own emissions and reporting performance**

Jones Lang LaSalle's global carbon footprint was approximately 49,000 metric tons CO<sub>2</sub>e in 2011, compared to 43,800 and 37,500 metric tons CO<sub>2</sub>e in 2010 and 2009 respectively (for Scopes 1, 2 and some 3 as seen in the chart below). Although we are disappointed that our absolute greenhouse gas (GHG) emissions increased by 12%, our business growth has outpaced the upward trend of GHG emissions, as our revenue grew by 23% from 2010 to 2011. Additionally, in the same period, we increased our total GHG emissions by 0.8% per corporate office employee.



**Metering project review in Australia**

In Jones Lang LaSalle's Australian operations, the Firm has an energy metering project that monitors consumption on a quarterly basis of its seven offices. The total energy consumption at Jones Lang LaSalle's Australian corporate offices was reduced by 6.7% in 2011 compared to 2010 levels (equating to 97 metric tons of CO<sub>2</sub>e), achieved through a number of measures, including the metering project. There were notable reductions in Perth (14%) and Parramatta (10%), and a number of initiatives have been highlighted by local operations teams to focus on achieving further improvements, such as re-establishing an ACT committee in each head office, monthly review of action lists generated from ESS experts, and increasing staff engagement efforts around behavioral changes.



The increase in absolute GHG emissions in 2011 was driven primarily by business travel and Company-owned vehicles. Business travel, which represented 26% of known GHG emissions in 2011, was the largest contributor to this increase. We believe this results primarily from greater efforts to capture business travel emissions. Business travel is one of our most challenging areas to reconcile with business objectives, including maintaining active relationships with our clients. We are addressing our emissions from business travel – in part – by promoting the use of video and audio conferencing to reduce the need to travel.

Company-owned vehicles are responsible for 23% of our total 2011 carbon footprint. A large majority (84%) of these emissions stem from our Mobile Engineering Services fleet, where absolute emissions have increased by 41% from 2010 to 2011. This is primarily due to business growth; there has been a 31% increase in work orders and a 21% rise in the number of mobile technicians. However, this does not account for the full impact of the 2011 absolute emissions, as an increase of 16% CO<sub>2</sub>e per technician occurred since 2010. We expect that emissions per technician will improve in future as we remove less fuel-efficient vehicles from our fleet.

We have reduced our absolute building-related emissions by 8% or, stated another way, we achieved a 17% reduction in emissions per corporate office employee from 2010 to 2011. Our internal sustainability program, ACT: 'A Cleaner Tomorrow', is likely to have contributed to this reduction, but we have not quantified the impact of this program against these specific indicators. We anticipate that our absolute building-related carbon emissions will rise when we account for the addition of King Sturge offices in our 2012 GHG emissions inventory.

We expect to continually improve building-related carbon emissions per corporate office employee as we implement further emissions reduction initiatives. However, a large proportion of our emissions are from estimated leased building carbon (29% of our total GHG emissions). This means we have less direct control over the measurement and management of this corporate office space, thus requiring us to work more closely with our landlords to achieve reductions.

**Reducing our own carbon footprint**

Our Carbon Footprint Network, a component of ACT: 'A Cleaner Tomorrow', has continued its efforts around carbon data collection and how to encourage reductions in those offices with poor energy performance. Our internal proprietary web-based Portfolio Energy and Environmental Reporting System (PEERS) allows for entry of greenhouse gas (GHG) emissions on a site-by-site basis. Integral to PEERS are the carbon equivalencies, unit conversions and local emissions rates that comply with the GHG Protocol and other tracking requirements.

We documented over 170 ACT initiatives to reduce energy use and GHG emissions in our offices during 2011, which contributed to limiting our carbon footprint to 49,000 metric tons CO<sub>2</sub>e. These types of initiatives have been implemented each year since 2008, many of which have grown to be a part of our standard operating procedures; some have therefore been excluded from our 2011 figure.

Country	Local examples of GHG reduction initiatives from 2011
Australia	We promoted energy efficiency through an employee awareness campaign together with an upgrade to energy efficient lighting and automatic lighting controls.
Canada	We reduce transport of documents by employing electronic delivery where possible or couriering documents 'batched' rather than ad hoc.
Ireland	We undertook a Sustainability Property Assessment and Energy Assessment on our Dublin corporate office to measure our performance and to identify areas for improvement.

In 2011 there were several enhancements to the ACT: 'A Cleaner Tomorrow' program and our internal energy management. Firstly, Jones Lang LaSalle again supported Earth Hour across the world. Secondly, we reviewed the state of our video and web conferencing capabilities. 71% of survey respondents have these facilities in their country (representing 88% of our corporate offices). Of those with the capability, 61% of our corporate offices globally ran an awareness campaign related to video and/or web conferencing. These efforts are paying off. From early 2008 to end of Q2 2011, use of Live Meeting and InterCall has increased by 772% and 75% respectively.



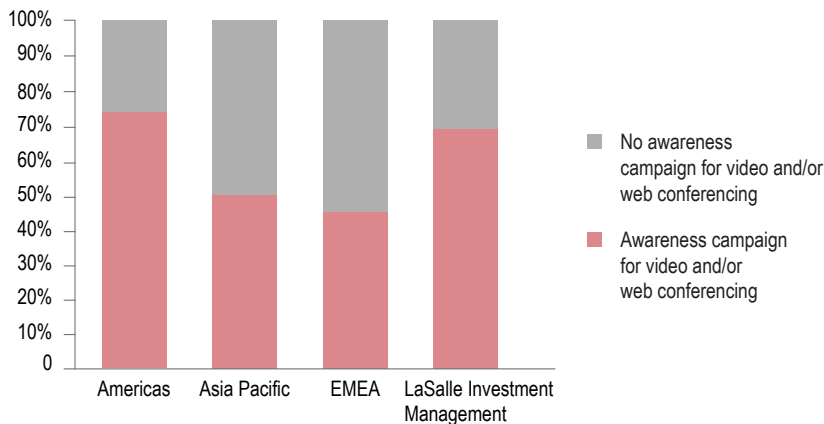
**Dan Probst**  
Global Head of Energy and Sustainability Services

“ The risks of climate change affect the commercial real estate industry. At the same time, real estate is a major contributor to greenhouse gases that contribute to climate change. If we do not do everything we reasonably can to reduce our impact on the planet today, we will regret it tomorrow. ”



### Video and web conferencing

Percentage of corporate offices with an awareness campaign to promote video conferencing and/or web conferencing where the capability existed in 2011



**Data qualification notes:** This chart illustrates the percentage of corporate offices with an awareness campaign to promote video and/or web conferencing where the capability existed at country level (with the exception of China and the Southern Cone). Conferencing facilities may not be available in every office within a country, therefore we would not necessarily expect a promotional campaign in all offices that are indicated under 'No awareness campaign'. Former King Sturge offices in EMEA (the majority of which are in the UK) are not included in these figures due to the 2011 merger.

Finally, we learned that 10% of our corporate offices worldwide procure renewable energy (see data qualification notes for how this is defined). Much like the advice we give to clients, we take advantage of opportunities to green our energy supply, thus lessening the impact of our own operations.

### Procurement of renewable energy in Jones Lang LaSalle's corporate offices in 2011

Region	Percentage of corporate offices that procure renewable energy	Total number of surveyed corporate offices
Americas	6%	104
Asia Pacific	6%	69
EMEA	19%	74
LaSalle Investment Management	11%	9
<b>Total</b>	<b>10%</b>	<b>256</b>

**Data qualification notes:** Renewable energy is defined in accordance with the Greenprint definition of grid-certified renewable energy, where the supply is certified as renewable according to nationally applicable regulations. For example, in the UK, the current best available certification is whether the supply is Climate Change Levy (CCL) exempt. The CCL is a government-imposed levy chargeable on non-domestic supplies of electricity. Note that 'good quality combined heat and power', despite using fossil fuels, is CCL exempt. The majority of offices shown as renewable in this figure are from the UK and covered by this CCL exemption of 'good quality combined heat and power'.

### Greening our IT

We have a particularly strong program when it comes to incorporating sustainability into our IT practices. As is the case with all large professional services firms, IT is a significant contributor to our overall carbon footprint<sup>3</sup>. Since January 1, 2008, nearly 520 servers have been eliminated. During this period, 2,250 PCs have also been redeployed (instead of making new purchases), resulting in an estimated 3,215 metric tons of CO<sub>2</sub> savings and \$450,200 in energy cost savings. We have procurement policies in place to ensure new PCs and laptops have high energy efficiency credentials (e.g. ENERGY STAR) and, in the Americas, all PCs are energy efficient models. Estimated CO<sub>2</sub> savings from these actions and others (see the chart for total figures) is equivalent to the energy use of 1,200 homes for one year.

<sup>3</sup> According to the U.S. Energy Information Administration, office equipment accounts for 16% of energy use in a typical commercial office building

### Greenhouse gas reduction initiatives in the Americas

From energy use to travel, a wide range of initiatives have been established throughout Jones Lang LaSalle's corporate offices that are designed to drive down the Firm's CO<sub>2</sub> emissions both inside and outside the work place, including:

- **Energy** – In most offices, the temperature is set to 72°F (22.2°C) in summer and 68°F (20°C) in winter; and the HVAC system is programmed to run during core business hours only. Additionally, occupancy sensors are installed and compact fluorescent or energy efficient bulbs are used throughout every office.
- **Signage programs** – 'Switch off the light' signs are in every meeting room and work station, while 'switch off the monitor' signs are nearby to desktop computers. All printers are labeled with 'think before you print'.
- **Café** – All vending machines have the 'energy miser' feature and when equipment needs to be replaced, ENERGY STAR certified equipment is purchased.
- **Print center** – Every printer has a power save feature and runs a maintenance program when started.
- **Bathrooms** - Occupancy sensors are installed to reduce lighting in areas that have less activity.
- **Computers/monitors** – All are set with power save features.
- **Commuting and travel** – Employees are encouraged to travel only when it is necessary to fulfill client requirements and to also telecommute, with a manager's approval.

### Total savings from IT sustainability program since 2008

	2011 cumulative
Cost savings	\$1,685,384
CO <sub>2</sub> savings (metric tons)	15,286

**Data qualification notes:** Total savings are based on cost of power at \$0.10/kWh. Both cost savings and carbon savings are cumulative since January 1, 2008. 2011 figures include only Q1 and Q2 data. Carbon savings refer to some activity that we do not track in our carbon footprint e.g. reuse/redeploy of equipment that achieves savings based on what the manufacturer avoids emitting through production of less equipment.



## Client service excellence

Jones Lang LaSalle is committed to maintaining a corporate culture that puts its clients first and embraces strong principles of business and professional ethics in everything we do.

### Client service excellence introduction

Jones Lang LaSalle is a client-driven organization. We aim to be a leader in the real estate sector in all markets where we operate. Our globally-coordinated investments in research, technology, people and innovation, combined with our span of worldwide offices, enable us to develop, share and continually implement best practices from across our organization. These attributes allow us to promote a culture of internal communication, connectivity and integrity that is unparalleled in our industry. As a result, we are able to deliver the same consistently high levels of service and operational excellence wherever our clients need them.

#### CSR target (2011 – 2012)

##### On-going

- Achieve external recognition for sustainability leadership

A review of progress against these CSR targets is on pages 47-48 of this Report.

#### Client service excellence

Achievements	Challenges
<p><b>Client excellence in sustainability services</b></p> <ul style="list-style-type: none"> <li>Recognized as a leading sustainability real estate advisor by independent analyst Verdantix and as a 'Greenest Company' by real estate journal 'Commercial Property Executives'</li> <li>Increased number of dedicated sustainability professionals by approximately 34% since 2009</li> </ul> <p><b>Ethics</b></p> <ul style="list-style-type: none"> <li>Named to the Ethisphere Institute's list of the 'World's Most Ethical Companies' for the fourth consecutive year</li> <li>Ethics Inside® certification renewed by the Ethisphere Institute</li> <li>Investigated a total of 133 integrity concerns, with 113 cases resulting in corrective action</li> </ul> <p><b>Thought leadership and innovation</b></p> <ul style="list-style-type: none"> <li>Produced 38 thought leadership papers related to sustainability</li> <li>Extended the da Vinci Awards to EMEA and received more than 130 submissions globally</li> <li>Became a lead sponsor to the Carbon Disclosure Project (CDP) Cities program</li> </ul>	<ul style="list-style-type: none"> <li>As we strive to embed sustainability into our core real estate service offering, we are faced with the challenge of ensuring our employees have the right credentials; are trained properly; and understand the full extent of our sustainable service offering.</li> <li>During times of economic downturn, there is a tendency within corporations generally to veer away from ethical behavior. This is compounded in our situation as cultures around the world merge through our growing business, but on the whole, our ethical track record has proven resilient during a tough year despite a slight increase in the total number of ethics investigations. We need to maintain our reputation for integrity since it is an important differentiator for us.</li> </ul>

#### Jones Lang LaSalle recognized as a leading real estate advisor

In the U.S., real estate journal Commercial Property Executive's annual Environmental Sensitivity Index, which ranks U.S. multi-family and commercial real estate companies according to their level of involvement in sustainable real estate activities, Jones Lang LaSalle achieved 3rd position and the 'platinum' strata in 2011. This ranked us as the highest performing real estate advisor within the Index. The 2011 survey measured actual involvement as well as anticipated future ventures, scoring each firm based on the number of owned or managed buildings that were certified by LEED® or other systems, number of staff with specialized training, and plans for future 'green' projects. Go to [this site](#) for more information.

In the UK, Jones Lang LaSalle was recognized as a market leader for sustainable real estate advice in a report by independent analyst Verdantix. The report was based on interviews with an independent panel of real estate leaders and compared 17 real estate advisors on over 40 sustainability criteria. The results showed that 60% of the expert panel were certain or likely to mandate Jones Lang LaSalle to advise on the sustainability aspects of real estate projects, while 60% also named Jones Lang LaSalle as the advisor that came to mind first when hearing the words 'energy and climate change'.

### Providing high-quality services to clients

Our investment in sustainability resources, as shown by the growing number of dedicated Energy and Sustainability Services (ESS) staff and tools, demonstrates our commitment to providing clients with industry-leading expertise in emerging subject areas. In 2011, we increased the number of those working on sustainability and energy-related projects by approximately 13 people. This reflects the rising number of mandates from clients, as seen by the 14% increase in ESS revenue, and the fact that sustainability is increasingly critical to business leaders today. The overall percentage increase from 2009 to 2011 for global ESS staff is 34%, with Asia Pacific undergoing the highest increase at 190%.

However, at Jones Lang LaSalle, we also consider sustainability to be part of every employee's role and responsibilities, so thousands more are actively tackling sustainability challenges. The same principle applies to ESS revenue; these figures do not reflect all of Jones Lang LaSalle's energy and sustainability activities due to a continual shift toward integrating sustainability into our core real estate offering. As an example, the 2010 EMEA figure does not account for Energy Services revenue, which flows to our Integrated Facilities Management business.

#### Energy and Sustainability Services (ESS) clients

Region	2010	2011
Americas	30	158
Asia Pacific	47	43
EMEA	119	133
<b>Total</b>	<b>196</b>	<b>334</b>

**Data qualification notes:** LaSalle Investment Management is excluded from this table due to differences in sustainability service provision. The significant increase in the number of Americas clients results from a different methodology, as well as an expanded range of ESS services to a wider group of clients.



## An overview of our Energy and Sustainability Services (ESS) team

Region	Number of ESS employees (2009)	Number of ESS employees (2010)	Number of ESS employees (2011)
Americas	42	48	50
Asia Pacific	10	16	29
EMEA	44	52	50
<b>Total</b>	<b>96</b>	<b>116</b>	<b>129</b>

**Data qualification notes:** The Americas 2010 employees figure includes 30 dedicated ESS employees plus 18 employees who work on an account team (and are not dedicated solely to ESS). The 2010 and 2011 EMEA figure includes employees from other business lines (e.g. Project and Development Services - PDS) who spend part of their time working on ESS projects (e.g. LEED® projects), which is under ten employees for both years. However, the 2011 EMEA figure in particular does not capture a number of additional professionals who might spend a small part of their time working on ESS projects. LaSalle Investment Management is excluded from this table due to differences in sustainability service provision.

To bolster our continued commitment to leading the industry in sustainability, we realigned our Americas Energy and Sustainability Services (ESS) in July 2011 to integrate our energy and sustainability professionals into our business units. This responded to clients' needs for more direct access to ESS skills and advice through established business portals and, at the same time, has enhanced the Firm's capacity to deliver a more proactive, responsive and seamless service.

This shift reflects the continual progression toward integrating sustainability services into our core real estate offering. The table below indicates the 'major' energy and sustainability mandates we received during 2011 and what percentage were jointly delivered by ESS and another team, such as Project and Development Services.

## Joint delivery of major energy and sustainability mandates in 2011

Region	Percentage that were jointly delivered	Number of mandates
Americas	89%	18
Asia Pacific	50%	8
EMEA	27%	11
<b>Total</b>	<b>62%</b>	<b>37</b>

**Data qualification notes:** Mandate refers to the number of clients that commissioned sustainability projects. Major is defined as EITHER a mandate over \$100,000 in fees OR a mandate providing cutting-edge/first-time services. LaSalle Investment Management is excluded from this table due to differences in sustainability service provision.

## Focusing on sustainability in the city landscape

In May 2011, Jones Lang LaSalle became a lead sponsor to the Carbon Disclosure Project (CDP) Cities program, a long-term initiative to improve sustainability in the world's largest cities, and thereby enhance their economic viability.

With the program, CDP is adapting its universally respected reporting system to provide a global platform for city governments to disclose their greenhouse gas emissions and other sustainability-related information. Jones Lang LaSalle is using its global expertise to help refine the CDP Cities reporting criteria and to provide education and consultation to cities as they look to tackle the sustainability challenge.

To promote this partnership, Jones Lang LaSalle initiated a virtual 'City Solutions' team during 2011. We recognize the growing opportunity to help real estate investors, developers and occupiers unlock value in the 250 cities worldwide that will account for 45% of GDP

## Energy and Sustainability Services (ESS) revenue

Region	2010 (million \$)	2011 (million \$)
Americas	6.7	6.9
Asia Pacific	3.7	4.2
EMEA	6.0	7.8
Global	0.6	0.5
<b>Total</b>	<b>17.0</b>	<b>19.3</b>
Percentage of global revenue	0.59%	0.54%

## Real estate development advisory along a high-speed rail corridor

The Indian Ministry of Railways (MoR) appointed Mott MacDonald to conduct a pre-feasibility study of the high speed rail services along the Delhi-Agra-Lucknow-Varanasi-Patna corridor in India. In 2011, Jones Lang LaSalle started its role as sub-consultant, providing demand estimation for real estate development along the proposed corridor. In our role, we will profile regional centers; identify locations for real estate developments nearby railway stations; assess the impact of these locations; and conduct the product mix, phasing and financial analysis of the real estate component.



**Conor Riffle**  
Head of CDP Cities

“

CDP is delighted to welcome Jones Lang LaSalle as a partner on the program, with its knowledge in property sustainability, global reach and strong track record in environmental action. Land use and the built environment are important considerations for sustainable cities and Jones Lang LaSalle brings world-class expertise in these areas.

”



growth over the next ten years. As we already operate in half of these cities, our strong track record will help our clients navigate the challenges of an urbanizing world. As an example, Jones Lang LaSalle is working on two out of the six high speed rail corridors, as part of India's plan to connect major cities with high speed trains, thus reducing air travel and increasing the use of remote areas as more people could work in less crowded and lower-cost locations.

**Using technology to advance our sustainability services offer**

Jones Lang LaSalle has created in-house online technology platforms to support its Energy and Sustainability Services (ESS), such as OneView Energy and Sustainability Analytics (OVESA). OVESA helps us manage an ever-increasing volume of sustainability data on behalf of our clients around the globe, and enables us to monitor and report impacts for 3,700 properties from 53 clients (as of year-end). This, among other examples of technology platforms such as Portfolio Energy and Environmental Reporting System, Environmental Sustainability Platform and IntelliCommand, demonstrates our global provision of technology solutions.

**'Ethics Everywhere'**

Our Code of Ethics (see the Code [here](#)) outlines our commitment to maintaining the highest standards of ethics and integrity in all of our business dealings. We are determined to enhance the global reputation that we have established for ethical conduct, a reputation recognized by the Ethisphere Institute, which for the fourth year in a row has named Jones Lang LaSalle in its 'World's Most Ethical Companies' list.

We also take pride in how our employees perceive our commitment to ethical business decisions and conduct. In part, this is due to our focus on ethics training and education. In 2011 we gave in-person training to 3,753 employees (or roughly 8% of staff) in anti-corruption policies and procedures. Central to promoting our ethical conduct is the requirement for our employees to reaffirm their commitment to our Code of Ethics when submitting their annual performance objectives, which is part of the process for determining bonuses.

Ethics also extends to our compliance with local and international laws, including those relating to competition, the environment, marketing, communications, advertising, promotions and customer privacy. During the past six years, there have been no legal actions taken against Jones Lang LaSalle for anti-competitive behavior, anti-trust or monopoly practices. Furthermore, there have been no significant monetary fines or non-monetary sanctions for non-compliance with laws and regulations (including environmental laws).

We are again disclosing the results from our 'Ethics Everywhere' Annual Report that we already provide to all colleagues within the Firm. The Report discloses the nature and results of the allegations of unethical conduct that we have investigated internally (see 'Ethics Everywhere' data summary – page 57).

In 2011, we conducted investigations on a total of 133 integrity concerns, of which 113 led to disciplinary or other actions. Our investigations resulted in 50 employment terminations, an indication of our commitment to take significant action in order to protect and promote an ethical environment.

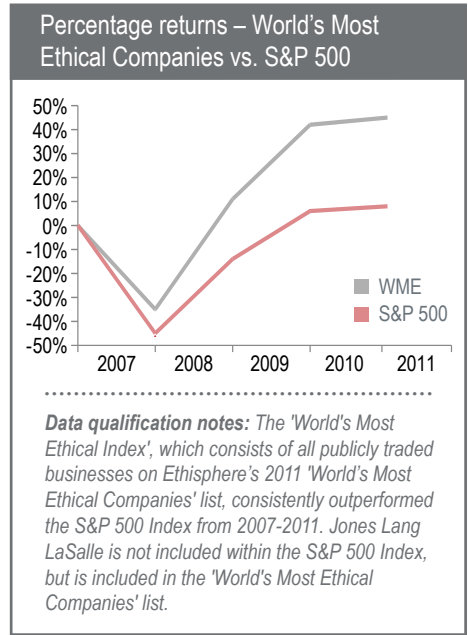
The number of investigations we conducted during 2011 increased by 73% over 2010, while the total number of employees increased by 13%. Our ability to substantiate the allegations that were raised increased to a historically high 77%. The number of investigations we conducted as a percentage of total staff has actually decreased compared to when we began tracking our data globally in 2005.

**ETHISPHERE**  
GOOD. SMART. BUSINESS. PROFIT

The World's Most Ethical companies outperform S&P 500

Ethisphere has demonstrated that ethical business practice is correlated with better financial performance. The equity returns from the 2011 World's Most Ethical Companies have significantly and consistently outperformed the S&P 500 Index over a multi-year period (see chart below).

The fact that ethical behavior promotes the best financial performance indicates its importance as the foundation for our future success and sustainability as an organization. But as we know from the news, it is also something that just a few people can ruin for everybody else, so it is critical that each and every one of us, as well as anyone we hire to do work for us or our clients, adheres to the letter and spirit of our Codes, every day.



Thought leadership in ethics and corporate governance

Members of our Board of Directors and our senior management have spoken on these topics in various different programs and have published articles on related topics. An example is the article our Chief Ethics Officer published in Ethisphere magazine entitled 'The Secret to the Perfect Ethics Program is in a Bottega Veneta Handbag' (see article [here](#)).



## Promoting innovation

At Jones Lang LaSalle, we continue to produce successful results for our clients through the delivery of innovative and creative business solutions. We launched our da Vinci Awards in 2003 to inspire the best new and differentiating ideas among our employees. The Awards program drives collaboration and showcases the expertise of Jones Lang LaSalle's people; individuals and teams are rewarded with cash prizes, and winning innovations are presented to senior management.

Based on the success of the Americas program, the Awards were launched in EMEA in 2011. The Awards drew an impressive 40 submissions, with five winners that demonstrated great originality and innovation from Spain, Switzerland, the UK and Pan-EMEA teams.

## Shaping policy from the front

As a diverse global organization whose constituencies will inevitably have very different views of social and other issues, our political and lobbying activities are intentionally minimal and limited to supporting specific industry issues that would clearly benefit our business and our shareholders. As any lobbying efforts are managed on a highly decentralized basis, we do not centrally track relevant expenditures, but we do not believe they are significant.

Regional policy activity, as shown in a few local examples, includes the U.S. support of Property Assessed Clean Energy (*PACE*), a local government program that provides property owners with loans for energy efficient retrofits that are repaid through property tax bills over time. We contribute to several other initiatives, including PACENow, Business for Innovative Climate & Energy Policy (*BICEP*) and the Energy Future Coalition. We are also active in leading research and enabling finance through discussions with banks and financial services to move the energy efficiency financing agenda forward (see case study on the right).

Additionally, the CEO of Jones Lang LaSalle in the UK, Andrew Gould, joined the Department for Business, Innovation & Skills new 'Green Construction Board' in 2011. Drawn from senior UK business and government representatives, and co-chaired by the Minister of State for Business and Enterprise, the Board pursues opportunities for growth presented by a sustainable construction and property sector.

## Industry collaboration

We have close relationships with many leading industry organizations including, importantly, numerous local green building councils worldwide that actively contribute to influencing public policy. In 2011, we recorded approximately 18 industry initiatives regionally, which does not include EMEA's activity and may also not include the following global industry bodies:

- Carbon Disclosure Project for Cities (see description on page 22)
- CoreNet Global
- European Public Real Estate Association (see details on the next page)
- Global Real Estate Sustainability Benchmark
- Global Reporting Initiative (*GRI*)
- Greenprint (more information on page 50)
- United Nations Global Compact (see how we meet the standards on page 60)
- United Nations Principles for Responsible Investment (learn more on page 50)
- Urban Land Institute

## Sustainability thought leadership and research

We invest heavily in research to guide the real estate investment strategy of our clients. Some 300 research professionals at Jones Lang LaSalle cover market and economic conditions around the world.

### The Americas da Vinci Awards



The da Vinci Review Committee in the Americas evaluated 93 submissions in 2011, looking for breakthrough ideas that can help win new business for the Firm, be shaped into a new service offering, increase revenue or save money. We identified eight winning ideas, including: IntelliCommand (a powerful new service that combines smart technology with building operations expertise to provide real-time remote monitoring and control of facilities); the Renewable Energy Site Tool (which dramatically reduces the time needed to identify ideal land and roof top sites for solar development); and Waste Watchers (a new program that enhances the Jones Lang LaSalle platforms for project management and facility management with enhanced sustainable waste management capabilities).

### Enabling energy efficiency financing



Existing buildings will continue to have a large impact on energy consumption and GHG emissions. According to this [World Economic Forum \(WEF\) Report](#), it is predicted that over 50% of today's existing buildings will still be used in 2050. The Report also states that there are potential energy savings of 20% to 40% across the existing global building stock, making the retrofit market essential. We believe that financing is a major obstacle for energy retrofits; we are therefore working with industry and public policy institutions to find a solution.

Jones Lang LaSalle was a highly active participant in the WEF Retrofit Finance & Investing project through contributing research and expertise. Our CEO, Colin Dyer, chaired the steering board, while our Head of ESS, Dan Probst, participated as a key member of the working group. The resulting position paper, published in October 2011, addresses the opportunities and barriers to success. It also provides recommendations on public policy mechanisms to enable industry participation.



Sustainability is a key focus and in 2011, we published a total of 38 thought leadership papers related to sustainability, including seven key global outputs:

- Global Sustainability Perspective – 3 editions (view [this link](#) for most recent edition)
- Greenprint Volume 2
- Green Blog
- CoreNet Global/Jones Lang LaSalle 'Corporate Occupier Sustainability Survey' (see survey results [here](#)).
- Global Reporting Initiative Construction and Real Estate Sector Supplement (GRI CRESS)

The Jones Lang LaSalle Green Blog, launched in 2010 to comment on topical issues, has continued to draw large number of readers. In 2011, we posted 158 blogs (a 22% increase over 2010) and established an audience of 41,000 unique readers (see [Green Blog here](#)). We also have an established Facebook presence (view [this link](#)).

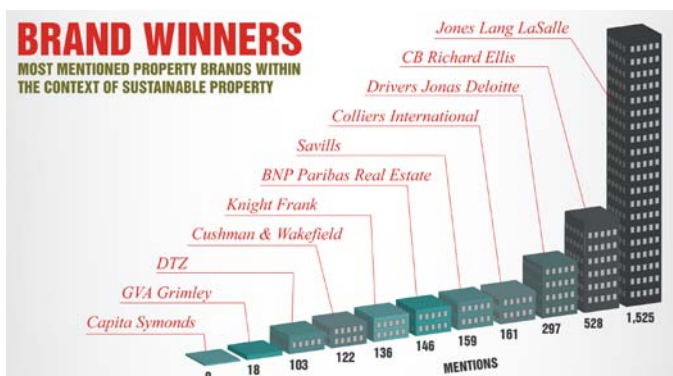
In 2011, our sustainability experts also contributed to sustainability-focused books, such as ['Six Sigma for Sustainability: How Organizations Design and Deploy Winning Environmental Programs'](#) and ['Sustainable Investment in Real Estate'](#). This type of activity shows a deep understanding – stemming from real world experience and expertise – of critical sustainability issues and their impact on the property sector.

At a regional level, our research papers ranged from topics such as ['Green Buildings Driving Employee Productivity'](#) in Australia to ['Taking the charge: Electric cars are gaining momentum, spurring demand for charging stations at commercial properties'](#) in the Americas to ['Navigating through sustainability reporting standards'](#) in EMEA.

We also launched the 'Offices 2020' campaign in October 2011. This thought leadership initiative addresses issues that will have a significant impact on the offices sector over the next 10 years, helping investors, developers and occupiers better understand future trends that will influence key decisions. The research program also provides interesting insights on sustainability. With 83% of the industry positioning sustainability as a priority for office real estate, investors must act now to future-proof their assets, and occupiers will need to consider the higher operational costs of less sustainable buildings. Legislation, such as that enacted in Europe, can be the real game-changer, as it forces occupiers and investors to adapt their office buildings. See our research outputs [here](#) for analysis on future trends and practical tips to guide occupiers and investors through their challenges.

#### External recognition for sustainability expertise and presence

In addition to being ranked as one of the 'Greenest Companies in Real Estate' as well as a market leader in sustainable real estate advice, and among the many other sustainability awards received globally and across each region, Jones Lang LaSalle was also coined a 'Brand Winner' by public media monitoring specialist Repskan. Under our direction, Repskan monitored the real estate industry with a system that tracked keywords such as 'sustainability' and 'green building' around the world, beginning the review in Q4 2011. From a review of over 426,000 total mentions, Jones Lang LaSalle had the most mentions – or 48% share of voice – among major real estate firms. This serves as an indicator related to the authority and presence we have in the industry in relation to our sustainability expertise.



**Data qualification notes:** Share of voice is calculated as a percentage out of the total mentions of the 11 brands above, which are 3,204 mentions.

#### Advising on EPRA's sustainability reporting Best Practices Recommendations

As expert advisor to the European Public Real Estate Association (EPRA), Jones Lang LaSalle has been instrumental in the development of Best Practices Recommendations (BPRs) on sustainability reporting. EPRA, the trade body that represents Europe's listed real estate sector, launched the BPRs in September 2011 to assist the sector in their sustainability disclosure efforts. Jones Lang LaSalle has published a Technical Guidance Note in collaboration with EPRA in order to help companies understand the BPRs on sustainability reporting through practical examples. EPRA has retained us as its expert advisor for awards that will be based on the BPRs.

#### Number of sustainability thought leadership outputs

Region	2010	2011
Americas	14	16
Asia Pacific	4	9
EMEA	2	6
Global	8	7
<b>Total</b>	<b>28</b>	<b>38</b>

**Data qualification notes:** Thought leadership outputs can be Jones Lang LaSalle branded publications, including 'On Point', 'Advance' or 'Pulse'. The 'Global' category was not included in the 2010 CSR Report, thus the total number of thought leadership papers has been restated for 2010. LaSalle Investment Management is excluded from this table due to differences in sustainability service provision.

#### Global Sustainability Perspective

In December 2009, Jones Lang LaSalle launched the Global Sustainability Perspective (GSP), a web-based publication that provides quarterly updates on sustainability trends in real estate to over 40,000 clients around the world. Our aspiration is for the GSP to become the primary platform for energy and sustainability intelligence and thought leadership in the real estate sector.

The GSP had 23,500 unique website page views in 2011, resulting in it being ranked in the top 20 most accessed parts of the global Jones Lang LaSalle corporate website. To see our latest GSP go to [our website](#).




## Green buildings

Green buildings are more than just energy efficient and low carbon. They are sensitive to local habitats, they protect the health and well-being of building users and they use sustainably sourced and manufactured materials. **As a world leader in real estate, the success of Jones Lang LaSalle is closely entwined with the evolution of the green building agenda.**

*Image reference: 420 George Street in Sydney is an A grade office building with 5 Star Green Star – Office Design (v2) rating. Jones Lang LaSalle's strong connection with the project started with the sale of the site in 2006 to the current owners, Fortius Funds Management and APPF and continued as the leasing and managing agent. Jones Lang LaSalle has exhibited its commitment to 'walking the talk' on sustainable working environments, having recently moved its State head office into the building, in a fit-out targeting a 5 Star Green Star - Office Interiors (v1) rating. This image shows a team table of the fit-out, where the layout is designed to maximize natural light and several of the 500 plants used throughout the project are shown.*

**Green buildings introduction**

While our focus on green buildings is predominantly on our clients' real estate portfolios, we are also committed to ensuring that our own office space has the smallest possible impact on the environment. The following section highlights some of our efforts in regard to green buildings in 2011 and how we embed sustainability aspects into various stages of the property lifecycle.

Green buildings summary 	
Achievements	Challenges
<p><b>Building certifications and assessments</b></p> <ul style="list-style-type: none"> <li>Our ESS teams worldwide implemented energy and sustainability improvements on 1,027 existing buildings and 31 new buildings</li> <li>Achieved 1,075 accredited energy and sustainability professionals, surpassing our target to achieve 1,000 by year-end 2012</li> <li>Achieved LEED® Platinum certification for our Hong Kong office with the highest score for any LEED® Commercial Interiors project</li> <li>Occupied corporate offices with a green building standard across 6% of our global portfolio and in 17% of new offices</li> </ul> <p><b>Sustainable retrofits</b></p> <ul style="list-style-type: none"> <li>Helped the Empire State Building achieve LEED® Gold certification for Existing Buildings</li> <li>Tetris UK committed to applying green fit-out standards (RICS Ska Rating) into all fit-outs</li> </ul> <p><b>Green leases</b></p> <ul style="list-style-type: none"> <li>Increased our use of green lease language in our occupied space, resulting in 39% of our tenancies with green lease conditions</li> </ul>	<ul style="list-style-type: none"> <li>One main challenge is to fully understand and articulate the impact we have at all stages of the property lifecycle across our business. Stakeholders often ask about the return from our investment in sustainability, which we can quantify to a certain extent, but a lot of the value stems from intangible benefits such as increased reputation for ourselves and our clients. We share with the wider industry this struggle of assigning value related to sustainability initiatives.</li> <li>As a Company that prides itself on green building certifications and expertise, in some cases we have faced a lost opportunity for greening our own corporate space. Although several outstanding initiatives took place in 2011, such as our occupation of the highest LEED® Platinum building in our Hong Kong office, we are working to apply this philosophy more holistically across our space where relevant.</li> </ul>

**CSR targets (2011 – 2012)** 

**Achieved**

- Achieved 1,000 energy and sustainability accredited professionals (LEED®, CEM, BREEAM, Green Star, etc.) by the end 2012

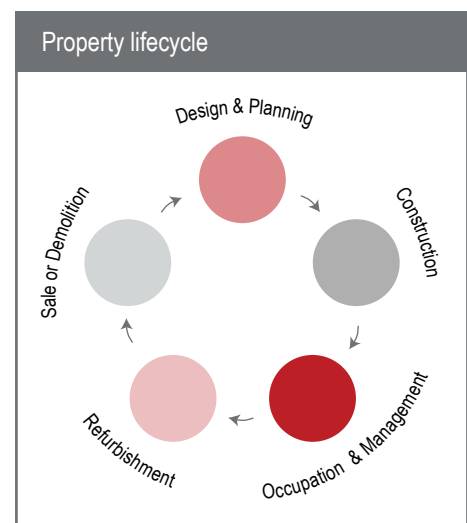
**On-going**

- Assess new corporate accommodation using local green building standards and incorporate green fit-out standards into all new offices
- Conduct Jones Lang LaSalle Green Tenant Module for all U.S. corporate offices greater than 10,000 square feet by end 2011
- Revise office standards to move toward a best-in-class occupancy strategy

*A review of progress against these CSR targets is on pages 47-48 of this Report.*

**Our Real Estate Services and the property lifecycle**

Our green building services continue to differ across the world as we prioritize the concerns of our local clients and communities. However, a constant in each region is that the lifecycle of a building is addressed through our services – beginning with the design and planning, through to construction, occupation, refurbishment, and ending with a sale (see diagram on right). This 'property lifecycle' underpins our green building services and, in many ways, everything we do that is sustainability-related at Jones Lang LaSalle.



Global Real Estate Services and our Sustainability Capabilities	
<p><b>Advisory, Consulting and Other Services</b></p> <ul style="list-style-type: none"> <li>Environmentally focused portfolio and occupancy planning</li> <li>Sustainability program development and implementation</li> <li>Carbon tracking and reporting</li> <li>Employee engagement programs</li> </ul>	<p><b>Leasing Services</b></p> <ul style="list-style-type: none"> <li>Green leasing</li> <li>Prospective building assessments</li> <li>Green lease performance management and administration</li> <li>Green space interior design standards</li> </ul>
<p><b>Capital Markets and Hotels</b></p> <ul style="list-style-type: none"> <li>Green building valuation assessments</li> <li>Sustainability focused building performance assessments</li> </ul>	<p><b>Project and Development Services</b></p> <ul style="list-style-type: none"> <li>New high performance building development</li> <li>Existing building retrofits</li> <li>Green tenant fit-outs</li> </ul>
<p><b>Investment Management</b></p> <ul style="list-style-type: none"> <li>Portfolio sustainability program management</li> <li>Sustainability performance measurement, tracking and reporting</li> </ul>	<p><b>Property and Facilities Management</b></p> <ul style="list-style-type: none"> <li>Energy and Sustainability Services portfolio program management</li> </ul>

**LaSalle Investment Management: A 'roadmap' for sustainability** 

LaSalle Investment Management worked with Jones Lang LaSalle's Energy and Sustainability team in the Americas to identify opportunities for operational savings to obtain sustainability certification for 14 multi-residential assets. A performance evaluation was conducted using Green Globes, an assessment and rating system operated by the Green Building Initiative in the U.S.

A baseline assessment was performed on each building to identify strengths; it also recommended measures to improve tenant well-being, to reduce utility costs, and to increase overall performance scores. The data for each property was then compiled into a Portfolio Report, which provided the basis for developing an aggressive action plan. Six months later, the buildings increased their Green Globes scores significantly by an average of 17% with eight of the nineteen buildings increasing their Green Globes rating.



## ESS service networks

We will not achieve sustainable real estate unless sustainability is incorporated at every stage of the property lifecycle and throughout our Real Estate Services. Our Energy and Sustainability Services (ESS) Board addresses this goal, featuring four service networks designed to develop globally-consistent service offerings with appropriate regional variations. You can find details of these service networks and how each complements the property lifecycle in our [2010 CSR Report](#).

## Leading the way with green building certification and improvements

We have a strong track record in helping owners and occupiers achieve targeted LEED® levels, and in several cases our teams have helped clients attain certification levels beyond their original goals. By the end of 2011, we had completed over 250 LEED® projects in the U.S. through our advisory services over a decade.

Other successes in 2011 included improving the sustainability of several buildings, such as managing the LEED® certification process for Yahoo!'s California headquarters, where we achieved the first-ever LEED® Existing Buildings: Operations & Maintenance (EBOM) Gold certification for a multi-building campus. This project sets precedents for certifying large campuses to LEED® EBOM, while also resulting in a high average ENERGY STAR score of 88 and significant operational savings.

We have implemented energy and sustainability improvements in 1,058 new and existing buildings in 2011 (up from 442 in 2010), of which 97% relate to existing buildings. This reflects our service capabilities and demonstrates the extent to which the sustainability challenge sits within the current built environment. The substantial increase in number of buildings does not reflect a proportional increase in revenue; instead, it shows a change in recording methodology (Asia Pacific) and a proactive push to include more managed properties in ENERGY STAR (Americas). The following table summarizes our green building and retrofit activities.

Sustainability improvements through Energy and Sustainability Services (ESS) teams		
Region	Existing buildings	New buildings
Americas	716	12
Asia Pacific	242	15
EMEA	69	4
<b>Total</b>	<b>1,027</b>	<b>31</b>

**Data qualification notes:** Sustainability improvements include recommendations resulting from an energy assessment, Sustainable Property Assessment survey, Green Globes assessment, LEED® gap assessment or within an energy performance management program. LaSalle Investment Management is excluded from this table due to differences in sustainability service provision.

We are working to better understand our impact related to the above; these figures significantly underrepresent our total activity, as they show only what has been formally recorded.

## Tetris Projects applies sustainability best practice to fit-outs

Tetris Projects, a wholly-owned subsidiary of Jones Lang LaSalle, is a provider of tailored 'turnkey' fit-out and refurbishment projects for clients across Europe. Tetris UK is committed to the Royal Institution of Chartered Surveyors (RICS) Ska Rating methodology to ensure sustainability best practice is integrated consistently into all its fit-outs. Ska provides a recognized and robust methodology. It ensures that a wide range of sustainability issues are addressed, including resource efficiency, waste management and responsible material procurement.

Helping one of the world's most famous office buildings achieve LEED® Gold



During its 80th anniversary year, the Empire State Building in New York received a LEED® Gold for Existing Buildings certification. The award is further recognition of the \$550 million ReBuilding program, in which Jones Lang LaSalle played a pivotal role as program manager for the energy retrofit, as well as the LEED® feasibility assessment and application process.

The LEED® Gold certification follows the creation of a transparent, quantifiable process for economically justified energy efficient retrofits. The analytical model is non-proprietary and is being replicated at other properties around the world. The success of the Empire State Building has spurred a new focus by governments and the real estate industry on energy efficiency retrofits.

The retrofit will reduce the building's energy consumption by more than 38% and should save \$4.4 million in energy costs annually. The improvements will also reduce carbon emissions by an estimated 105,000 metric tons over 15 years.

World Green Building Week



In September 2011, Jones Lang LaSalle participated in World Green Building Week. Drawing attention to the importance of creating more sustainable buildings and communities, Jones Lang LaSalle marked the week with varied events throughout its regions.

Our Green Blog received over 20 posts from colleagues around the world, giving insights on issues such as rating systems in Brazil and productivity gains in Australia.

In the U.S., at the Clinton Global Initiative annual meeting, the Firm was recognized as a key participant in a project to reduce energy use in commercial tenant spaces. Among a number of Company speakers at U.S. sustainability events, Lauralee Martin, the Firm's global COO and CFO, spoke at the Meeting of Minds conference, an international gathering of more than 200 leaders, which explored the innovations that will enable cities to become more sustainable.

Andrew Gould, our UK CEO, delivered the keynote address in the UK Green Building Council's launch event. In the Netherlands, the Firm held its 20th annual real estate symposium, giving its "green brick" award to the most sustainable Dutch investor.

Tetris UK will apply the Ska methodology to assess all future projects which will include its own RICS-certified Ska Assessor being able to award fit-outs an industry-respected certification (Bronze, Silver or Gold rating).

### Training our employees on green building trends

Jones Lang LaSalle's Sustainability University educates our people with technical expertise, which includes presentations from subject matter experts on green building topics and trends. The University focuses on promoting the delivery of services to our clients such as LEED® certification projects and Green Globes portfolio sustainability management. Jones Lang LaSalle has already surpassed its goal of achieving 1,000 professionals with LEED® and other energy and sustainability designations by the end of 2012. We reached 1,075 energy and sustainability accredited professionals (or 1,171 accreditations) by the end of 2011, up from 624 professionals at year-end 2010, demonstrating our commitment to lead the real estate industry in sustainability. The initiative has expanded the reach of sustainability accredited professionals to 29 countries. Across all regions, our Project and Development Services/Construction divisions added the most professionals.

Number of energy and sustainability accreditations		
Accreditation type	2010	2011
LEED® (U.S. and World)	585	906
Green Star (Australia)	10	94
Green Globes (Canada)	54	73
Association of Energy Engineers: Certified Energy Manager (Global)	Not recorded	31
Association of Energy Engineers: Other AEE accreditations (Global)	Not recorded	20
Other accreditations	1	16
NABERS Energy (Australia)	9	12
BREEAM (UK and Europe)	1	10
AIEMA (UK)	5	9
<b>Total</b>	<b>665</b>	<b>1,171</b>

**Data qualification notes:** The total accreditations exceeds the number of accredited professionals because some professionals have multiple credentials. There were increased efforts to capture credentials in our tracking system during 2011 that have contributed to the increase in credentials and some credential types were not included in 2010 (e.g. Association of Energy Engineers: Certified Energy Manager). 'Association of Energy Engineers: Other AEE accreditations' includes Business Energy Professional (BEP), CAP, Certified Building Commissioning Professional (CBCP), Certified Energy Auditor (CEA), Certified Energy Procurement Professional (CEP), Certified Sustainable Development Professional (CSDP) and Existing Building Commissioning Professional (EBCP). 'Other accreditations' includes CASBEE (and only this for 2010), Certified Demand Side Management, DGNB, Bilan Carbone, Energy Institute Member, Green Advantage, Green Mark, IGBC AP, and Ska Assessor.

### Greening our own office portfolio

Jones Lang LaSalle strives to create work environments that reflect our corporate culture. We seek an environment that is efficient and collaborative and we use marketplace best practices to help us achieve improved workspace utilization. At year-end 2011, 6% of our corporate office space had a green building standard, including hallmark offices such as our Hong Kong office (see right).

Although our overall portfolio consists of a relatively low percentage of green buildings, we feel the decisions made regarding new and revised occupancies reflect a growing trend and our increasing commitment to sustainability. Of the offices that we occupied for the first time during 2011, 17% had a green building standard.

### Jones Lang LaSalle achieves highest LEED® Platinum for CI

In 2011 we achieved LEED® Platinum for our Hong Kong office at Three Pacific Place and set a new standard for the highest number of points of any LEED® Commercial Interiors (CI) certified project.

Our LEED® CI Platinum certification was a result of collaborative efforts from our Project and Development Services team and the Firm's Engineering and Operations Solutions team, together with the vendor, M Moser Associates.

Developing green buildings not only provides environmentally friendly premises, but also financial benefits, as green buildings are designed to consume fewer resources - leading to lower operating and maintenance costs.

The project resulted in a 13% reduction in energy consumption per square foot. After seven months, there was also a 44% reduction in absenteeism. Although there are other factors contributing to this number, a healthier workplace is one of the biggest factors in enhancing our productivity.



**Rick Fedrizzi**

President, CEO and Founding Chair, U.S. Green Building Council

“ Jones Lang LaSalle has been a long-time leader in the green building movement. I applaud them, not only for their commitment to LEED®, but also for their transparency. This Report serves as a model for other businesses and organizations, and helps push the sustainability movement forward.

”

New corporate offices with a green building standard in 2011		
Region	Percentage of new corporate offices with a green building standard	Number of new corporate offices
Americas	0%	14
Asia Pacific	38%	8
EMEA	0%	5
LaSalle Investment Management	67%	3
<b>Total</b>	<b>17%</b>	<b>30</b>

**Data qualification notes:** 'Green building standard' refers to an independently defined standard that signifies a building meets a certain level of design and operational performance. This standard refers to a structure and process that is environmentally responsible and resource-efficient throughout a building's life-cycle: from design to construction, operation, maintenance, renovation, and demolition. This could include green fit-out standards.

Our office occupation strategy also seeks to minimize our impact on the environment. By looking at both materials and processes, we are greening our space in a multitude of ways that also make sound commercial sense. Factors that we consider include:

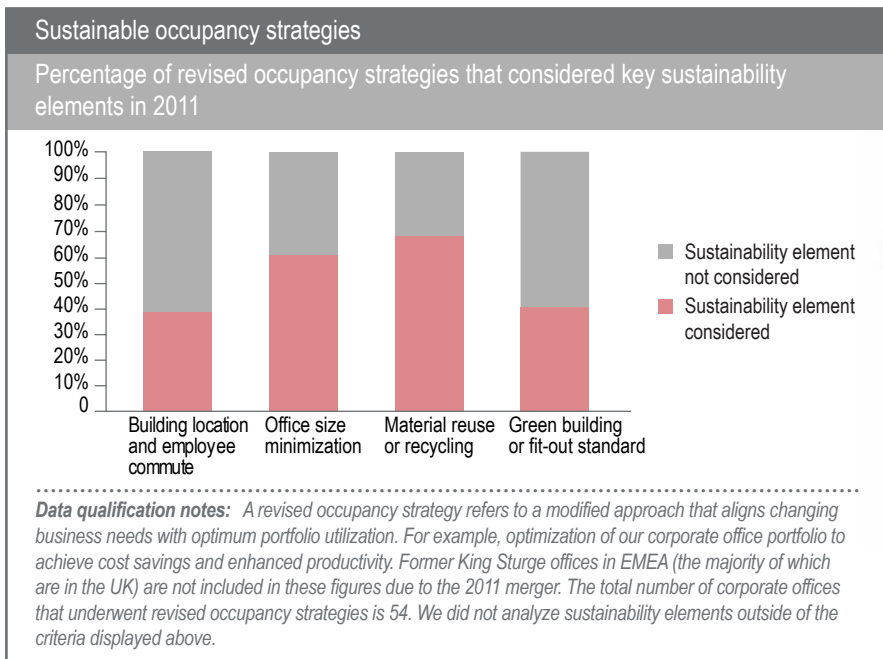
- Building location and its impact on employee commuting
- Designing open environments that can accommodate the changes needed in our dynamic industry, including a more efficient use of space, and that encourage collaboration
- Preference for natural light and reused or recycled materials
- Potential for LEED® or other green building standards

The Americas Occupancy Committee, which reports to our regional Chief Operating Officer, looks at the above sustainability issues in the underwriting of every expansion, renewal and new space decision. From this regional model, we analyzed these four criteria throughout the entirety of our global corporate office space to better understand the uptake of these strategic sustainability decisions.

Overall, the findings show that office size minimization and material reuse or recycling are considered in a majority of our revised occupancy strategies. Building location and green building standards were reviewed in nearly two out of every five corporate offices, where office moves took place. Globally, 72% of corporate offices with a revised occupancy strategy considered some sustainability element.

Corporate offices with a green building standard		
	2010	2011
Number of corporate offices surveyed	164	256
Percentage of corporate offices with a green building standard	5%	6%

**Data qualification notes:** The large increase in the total number of corporate offices surveyed is mostly due to the expanded scope of surveyed countries. We reported on 80% of corporate offices within our carbon management system in 2010 and 99% in 2011. 'Green building standard' refers to an independently defined standard that signifies a building meets a certain level of design and operational performance. This standard refers to a structure and process that is environmentally responsible and resource-efficient throughout a building's life-cycle: from design to construction, operation, maintenance, renovation, and demolition. The number of corporate offices with a green building standard in 2010 has been restated (from 17 to 9), along with the 2010 number of corporate offices surveyed (from 158 to 164), given clearer definitions and further data validation.





### Driving improvements through our own Green Tenant Module

We set ourselves a target to conduct the Jones Lang LaSalle Green Tenant Module for all U.S. corporate offices greater than 10,000 square feet by the end of 2011. Jones Lang LaSalle's Green Tenant Module is both a program for continuous improvement and an assessment tool to measure and improve the performance of facilities. We applied the module to 16 U.S. corporate offices in 2011 (with a further two offices scheduled for assessment in 2012), resulting in feedback on our sustainability performance and recommendations for improvement, as seen in the table below:

Sustainability issue	Performance	Recommendations
Space usage	Good use of space in facilities with highly satisfactory hoteling arrangements	Introduce occupancy sensors in areas with low traffic
Energy - Plug loads	100% of facilities have a policy whereby equipment must be ENERGY STAR; strong culture to turn off devices when not in use	Review opportunities to reduce energy consumption in server rooms and consider more sophisticated control devices
Water	Water consumption is limited to washrooms and small kitchens, therefore sub-metering and water reduction initiatives are not a priority	Install water-flow restrictors to faucets
Waste management	Robust provisions for recycling: all facilities have recycling bins close to source of waste generation	Develop regular waste audits



**Image reference:** The above shows a common area in one of our corporate offices, 9 Raffles Place at Republic Plaza. This office is a part of Jones Lang LaSalle's WorkSmart program in Singapore, which launched in 2011.



**Image reference:** The above shows a newly renovated workspace in one of our corporate offices, 9 Raffles Place at Republic Plaza. This office is a part of Jones Lang LaSalle's WorkSmart program in Singapore, which launched in 2011.

### Revolutionary thinking through Alternative Workplace Strategies

Jones Lang LaSalle is constantly looking at ways that it can enhance the performance of its people, places and technology, so that teams and individuals can work at their best. Some of this thinking is channeled through Alternative Workplace Strategies (AWS) for our clients, while we are also setting an example in our own space. 44% of our corporate offices around the world utilize a non-traditional way of working.

In Asia Pacific, the Firm developed an innovative approach in 2011 with an AWS called 'WorkSmart'. The program provides a combination of modern work practices, non-territorial activity settings and multiple work locations, which support improved mobility of staff, and a more effective utilization of the workspace. WorkSmart has five main goals:

- To create a work environment that enhances employee collaboration, innovation and productivity
- To provide employees with a sense of pride in the workplace
- To leverage technology to provide greater ease of communication among employees and clients and facilitate increased efficiency
- To make use of policies, tools and processes that support how employees want to work
- To have a workplace that functions as a showplace for clients

A key component of WorkSmart is 'activity-based working'. This gives people a choice of settings for various workplace activities, whether in the office, at a client site or at home. Technology underpins this concept through wireless networks, mobile computing, VOIP telephony and other technologies.

As well as enhanced technologies and IT infrastructure, newly-designed and configured office space that enables mobility, creativity and productivity is fundamental to the success of WorkSmart. We expect to achieve high energy savings in new WorkSmart offices compared to more traditional offices, which will lead to a reduction in our greenhouse gas emissions per employee.

#### Alternative Workplace Strategies (AWS) in 2011

Region	Percentage of corporate offices with an AWS	Total number of corporate offices surveyed
Americas	73%	104
Asia Pacific	13%	69
EMEA	31%	61
LaSalle Investment Management	33%	9
<b>Total</b>	<b>44%</b>	<b>243</b>

**Data qualification notes:** Alternative Workplace Strategies refer to the combination of non-traditional work practices, settings, and locations that supplement or replace traditional offices. For example, mobile work inside and outside the office, work from home (telecommuting) and work from third party places or other activities that aim to reduce the individual employee per square foot real estate footprint. Former King Sturge offices in EMEA (the majority of which are in the UK) are not included in these figures due to the 2011 merger.



Investment in the program is significant and pilot offices for the scheme were launched in 2011 for Canberra (Australia) and the Corporate Solutions division in Singapore. The program will continue to be rolled out across Asia Pacific in 2012.

Open workspace environments not only minimize energy usage and costs, but they may also improve the overall ethical environment and therefore reduce the significant litigation and regulatory costs that result from ethical lapses and compliance failures. A 2011 joint study (see link [here](#)) by Jones Lang LaSalle and Ethisphere Institute found that open workspaces are generally thought to reduce employee misconduct that is more difficult in a transparent office, such as inappropriate internet usage and sexual harassment.

**Experts in green leases**

We have invested extensively in personnel, assessment tools and technology to support green leasing. Our network of leasing and sustainability experts, along with leading edge tools such as our Green Facilities Assessment Tenant Module, OneView Lease Administration Database, LaSalle Investment Management's Green Lease Guidelines and Portfolio Energy and Environmental Reporting System, position Jones Lang LaSalle to help clients maximize environmental and savings benefits on their leased portfolios.

We also apply this knowledge to Jones Lang LaSalle's own occupied portfolio. In 2011, we saw an increase in the percentage of green lease language used in our occupied space from 34% to 39% (see chart on the right).

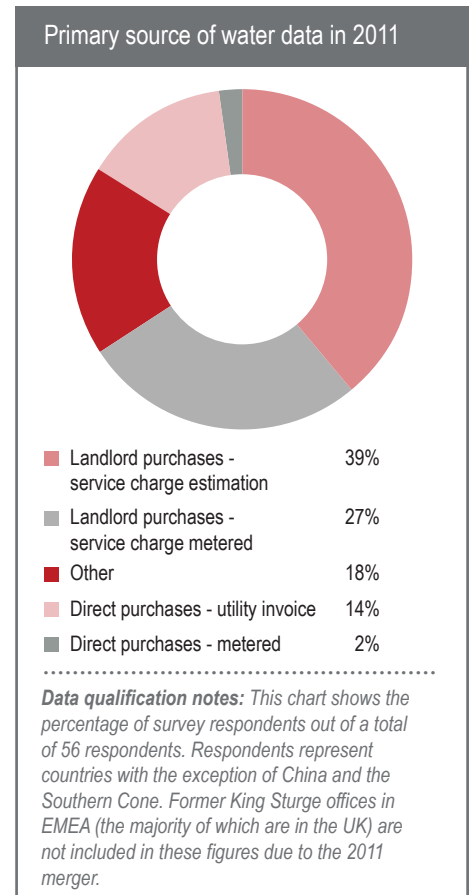
**Thinking holistically: how waste and water contribute to a greener building**

In both our clients' and our own approach to sustainable buildings, waste and water management seldom take highest priority over energy because the regulatory or cost drivers are not as strong. These two areas are of increasing concern, but still vary from region to region. Our materiality assessment from 2010 excluded waste and water as core issues.

From our first attempt at tracking activity related to waste and water, we learned that 66% of corporate offices have a waste management initiative; and 12% had a water reduction initiative during 2011. The charts and tables on this and the following page, provide detail around our initial assessment, as well as examples of initiatives from around the world.

Percentage of leases with green language in our occupied space		
Region	2010	2011
Americas	51%	65%
Asia Pacific	0%	3%
EMEA	41%	44%
<b>Total</b>	<b>34%</b>	<b>39%</b>

*Data qualification notes: We recorded a total of 292 leases in 2010 and 306 leases in 2011. These figures take into account any condition with green language in a lease, but do not necessarily reflect comprehensive or fully integrated green conditions.*



Americas - Examples of water reduction
<ul style="list-style-type: none"> <li>In the U.S., we retrofitted building restrooms to reduce water consumption as part of a tenant fit-out.</li> </ul>
Asia Pacific - Examples of water reduction
<ul style="list-style-type: none"> <li>In Australia, we encouraged employees to reduce their water consumption through a poster campaign in kitchen and bathrooms. We also upgraded toilet facilities to reduce water usage in conjunction with our landlord and installed waterless urinals. In addition, where information is available, we review our water usage to better understand our consumption.</li> <li>In China, we launched posters to provide tips on how employees can reduce water. In India, we use sensor based urinals to reduce water consumption for flushing.</li> </ul>
EMEA - Examples of water reduction
<ul style="list-style-type: none"> <li>We have dual flush toilets and low flow sink faucets installed in many of our corporate offices (including those in Croatia, France, Germany, Russia, Switzerland, and the UK).</li> </ul>



Although we have not conducted another materiality review, we have observed the growing importance of waste and water from the pulse of our clients; the wider industry; and changing risks and opportunities related to sustainability. It is particularly challenging to understand the impacts within our own operations given that we lease our corporate offices – the graph on the right (and on the previous page) clearly depicts this barrier regarding the lack of direct measurement of waste and water impacts.

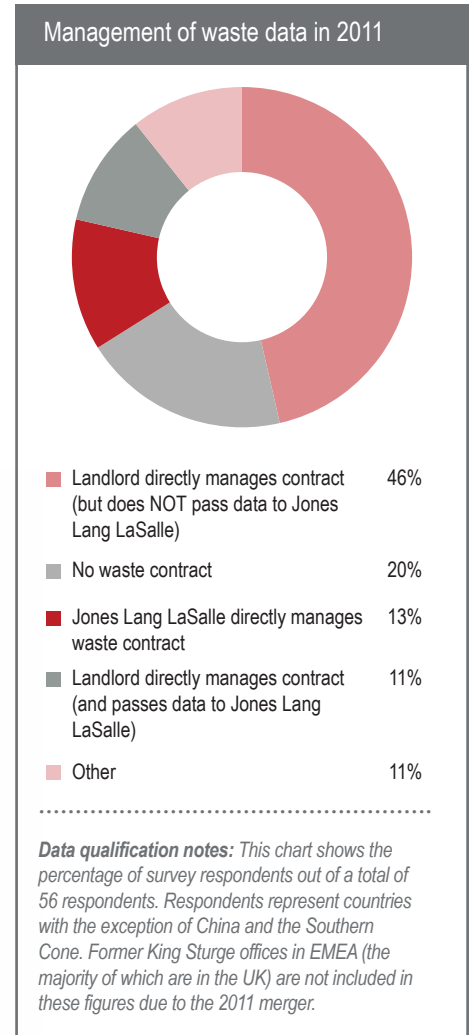
Americas - Examples of waste management	
<ul style="list-style-type: none"> <li>A wide range of materials are recycled across the Americas. In the U.S., this includes printer toners, batteries and electronics.</li> </ul>	
Asia Pacific - Examples of waste management	
<ul style="list-style-type: none"> <li>In Australia, we have implemented centralized recycling stations and poster and email campaigns to encourage the reduction, reuse and recycling of waste. In New Zealand, there are no bins at desks to encourage recycling and waste minimization.</li> <li>In Singapore, we run annual drives to collect unwanted glasses and electronic devices. In Japan, there is a campaign to recycle bottle caps.</li> </ul>	
EMEA - Examples of waste management	
<ul style="list-style-type: none"> <li>In the UK, posters on recycling rates are used to encourage employees to recycle their waste.</li> <li>In Russia, a 'Follow Me' printing system is used to reduce paper waste.</li> </ul>	

Corporate offices with a water reduction initiative in 2011		
Region	Percentage of corporate offices	Number of corporate offices surveyed
Americas	2%	104
Asia Pacific	17%	69
EMEA	25%	61
LaSalle Investment Management	11%	9
<b>Total</b>	<b>12%</b>	<b>243</b>

**Data qualification notes:** A water reduction initiative refers to a project or program that aims to reduce water usage in our occupied space. For example, a communication to all employees about water usage or installation of a device to minimize water usage such as dual flush toilets or low-flow sink faucets, etc. Former King Sturge offices in EMEA (the majority of which are in the UK) are not included in these figures due to the 2011 merger.

Corporate offices with a waste management initiative in 2011		
Region	Percentage of corporate offices	Number of corporate offices surveyed
Americas	76%	104
Asia Pacific	52%	69
EMEA	66%	61
LaSalle Investment Management	56%	9
<b>Total</b>	<b>66%</b>	<b>243</b>

**Data qualification notes:** Our survey asked about recycling initiatives; however, our sense through the validation process is that the figures possibly capture some activities related to reduction and reuse of waste, in addition to recycling initiatives. Former King Sturge offices in EMEA (the majority of which are in the UK) are not included in these figures due to the 2011 merger.





## Community commitment

**With approximately 45,000 employees in over 50 countries around the world, Jones Lang LaSalle is a global business. Wherever we operate, we are committed to being a responsible member of the community, supporting a range of programs and activities to deliver positive impact at a local and regional level.**

*Image reference: In the UK, the Jones Lang LaSalle Property Triathlon is not only one of the country's premier triathlons, involving 2,200 participants from across the real estate industry, but it is also a major fundraising event, which in 2011 achieved £120,000 for one of the Firm's corporate charity partners, Macmillan Cancer Support. For further information go [here](#).*

## Community commitment introduction

While the services we provide are key to the continued success and growth of our business, it is also the reputation we develop at the community level that is important to maintaining our position as a leader in real estate services. We recognize the significant impact that our business activities can have on local communities – through the direct and indirect employment we create, the payments we make to suppliers, the advice we provide to clients around their community interactions and taxes we pay to governments. An increasingly important part of this impact also comes in the form of our voluntary cash and in-kind contributions.

Our community strategy is intentionally decentralized so that we can address the local needs of communities, capitalizing on the talents and interests of our diverse workforce. We have made a conscious effort to broaden the nature of our charity partner relationships to such an extent that we now provide in-kind support (namely, IT, office furniture, staff time or real estate advice) as well as cash contributions.

### CSR targets (2011 – 2012)



#### On-going

- Measure and assess community activity by spend and participation globally; link activity with relevant local community objectives where possible
- Integrate and document sustainability criteria into the procurement process for pre-selected consumable goods where we have centralized control

A review of progress against these CSR targets is on pages 47-48 of this Report.

### Global donation to the United Nations World Food Program



As a global citizen, we continue to support those in need and to make a difference where we can. To help the many international relief efforts around the world, the Firm made a global donation in 2011 to the United Nations World Food Program, the world's largest humanitarian agency fighting hunger. This initiative provided direct aid to those suffering from the worst droughts in 60 years throughout East Africa, affecting more than 10 million people who reside there in desperate need of food, water and emergency healthcare.

### Standard Chartered Bank Events in Asia Pacific and the UAE



Jones Lang LaSalle hosted a charity dinner and auction in Singapore in September 2011. The event helped raise money for Standard Chartered Bank's global initiative, 'Seeing is Believing', a collaboration with the International Agency for Prevention of Blindness (IAPB), which is aimed at preventing avoidable blindness through increased awareness and medical intervention.

The event was supported through both generous sponsorship and auction items donated by Jones Lang LaSalle and Standard Chartered Bank employees. The Firm's Asia Pacific CEO, Alastair Hughes, was the auctioneer and helped to raise over \$80,000. With a match from Standard Chartered Bank, total donations amounted to \$160,000.

In January 2011, employees from the Firm's United Arab Emirates offices participated in the Standard Chartered Bank 10k run (a section of the prestigious Dubai Marathon), raising a total of \$2,900 as a part of on-going support for the local Al Noor Training Centre for Children with Special Needs.

### Community commitment summary



Achievements	Challenges
<p><b>Charitable contributions and investment</b></p> <ul style="list-style-type: none"> <li>➤ We recorded \$4.3 million spend, including corporate and employee donations, on charitable initiatives; this accounts for 1.9% of our global pre-tax profit</li> <li>➤ Gave \$1.3 million, which is included in the above figure to the Japanese Red Cross following the earthquake and tsunami disaster</li> </ul> <p><b>Volunteering</b></p> <ul style="list-style-type: none"> <li>➤ At least 2,228 days given to volunteering projects in work time by employees</li> </ul> <p><b>Sustainability in our supply chain</b></p> <ul style="list-style-type: none"> <li>➤ Initiated thinking around green strategy development in our clients' supply chain</li> <li>➤ Achieved 30% of spend on office and kitchen supplies with known environmental credentials; this is up from 17% in 2010</li> </ul>	<ul style="list-style-type: none"> <li>➤ We are still working to develop a more cohesive approach for learning about various community initiatives and we believe our community impact is understated. However, the Americas region in particular made strides forward by more robustly managing and tracking its initiatives during 2011.</li> <li>➤ We continue to operate more localized supply chains relating to what we procure for our own offices. However, outside of spend on our own supply chain, we have a much bigger opportunity – and in some ways a greater challenge – to help green our clients' supply chains. A program related to supplier sustainability began to take shape in early 2012, so we look forward to sharing our progress in subsequent reports.</li> </ul>

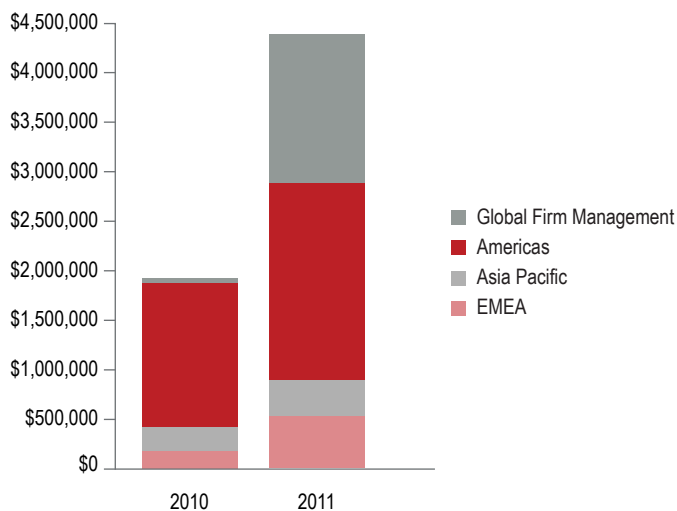
## Making a global impact

In 2011 we recorded a spend of at least \$4.3 million on charitable initiatives, which includes both corporate and employee donations. This accounts for 1.9% of our global pre-tax profit as compared to 0.9% in 2010. At this stage, we cannot breakdown by Company versus employee monetary spend, so the pre-tax profit percentage serves as a rough indicator of our performance. The annual increase stems largely from our Global and Americas segments, where the latter region implemented a more comprehensive tracking program and also experienced improved economic conditions, thus allowing for greater spend on charitable donations. The Global number results from a large donation to Japanese tsunami relief efforts.

Our employees also donated at least 2,228 days of work time to volunteering projects around the world, compared to 534 days in 2010. While we have continued to improve our monitoring systems for community activities in 2011, we still feel these figures underestimate our charitable contributions and volunteer days.



Spend on charitable initiatives (USD \$)



**Data qualification notes:** Charitable initiative is defined as a Company-organized event or activity where money is raised directly (through Firm monetary spend) or indirectly (through employee monetary spend) for charitable causes. LaSalle's charitable spend was excluded in 2010, but is incorporated into the regional 2011 figures. The large increase in the Americas figure is partly due to the implementation of a more comprehensive tracking program, enabling us to better capture our charitable spend. The large difference in Global Firm Management is due to the \$1.25 million donation to the Red Cross in support of the Japanese earthquake and tsunami relief efforts. We feel these figures still under-represent our actual spend on charitable contributions in each region, but we continue to work on improving our tracking process.

Supporting local communities

Our community engagement programs in the Americas, EMEA and Asia Pacific are varied and inspiring, as illustrated by some of the examples listed here. We have a strong culture of community investment and engagement and regularly use our real estate expertise, financial resources and our employees to deliver positive impact in the communities where we do business.

Americas - Examples of volunteering

- Teams in the U.S. participated in local housing construction and supply drives for Habitat for Humanity and Habitat ReStore.
- In the U.S. we participated in walks and races for the American Heart Association, Race for the Cure and the Juvenile Diabetes Research Foundation.
- Our employees supported after school tutoring programs and mentorships at local schools as part of programs for Junior Achievement, Working in the Schools and the Network for Teaching Entrepreneurship.

Asia Pacific - Examples of volunteering

- Jones Lang LaSalle and Accenture partnered to offer a capacity building program in India, which will train 3,000 candidates in Facility Management.
- In Australia, our employees volunteered as part of Brisbane flood recovery efforts and bushfire recovery, while in Japan our employees supported the earthquake disaster recovery.
- Teams across Australia organized fundraising events to support the Property Industry Foundation's National Hard Hat Day, which raises money for a number of charities that help homeless children. In total we raised \$12,520.



**Stephen Howard**  
Chief Executive - Business in the Community

“ Jones Lang LaSalle is a trusted partner of Business in the Community (BITC) and an ardent supporter of our movement to use business as a force for social change in local communities. Businesses of all sizes and sectors are finding that by investing in these communities and tackling issues such as employability, education and enterprise development, they are creating a more sustainable workforce and vibrant economies. Through the 'Ready for Work' program, which supports individuals facing multiple barriers to work, Jones Lang LaSalle actively engages its employees and leverages their business expertise to raise the confidence and skills these individuals need to re-enter the job market. Through their membership of BITC, Jones Lang LaSalle is making a positive impact by contributing to 'Ready for Work's' SROI where £1 invested generates £3.12 for society. ”

Partnership with Make-A-Wish Foundation

The Make-A-Wish Foundation aims to grant the wishes of children with life-threatening medical conditions. At an average cost of \$5,000 per wish, Jones Lang LaSalle in southern Florida partnered with the Foundation to realize the dreams of four local children, in fundraising efforts generously supported by vendors that culminated in a total of \$20,000. This was presented to the Foundation at a celebratory event in Miami in October 2011 attended by 250 of the Firm's state-wide employees and vendors.

## EMEA - Examples of volunteering

- In the UK, 40 volunteers from Birmingham lent a helping hand to the Royal British Legion's Poppy Appeal, distributing poppy tins to businesses in the city, manning collection points, collecting tins back in and finally counting over £6,300 that local businesses, including our own, had donated.
- In Portugal, our employees join local volunteering organizations that improve the lives of children for two days a year as part of the GRACE Program.
- Each year, Poland chooses to donate the printing costs that there would have been for a Christmas card and sends a webmail instead. In 2011, the Polish Business supported the Hospital for Children in Warsaw through a €1,000 donation.

In addition to the ad hoc activity around the world, we are proud of our valued regional programs. In the United States, Jones Lang LaSalle launched 'Community Connections' in 2011, a comprehensive philanthropy program designed to integrate the Firm's core values with community needs, establish goals and strategies for giving, involve employees, and provide ways to document and evaluate activities.

The Firm recognizes the 'hands-on' difference of volunteering and giving that both fosters employee satisfaction and builds connections with our clients. Rather than mandating one cause or direction, Jones Lang LaSalle therefore believes it is more meaningful for employees and teams to choose their activities to support organizations that make a difference in the communities where they work and live.

At the same time, Jones Lang LaSalle realizes that it is important to channel the collective efforts of its people to make a measurable difference, so 'Community Connections' is concentrated on three major areas of giving, to which most support was already focused, including: health organizations; education programs; and youth and at-risk family charities.

To identify issues, forms of philanthropy, how to rally support, long-term goals and the relationship to the Company's core values, the program also involves developing a strategy for giving that is founded on four pillars:

1. Charitable giving that directly supports local community organizations
2. Volunteerism in which employees make a hands-on difference
3. Matching gifts for causes employees support personally
4. Disaster relief to provide aid when tragedy strikes

The key support vehicle for bringing the four pillars to life is the 'Community Connections' website. Through toolkits and other resources (see the [Philanthropy Toolkit here](#)), it enables employees to initiate and drive ideas, to be guided by best practices, to gain inspiration from examples of others' efforts, and to track and capture a range of activities.

### Fostering new community initiatives at Jones Lang LaSalle

In the UK, Jones Lang LaSalle has been a long-standing member of 'Business in the Community' (BITC), a business-led charity that helps to transform communities by tackling key social and environmental issues. In 2011 the Firm was instrumental in helping to progress and support BITC's 'Ready for Work' program, a collaboration between businesses, the government and homelessness agencies on the largest ever welfare-to-work scheme in the UK.

## Supplier of Distinction Awards

Jones Lang LaSalle is committed to identifying the industry's leading suppliers and building strong partnerships with them. In the U.S., we recognize our partners that help us deliver value and innovation to our clients in the annual Supplier of Distinction Awards program. The award recipients are selected from a pool of supplier partners by Jones Lang LaSalle's Global Strategic Sourcing Board through a comprehensive evaluation process. In 2011 we recognized six suppliers for their outstanding achievement in categories such as energy and sustainability, diversity, and innovation. The energy and sustainability winner, SBM Management Services, LP, has helped Jones Lang LaSalle and its clients achieve ambitious environmental and health and safety goals. Please see our website for further details (view [this link](#)).

## Procuring green fit-out services for our U.S. corporate offices

In seeking general contractors to fit-out our U.S. offices, Jones Lang LaSalle's Project and Development Services team incorporates questions about green construction practices into their Request for Proposals (RFPs). Some strategies used include:

- Diverting a minimum of 50% and as much as 95% of all construction waste from landfill
- Requiring general contractors to enforce an Air Quality Management Plan during construction and before occupancy
- Sourcing materials locally whenever possible
- Specifying furniture, carpet, ceiling tiles and other standards to include recycled content
- Striving for low volatile organic compounds (VOCs) content in materials
- Developing specifications to ensure that 70-90% of all office equipment is ENERGY STAR rated

Our office fit-outs are just one example of how we leverage our core competencies on internal projects, allowing us to develop innovative tools and practices before transferring them to clients.

The overall aim of the program is to accelerate individuals' journeys from homelessness into sustained employment. It includes direct support to individuals, capacity building for homeless agency staff, and business support to homelessness social enterprises in targeted locations. Each program element will contribute to a culture change whereby 'work first' is seen as the norm for homeless clients. For further information, see the case study on page 36 or visit [this site](#).

### Working with our suppliers

We are committed to improving the sustainability of our procurement practices and those of our suppliers. At Jones Lang LaSalle we see our supply chain as an integral part of our community. We expect that each of our suppliers, meaning any firm or individual providing a product or service to Jones Lang LaSalle or indirectly to our clients as a contractor or subcontractor, will share and embrace the letter and spirit of our commitment to integrity. While suppliers are independent entities, their business practices may significantly reflect upon us, our reputation and our brand. Accordingly, we expect all suppliers to adhere to the Jones Lang LaSalle Vendor Code of Conduct. We post our Vendor Code of Conduct on our public website in some 15 languages (see [here](#) for full document).

Regarding enforcement of our Vendor Code of Conduct, we currently take measures such as adding compliance with it as a requirement in some contracts, but we do not formally audit or review adherence to this policy. However, this is increasing in importance and formality. We are currently developing a new platform to engage with suppliers and to improve the presence of sustainable practices and other elements of risk management in our supply chain, and we will detail our new strategy in future CSR reports.

We have a significant impact through our global supply chain, as Jones Lang LaSalle spends approximately \$2.8 billion on behalf of client investment properties and corporate facilities for maintenance in the U.S. alone; our vendor database is made up of at least 30,000 companies. We do not have specific policies that require local sourcing nor do we always stipulate preferred vendors, but many are locally-based small and medium-sized enterprises.

We are currently deploying our OneView Strategic Sourcing module to establish, leverage and better manage our supplier relationships. Each current or prospective supplier must answer three questions on CSR and their responses drive a score that is tied to our supplier records globally. Furthermore, we assign a rating to each individual supplier contract to identify the level of sustainable content delivered in that supplier's products or services to our clients. We also have criteria (energy and sustainability being one) to consistently rate supplier performance.

### Procuring green office and kitchen supplies

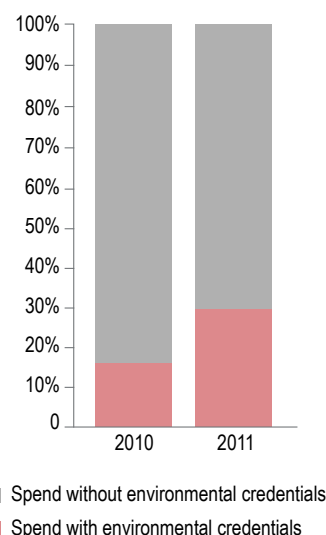
We identified the top three items procured in our corporate offices by spend in 2010. These are: office supplies; kitchen supplies; and printing equipment. Our procurement of environmentally-friendly office and kitchen supplies accounted for 30% of our total spend on kitchen and office supplies in 2011, up from 17% in 2010.

Our IT procurement policies specify the selection of energy efficient PCs and printing equipment where possible. While we track the procurement of printing equipment with environmental attributes in some regions, we cannot report a holistic measure at this stage and we aim to improve our measurement in future years.

### RFP process in the Americas

As one mechanism for how we continue to improve our procurement performance, the Americas Office Services team took the lead on including sustainability requirements in the Request for Proposal (RFP) process relating to office supplies. This helps to inform bidders that sustainability will be a key component in the decision-making process and will be considered as a component of 'best value criteria'. The RFP requires that the vendor has a corporate environmental policy and offers an extensive selection of green products. A similar practice is applied when seeking contractors to fit-out our U.S. offices, as seen by the case study on the previous page.

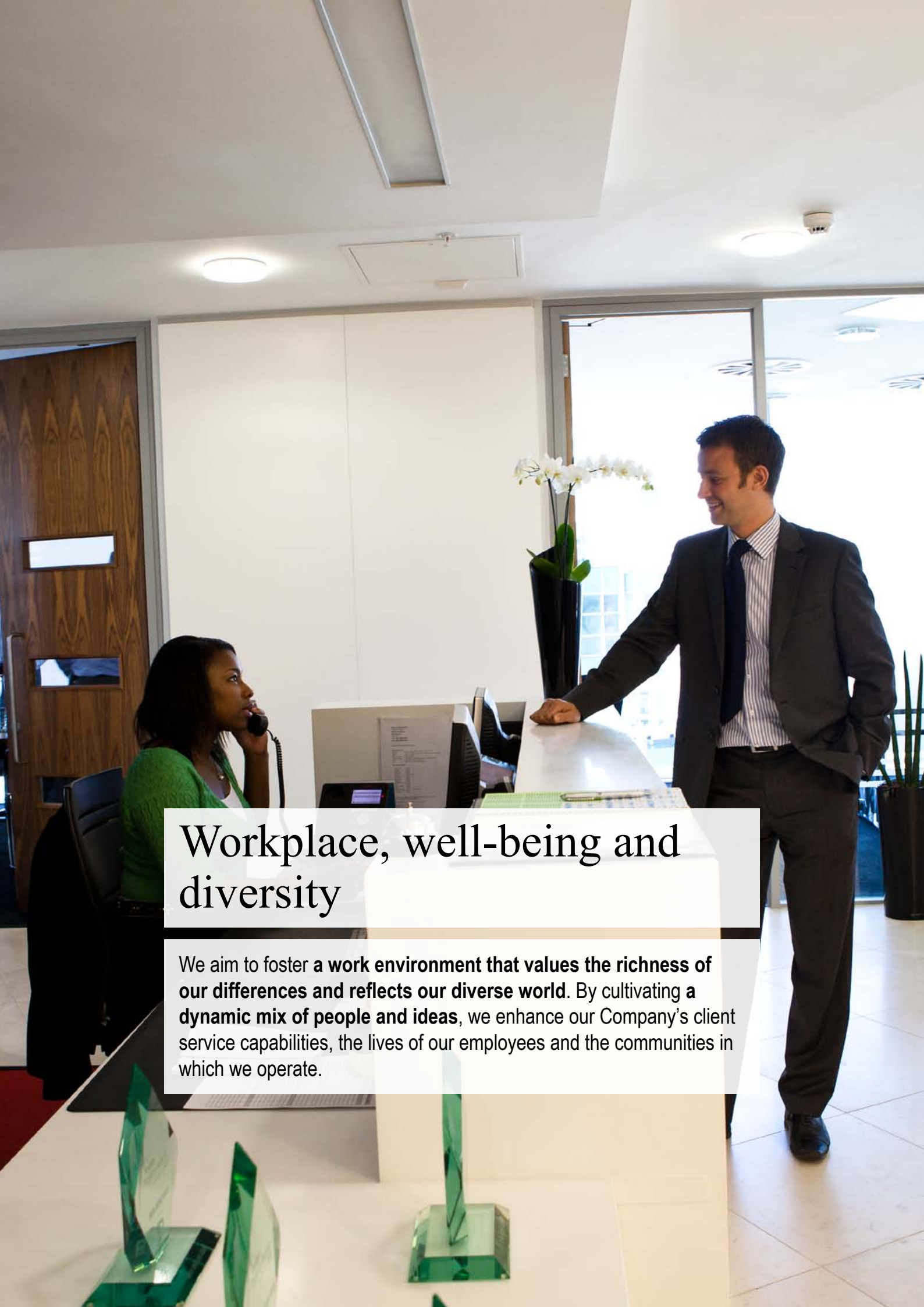
### Procurement expenditure on top items by spend with environmental credentials (USD \$)



**Data qualification notes:** Environmental credentials are defined as characteristics that signify the product has been made, distributed, sourced, or used in a way that reduces the impact on the surrounding environment. We recorded a spend of \$4,079,332 and \$3,865,539 in our CSR Survey for 2010 and 2011 respectively. Office and kitchen supplies are represented above as two of three items identified to be the top items by spend procured for our corporate offices. We have restated our 2010 percentage of spend with environmental credentials (from 21% to 17%) due to further validation.







## Workplace, well-being and diversity

We aim to foster a **work environment that values the richness of our differences and reflects our diverse world**. By cultivating a **dynamic mix of people and ideas**, we enhance our Company's client service capabilities, the lives of our employees and the communities in which we operate.

## Workplace, well-being and diversity introduction

We strive to be the employer of choice in our industry. We promote a work environment that attracts, welcomes and retains highly talented and diverse individuals. We encourage and enable them to succeed, treating our people fairly and rewarding their contributions. Given that we operate in more than 52 countries, we intentionally leave workplace initiatives decentralized so they can conform to different cultural norms and so that we can establish programs that will best incorporate the various parts of our diverse workforce. The following section provides a snapshot of our efforts in regards to workplace, well-being and diversity.

### CSR targets (2011 – 2012)

#### Achieved

- Achieved higher rates of global participation in our Sustainability University

#### On-going

- Expand ACT: 'A Cleaner Tomorrow' with annual written plans of key goals and activities for each country where possible
- Actively promote and capture safe working practices and healthy lifestyles
- Achieve an incremental improvement on the 74% of those who feel positive about our commitment to CSR

A review of progress against these CSR targets is on pages 47-48 of this Report.

### Workplace, well-being and diversity summary

Achievements	Challenges
<p><b>Diversity</b></p> <ul style="list-style-type: none"> <li>➤ Women make up 34% of our global workforce and 26% of our Directors</li> <li>➤ The Chief Diversity Officer in the U.S. reports directly to the Americas CEO</li> <li>➤ Our Americas division hired a new full-time Chief of Supplier Diversity</li> </ul> <p><b>Employee satisfaction and engagement</b></p> <ul style="list-style-type: none"> <li>➤ 71% of respondents to our 2010 global Employee Engagement Survey agreed that "Overall, I am extremely satisfied with this Company as a place to work", driving further enhancements during 2011</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>➤ We spent at least \$10.5 million on staff training worldwide, contributing to a 36% increase of training spend per employee</li> <li>➤ Our Sustainability University attracted a total of 2,619 attendees for its monthly Sustainability Sessions, LEED® accreditation webinars and other training, a 119% increase from last year</li> </ul> <p><b>Health and safety</b></p> <ul style="list-style-type: none"> <li>➤ We reported on global health and safety metrics related to clients for the first time, with a Days Away and Restricted Time (DART) rate of 0.53 and an Recordable Incidence Rate (RIR) rate of 0.74 in 2011</li> <li>➤ We recorded 105 initiatives in 2011 that promote safe working and healthy lifestyles around the world, compared to 69 in 2010</li> </ul>	<ul style="list-style-type: none"> <li>➤ A challenging economic climate did not leave Jones Lang LaSalle unaffected. Due to significant uncertainty within markets impacted by the weak outlook for global growth and continued financial turbulence, several countries and regions underwent business reviews that resulted in a higher rate of employee turnover, including necessary layoffs. Measures such as a collective consultation and direct, expedient communications were made a priority to ensure this process was managed as fairly and smoothly as possible.</li> <li>➤ Given our increased focus on reporting health and safety measures for this Report, we faced challenges around identifying the right network; using the most meaningful indicators; and working through these issues following team and staff changes that impacted the process. However, we overcame this challenge and have reported on health and safety in this Report, but will focus on improving data quality in future.</li> </ul>

### Advancing diversity and inclusion in the U.S.

In 2011 we made great progress on our U.S. strategic diversity and inclusion priorities: recruitment; development and retention; awareness and education; and supplier diversity. Our Diversity and Inclusion (D&I) Council drives our advances in this area by making recommendations to the Firm's leadership team and monitoring progress.

In 2011, the D&I Council introduced a Firm-wide mentoring program and an intranet site to share best practices. We also ensure leadership accountability for diversity and inclusion by linking diversity performance to each of the America's Executive Council's compensation.

To recruit strong diverse talent externally, we have developed focused partnerships with historically black colleges, universities and organizations, such as Tuskegee University, Florida A&M and the Society of Black Engineers.

We conducted our first ever Women's Summit in September 2011 to advance our retention and development efforts for women. The summit provided attendees with the tools and resources to help them successfully navigate their careers and allowed for exposure to the Firm's senior leadership team.

Our Diversity Fundamentals workshops continue to improve awareness and education, and we identified 400 managers to undertake the training in 2011.

## Diversity in our business

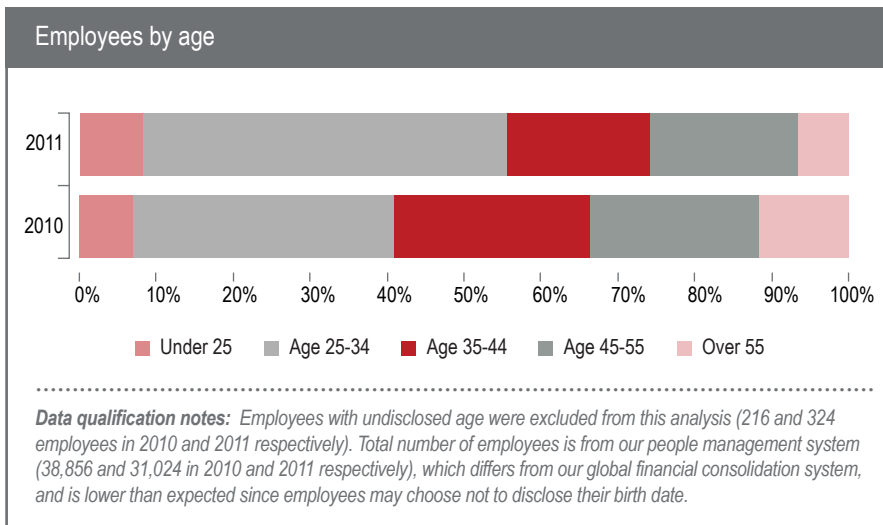
Diversity is not only a strategic priority for Jones Lang LaSalle; it is a part of our value system. It means creating a culture in which people succeed upon merit and where different points of view are valued. It is not about a gender or ethnic-based quota; diversity is about leveraging the value that each of our employees brings to work. Ultimately, diversity is about increasing the talent pool from which we recruit and unleashing the full potential of our employees to better serve our clients and shareholders.

We have developed a strategy that is aimed toward:

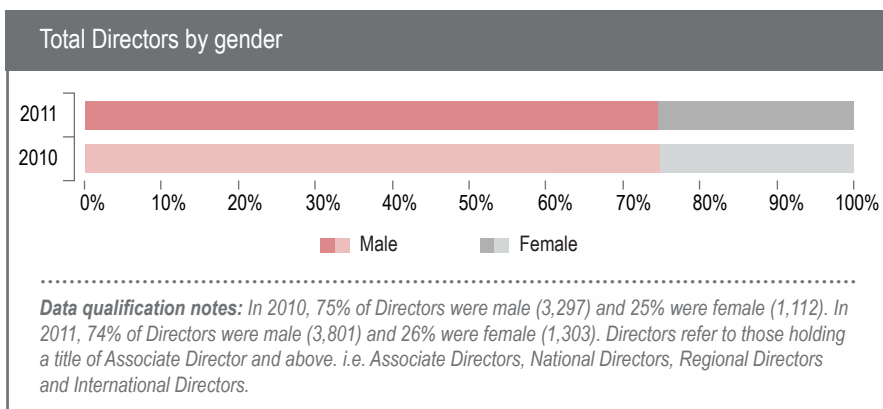
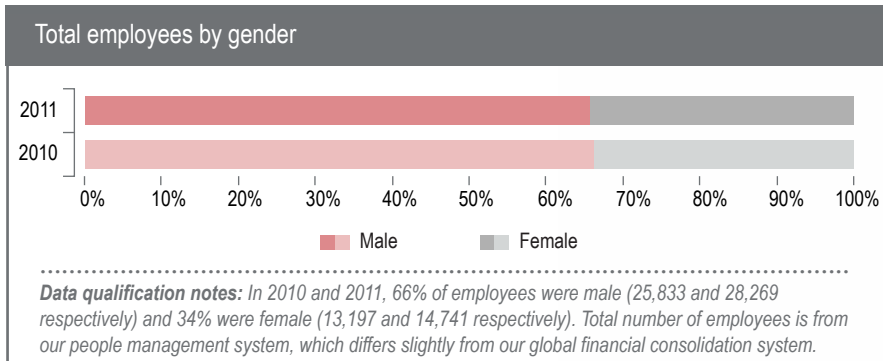
- Attracting, developing and retaining top diverse talent at all levels of our Firm
- Creating an inclusive environment that enables all employees to reach their full potential
- Expanding our relationships with minority and women-owned businesses through our vendor diversity initiatives



In some aspects of diversity, we have made substantial progress. For instance, most of our country operations are now led by local leaders, which was not the case ten years ago. Within our operations in China, Japan and India, for example, diversity has meant hiring and promoting more nationals into the highest leadership positions.

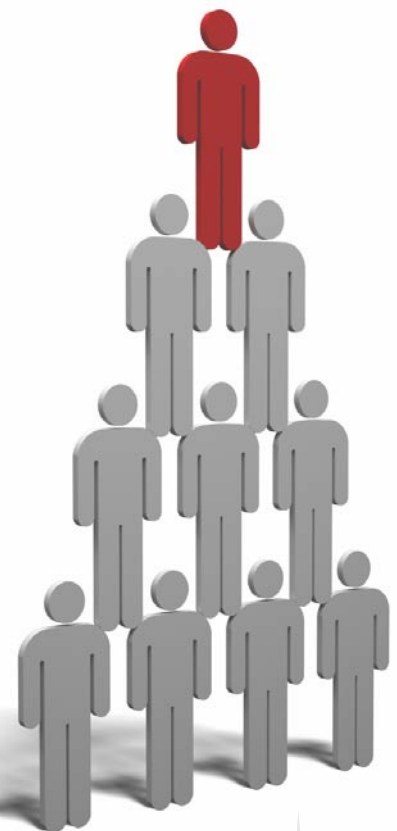


In many respects, however, the composition of our workforce reflects the lack of diversity in the property industry generally. We are pleased to see the percentage of women in our business grow. Globally, women comprise 34% of our workforce and 26% of our Director population. The percentage of women out of all employees and Directors only is in line with our 2010 figure. We remain focused on ensuring that women enjoy successful and long careers and form part of our senior management team and on continuing to encourage people from a diverse range of backgrounds to join our business.



**Angela Roseboro**  
Americas Chief Diversity Officer

“For Jones Lang LaSalle, diversity and inclusion is smart management that can be lived every day to empower employees and is a key differentiator for our business. I am proud to drive forward the diversity and inclusion agenda in line with our goal to be the employer of choice in the real estate industry.”



### Diversity at Board level and within each region

Not only do we advocate diverse employees and management teams, but diversity within our Board of Directors enables Jones Lang LaSalle to champion varying perspectives – and to better understand the global world in which we operate. We have three female members of the Board, one of whom serves as Chairman. Out of eleven total members, two are of different nationalities and cultural backgrounds. The age of Board members ranges from 49 to 74 years old.

These leadership values of diversity are reflected in various ways across each region. For the first time in 2011, we formally tracked the number of diversity and inclusion initiatives around the world, which amounted to 84 initiatives. The table below gives a sampling of those initiatives.

Americas - Examples of diversity and inclusion
<ul style="list-style-type: none"> <li>In the U.S., the Corporate Solutions' Advocate Program aims to ensure that high value talent at the Associate Director level is provided with opportunities for mentorship and that diverse talent is connected with leadership to build relationships with next generation leaders.</li> <li>Our Diversity and Inclusion Council have implemented a Firm-wide mentoring program and workshop to increase awareness and understanding of diversity and inclusion.</li> </ul>
Asia Pacific - Examples of diversity and inclusion
<ul style="list-style-type: none"> <li>In Australia, our 'Women in Property' initiative aims to increase the visibility and retention of women in the business by providing professional support, transition and mentoring programs and flexible working options.</li> <li>In India, a group of 25 senior female leaders meet to develop ways to attract, nurture and grow talent among women in Jones Lang LaSalle. We have developed flexible working practices and identified office mentors in each city to offer support to women in the business.</li> </ul>
EMEA - Examples of diversity and inclusion
<ul style="list-style-type: none"> <li>In South Africa, we implemented a performance management system with a skills development element aimed at employees who had not previously accessed certain education and training.</li> <li>In Germany, we have set up a 'Women at Work' group to analyze special working situations for women within the real estate business.</li> </ul>

### Employee engagement and satisfaction

It is important to the development of our business and fulfillment of our global strategy for renewed growth that we address the needs and concerns of our employees. We conduct regular surveys to understand how our employees view the future of the business.

In the most recent global Employee Engagement Survey conducted in 2010 (it was not done again in 2011, but will be in 2012), we achieved an average global response rate of 74%, representing a 25% increase from our previous Survey. Despite high levels of employee engagement, the Survey also revealed ways in which we can improve in this area and increase the effectiveness of our management teams.

We detailed how feedback from the Survey would be shared in our 2010 CSR Report and this year we are pleased to report that throughout 2011, we continued to progress the actions and initiatives that were drawn from the initiative.

These proactive measures continue to be led and driven by the Firm's senior management. Related to managerial accountability, a strong culture of addressing specific employee and team concerns is now well-established across the Company; at the same time, employees are being actively encouraged to give feedback and support to their managers on changes they would like to see, such as organizational improvements. Improved employee engagement and satisfaction will continue to be a fundamental goal of Jones Lang LaSalle, ensuring that our people differentiate the Firm.

#### Women of the Future Corporate Awards

In November 2011 at the annual 'Women of the Future Awards' held in London, Jones Lang LaSalle's own commitment to employing women, who have the potential to be future leaders in the industry, was acknowledged by being shortlisted for 'The Women of the Future Corporate Award'. The Firm's entry into the Awards follows the launch in 2010 of its 'Changing the Face of Property' initiative, which is leading the industry in increasing levels of awareness about careers in property, recruiting from a wider pool of universities and making the social environment more culturally inclusive.

#### Employee turnover

	2010	2011
Voluntary leavers	7,548	7,549
Involuntary leavers	2,891	2,507
Total employees	39,072	43,019
<b>% turnover</b>	<b>27%</b>	<b>23%</b>

*Data qualification notes: Turnover percentage accounts for the number of leavers (voluntary, dismissal and retirement) out of the total number of employees at year-end (following GRI LA2 methodology). This differs from the methodology applied in the 2010 CSR Report, where we reported a turnover of 25% for 2010 (the number of leavers out of the average number of employees). Total number of employees is from our people management system, which differs slightly from our global financial consolidation system. Redundancies are included in the involuntary figure.*

#### New starters

	2010	2011
New starters	13,225	15,067
Total employees	39,072	43,019
<b>% new starters</b>	<b>34%</b>	<b>35%</b>

#### Employee turnover by gender in 2011

	Male	Female
Voluntary leavers	4,761	2,788
Involuntary leavers	1,719	788
Total employees	28,269	14,741
<b>% turnover</b>	<b>23%</b>	<b>24%</b>



In 2011, we had a 23% turnover rate with a total of 10,056 leavers from the Firm (see previous page). This is a slight decrease from our prior year's turnover rate. To better understand the dynamics behind our turnover rate, it is helpful to analyze the regional variations. For instance, turnover is highest within the Asia Pacific region at 32%, as compared to 15% in EMEA and the Americas. LaSalle Investment Management sits in the middle (20%). In Asia, the turnover rate is high in China, Hong Kong and India, which then affects the rest of the region. Turnover rates were roughly similar between males and females. Our rate of new starters globally, likewise, stayed nearly the same from 2010 to 2011 at around a third of our total global employees.

**Employee engagement through our ACT: 'A Cleaner Tomorrow' platform**

A large component of our internal sustainability program, ACT: 'A Cleaner Tomorrow', relates to our employee engagement efforts. ACT encourages behavioral change among employees for a more sustainable workplace. Much of the program is led by champions on the ground who generate concern for our sustainability impacts through conversation with colleagues, managers and local green teams.

ACT was used to demonstrate our sustainability expertise and to reflect that we 'walk the talk' by 63% of respondents to our CSR Survey. When ACT is compared against revenues from each country, the countries that utilize ACT account for 87% of our global revenue – this did not change from 2010. This shows that our internal sustainability efforts remain embedded in the largest revenue-generating operations. We have a great opportunity to demonstrate our competencies to clients through the ACT program, which in turn enables better business and helps in sharing best practices.

**Training and development**

Jones Lang LaSalle's aim is to establish an effective workforce, whereby we instill a desire for excellence, a willingness to take on individual responsibility and to be flexible, and an acceptance of the importance of team cooperation.

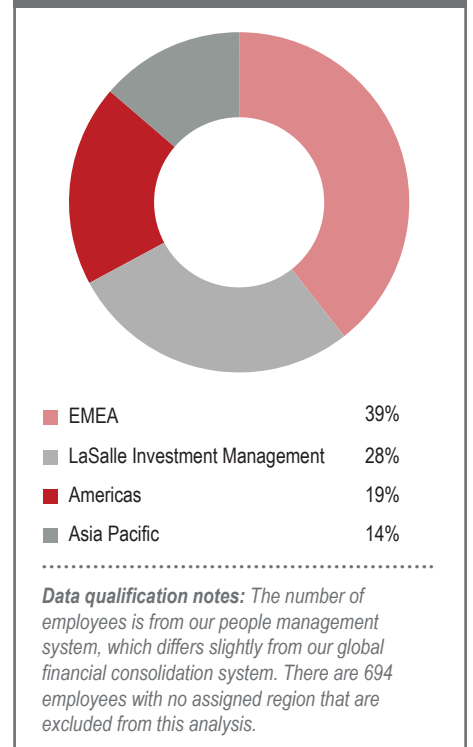
Employees review their progress and revise performance objectives every half-year. In 2011, roughly the same percentage of employees received formal performance and career development reviews as last year. One of the most significant changes during 2011 as a result of the 2010 global Employee Engagement Survey included implementation of a new section in our performance management tool globally related to growth and development. This enhancement aims to encourage fruitful discussions between managers and employees.



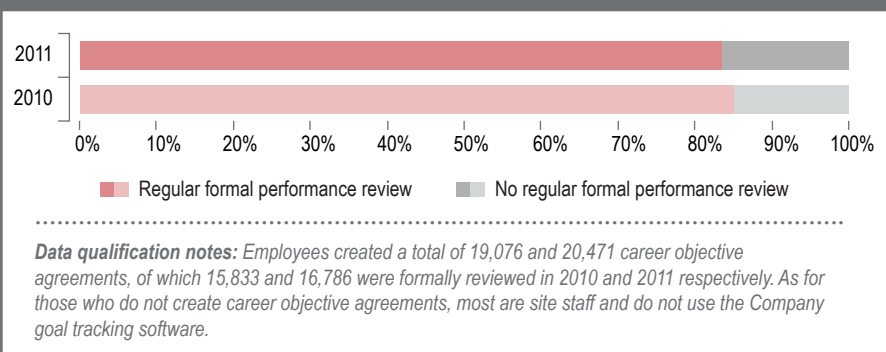
**Lauralee Martin**  
Global Chief Operating and Financial Officer

“ A great strength of the ACT program is that we can all participate. It is our collective action that really makes the difference. Around the world, our people have taken the initiative to form a variety of green teams, ACT champion networks and ACTION groups to encourage and support colleagues toward local goals. ”

Percentage of training and development spend per employee in 2011



Percentage of employees who received formal performance and career development reviews



Our employees are generally required by their professional bodies to undertake Continuing Professional Development (CPD) as part of their qualification for on-going professional status. We support the development needs of all staff through a range of approaches including: in-house seminars on technical and topical issues within the real estate, financial and related industries; enabling staff to attend similar events run by other organizations; formal training programs for personal development and technical advancement; and supporting membership of wider professional organizations.



We spent \$10.5 million on staff training and development in 2011. This is a \$3.4 million increase as compared to 2010; or, put another way, we increased training spend per employee globally by 36%. As you can see in the chart (on the previous page), there is a large variation in training spend per employee across the regions. EMEA, which spent roughly the same amount as the Americas and Asia Pacific regions, has a much lower number of employees than its counterparts. Plus, the same training program is likely to be delivered to a larger population in the Americas and Asia Pacific, as compared to both LaSalle Investment Management and EMEA, thus reducing the spend per employee.

**Sustainability training**

In addition to these activities, Jones Lang LaSalle’s Sustainability University offers a training platform for those around the Firm who want a basic or sophisticated understanding of sustainability. Formed in 2008 as part of our Global Sustainability Commitment, the University continues to go from strength to strength – in 2011, we had 2,619 attendees (up from 1,194 in 2010) at training sessions, which spanned 3,853 hours. Sustainability Sessions are held monthly and feature a range of topics from energy management, to an update on the Energy and Sustainability Services business, to a focus on internal programs.

Participation in Jones Lang LaSalle's Sustainability University			
Program	2010 attendees	2011 attendees	Percentage increase
Sustainability Sessions	918	1,036	13%
LEED® accreditation training	55	881	1,502%
Other sustainability training	221	702	218%
<b>Total</b>	<b>1,194</b>	<b>2,619</b>	<b>119%</b>

*Data qualification notes: Attendees is the total number of employees that attended individual training sessions. The same individuals may have been present in more than one session, but all members of training sessions may not have been recorded where groups gathered to participate via one LiveMeeting account. Sustainability Sessions are web-based presentations devoted to energy and sustainability issues in our business and feature subject matter experts from around the world. Other sustainability training includes efforts to educate our Project and Development Services team in London and two-day in-person training courses with colleagues in Bangalore and Singapore, as examples.*

**Employee benefits and compensation**

Another major concern we continued to tackle in 2011 was the recognition and reward of employees. At a business line level, this is a critical area of review and action, in terms of improving both the clarity and fairness of compensation packages, as well as providing appropriate rewards for the highest performers and incentives for those bringing business to the Firm.

Total Reward is a concept at Jones Lang LaSalle that represents a variety of programs and plans designed to reward, recognize and motivate employees. The emphasis of Total Reward is placed on the whole package offered by the Firm, both from a financial as well as a non-financial perspective. We use this concept to attract and retain the best talent, maintaining our position as an employer of choice around the world and in local markets. While the concept and philosophy is fairly similar across the Firm, Total Reward is customized at a local level.

**Incentives for sustainability-related teams and at Board level**

We provide non-financial and financial incentives for the management of climate change issues, as well as other sustainability-related activity. Some members of our Energy and Sustainability Services (ESS) teams are paid on a base salary plus bonus (with up to 50% of total compensation reflected in this bonus), which is tied to achieving our clients’ goals such as meeting an emissions reduction target. Other members of the ESS team have to meet revenue targets associated with the sale of ESS services.

**A united front for a sustainable future**

Jones Lang LaSalle’s Project & Development Services (PDS) group in Asia Pacific identified sustainability as a key focus area for growth in 2011. The related action plan included connecting with the Firm’s Energy and Sustainability Services (ESS) group for improved integration, identifying sustainability champions and undertaking regular training.

A collaborative effort by the Asia Pacific PDS team and Jones Lang LaSalle’s Sustainability University resulted in unique training sessions in Singapore and Bangalore, attracting over 50 key personnel at each. Sessions focused on delivering environmental sustainability and energy cost savings and uncovered the challenges that exist for growing the sustainability business in Asia Pacific. This has led to the appointment of team leaders to take action on specific issues, as well as to further develop the PDS-ESS platform for joint delivery.



**Trish Maxson**  
Global Human Resources Officer

“Our businesses are becoming increasingly global, with clients demanding diverse teams of experts who can operate in a global environment. Our global platform is a key differentiator for us and initiatives like the International Leadership Development Program will strengthen our service offering.”



Outside ESS, our property and facility managers are paid on a base salary plus performance bonus basis. Achievement of their performance bonuses includes specific goals to improve the energy and sustainability performance of the properties they manage.

At Board level, we take into account the compensation we pay to our Executive Officers for their leadership in sustainability and CSR practices, including third party achievements such as the 'World's Most Ethical Companies' award. You can find more details of these incentives on page 54 of our [Proxy Statement](#).

### Maintaining a safe and healthy working environment for our clients and ourselves

We believe that the best health and safety solution is also the best business solution. Most incidents involving injury or damage are preventable and no process in any of our workplaces is too urgent that we cannot find a safe way of carrying out that process. This also includes support for a work-life balance and improvements such as desk side ergonomic assessments to ensure our employees are content in the workplace.

To enhance the level of well-being of its staff globally, a significant proportion of whom work at client sites, the Firm's Integrated Facilities Management (IFM) division operates under policies and standards that act as a framework for its health and safety management system. The model for IFM's system is based on the internationally recognized OHSAS 18001 Standard and its Plan-Do-Check-Act methodology. The policy has also been adopted by our Property and Asset Management group in Asia Pacific and can be found on [our CSR website](#).

Having been developed and endorsed by IFM, this group also takes a strong interest in tracking and measuring health and safety performance. For the first time in 2011, we are reporting Recordable Incidence Rate (RIR) and Days Away and Restricted Time (DART) rates to increase our transparency around this issue. Our global RIR rate of 0.74 and DART rate of 0.53, which represent the number of cases per 100 employees per year, significantly outperform industry benchmarks. According to the Bureau of Labor Statistics, the 2010 U.S. RIR and DART industry averages are 4.2 and 1.8 (respectively) for Facilities Management.

Our internal health and safety policies are driven regionally – and most of the time on a country-by-country basis. However, in 2011 we benchmarked the number of campaigns around the world that promote safe working and healthy lifestyles. This amounted to 105 total initiatives, as compared to around 69 in 2010, and the table below provides just a few examples of the health, safety and well-being initiatives we have implemented.

#### Americas - Examples of health and safety

- In Brazil, we created a health and safety campaign with an ergonomic orientation and distribution of ergonomic safety equipment for all employees.
- In the U.S. our employees participate in Active for Life, a team-based competition provided through a partnership with the American Cancer Society to promote physical activity and weight management. The program can lead to improved job performance and morale, and lower absenteeism, employee turnover and medical costs.

#### Asia Pacific - Examples of health and safety

- In South China, a fun day was organized to engage our employees in exercises to promote physical and mental health.
- In offices across China and Japan, we organized specialized healthy workplace seminars.

#### EMEA - Examples of health and safety

- In the UK, our Employee Assistance Program provides advice and counseling to all employees on a wide range of issues.
- In Germany, we provide various training workshops on health and safety and provide advice on ergonomics and safety in the workplace.

### Health and safety training in the UK

At the beginning of 2011, Jones Lang LaSalle's Integrated Facilities Management team in the UK received accreditation from the British Safety Council to deliver in-house Health and Safety training. This supported a drive to ensure that all Engineering Services employees receive a minimum standard of health and safety training and education in working towards a goal of 'zero harm'.

Throughout 2011 the training has been delivered to site-based Engineering staff across the UK by our own Environmental, Health & Safety professionals. By year-end, 81 staff had achieved a 'Level 1 Award in Health and Safety at Work' while 17 supervisors and site safety champions had attained a 'Level 2 Award in Supervising Staff Safely'. The program has already raised the profile of health and safety across Engineering Services and its success is reflected in a significant reduction in accidents.

### Health and safety performance

Region	DART rate	RIR rate
Global	0.53	0.74

**Data qualification notes:** Recordable Incidence Rate (RIR) refers to Occupational Safety and Health Administration (OSHA) recordable incidents. Days Away and Restricted Time (DART) refers to cases with days away from work, job transfers or restrictions. The rates are derived using the standard OSHA calculation for Recordable Incidence Rates. The calculation is based on a standard of 200,000 hours worked by 100 employees (40 hours per week, 50 weeks per year). The resulting incidence rate indicates the number of injuries or illnesses per 100 employees. These figures represent Asia Pacific; EMEA; Latin America; and North America. The U.S. figure accounts for all Jones Lang LaSalle employees. All other regions account for our Integrated Facilities Management business only.

### Labor standards and labor relations

We have strong policies against forced or compulsory labor. Our employees are not members of any labor unions with the exception of approximately 1,228 directly reimbursable property maintenance employees in the United States. This amounts to 2.9%, a slight increase on last year's figure, of our total global employees. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and observed and complied with the provisions expressed in collective bargaining agreements.






## Addendum, data and feedback

We are continually improving the way we track our CSR program and its results. We are assessing a wider range of indicators, improving **data accuracy**, and providing more detailed analyses. In line with Global Reporting Initiative principles, we understand the importance of a **balanced, transparent and comparable** disclosure of the **issues that are most material to our business and our clients**.






## Review of CSR targets' progress

The following section depicts the progress against our CSR targets, which were first established in our 2010 CSR Report. This analysis takes a simplistic approach, but we aim to build a more robust analysis moving forward by trialing different approaches through an internal management feedback process with regional data. For ease of reference, we have labeled each target with a symbol so that you can find related information within the Report. At a high level, we have also detailed evidence against each target in the chart that follows.

Material issues and CSR targets	Target status	Evidence from 2011
<b>Energy and climate</b> 		
<ul style="list-style-type: none"> <li>Deliver carbon savings for clients that exceed 10 times our own global footprint</li> </ul>	Fully achieved	<ul style="list-style-type: none"> <li>Jones Lang LaSalle's total GHG emissions: 49,000 metric tons CO<sub>2</sub>e</li> <li>Client GHG emissions savings in the U.S. alone: 587,000 metric tons CO<sub>2</sub>e</li> </ul>
<ul style="list-style-type: none"> <li>Continue reducing the energy consumption/carbon footprint of our own corporate offices</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>Reduced our absolute building-related emissions by 8% from 2010 to 2011</li> <li>Achieved a 17% reduction in building-related emissions per corporate office employee in the same period</li> </ul>
<ul style="list-style-type: none"> <li>Improve the accuracy of carbon data metrics</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>Documented a 7% decrease in emissions from estimated leased building carbon, resulting from a greater capture of actual data</li> <li>Restated 2009 and 2010 carbon figures based on process improvements</li> </ul>
<ul style="list-style-type: none"> <li>Implement energy efficiency initiatives in our corporate offices</li> </ul>	Progress made, but there is room for improvement	<ul style="list-style-type: none"> <li>Recorded over 170 ACT initiatives to reduce energy use and GHG emissions in our offices during 2011</li> </ul>
<b>Client service excellence</b> 		
<ul style="list-style-type: none"> <li>Achieve external recognition for sustainability leadership</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>Lead sponsor for CDP Cities; ENERGY STAR Partner of the Year; Ethics Inside Certification; FORTUNE World's Most Admired Companies; Ethisphere's World's Most Ethical Companies</li> </ul>
<b>Green buildings</b> 		
<ul style="list-style-type: none"> <li>Assess new corporate office accommodation using local green building standards and incorporate green fit-out standards into all new offices</li> </ul>	Progress made, but there is room for improvement	<ul style="list-style-type: none"> <li>17% of new corporate offices have green building and/or green fit-out standards</li> </ul>
<ul style="list-style-type: none"> <li>Conduct Jones Lang LaSalle Green Tenant Module for all U.S. corporate offices greater than 10,000 square feet by end 2011</li> </ul>	Progress made, but there is room for improvement	<ul style="list-style-type: none"> <li>89% of targeted offices underwent the Green Tenant Module</li> <li>The remaining 11% (2 offices) completed the Module in early 2012 due to lack of information</li> <li>A delay in schedule did not create a significant impact on the overall success of the initiative</li> </ul>
<ul style="list-style-type: none"> <li>Revise corporate office standards to move toward a best-in-class occupancy strategy</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>72% of corporate offices with a revised occupancy strategy considered sustainability elements</li> </ul>



Green buildings, continued 		
<ul style="list-style-type: none"> <li>Achieve 1,000 energy and sustainability accredited professionals (LEED®, CEM, BREEAM, Green Star, etc.) by the end of 2012</li> </ul>	Fully achieved	<ul style="list-style-type: none"> <li>Achieved 1,075 energy and sustainability professionals by year-end</li> </ul>
Community commitment 		
<ul style="list-style-type: none"> <li>Measure and assess community activity by spend and participation globally; link activity with relevant local community objectives where possible</li> </ul>	Progress made, but there is room for improvement	<ul style="list-style-type: none"> <li>We recorded an expenditure of \$4,286,916 in charitable contributions and 2,228 volunteering days</li> <li>Improved measurement of activity; for example, the U.S. started tracking volunteering days in a central database</li> <li>Sponsored Olympics champions; served diverse, local communities; aided relief efforts for natural disasters</li> </ul>
<ul style="list-style-type: none"> <li>Integrate and document sustainability criteria into the procurement process for pre-selected consumable goods where we have centralized control</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>Identified kitchen supplies, printers/printing equipment and office supplies as top three items by spend</li> <li>Increase in expenditure from 17% to 30% on top items (by spend) with environmental credentials from 2010 to 2011</li> </ul>
Workplace, well-being and diversity 		
<ul style="list-style-type: none"> <li>Expand ACT: 'A Cleaner Tomorrow' with annual written plans of key goals and activities for each country where possible</li> </ul>	Progress made, but there is room for improvement	<ul style="list-style-type: none"> <li>A majority of countries (56%) do not have annual written plans/objectives or governance committees/green teams to support our internal CSR programs</li> </ul>
<ul style="list-style-type: none"> <li>Achieve higher rates of global participation in our Sustainability University by end 2012</li> </ul>	Fully achieved	<ul style="list-style-type: none"> <li>119% increase in overall participation in our Sustainability University</li> <li>The combined proportion of participants from Asia Pacific and EMEA increased from 2% in 2010 to 17% in 2011</li> </ul>
<ul style="list-style-type: none"> <li>Actively promote and capture safe working practices and healthy lifestyles</li> </ul>	On track to be achieved	<ul style="list-style-type: none"> <li>We recorded 105 health and well-being initiatives in 2011, compared to 69 in 2010</li> <li>Publically reported client health and safety metrics (DART and RIR rates) for the first time</li> </ul>
<ul style="list-style-type: none"> <li>Achieve an incremental improvement on the 74% of those who feel positive about our commitment to CSR by end 2012</li> </ul>	Not feasible to assess yet	<ul style="list-style-type: none"> <li>Not applicable since we did not conduct the global Employee Engagement Survey in 2011, but will do so in 2012.</li> </ul>

Key:	
Fully achieved	Completed during 2011, and in some cases, earlier than scheduled.
On track to be achieved	Likely to be completed during 2012.
Progress made, but there is room for improvement	Likely to be completed during 2012; however, the target progress is not as strong as it could be.
Not feasible to assess yet	Cannot assess progress due to planned lapse in the global Employee Engagement Survey during 2011.



# LaSalle Investment Management's Global Sustainability Platform

## About LaSalle Investment Management

LaSalle Investment Management is a global real estate investment manager investing in private and public property equity investments on behalf of pension funds, endowments, foundations, sovereign wealth funds, other institutional investors and high net worth individuals. At year-end 2011, LaSalle Investment Management had investments in a diverse set of property types and in private and public real estate companies across 19 countries worldwide. Our business activities are organized around the three major regions: Asia Pacific; Europe and the Middle East; and North America.

## LaSalle Investment Management's Guiding Principles

LaSalle Investment Management's primary responsibility in all of our activities is to deliver superior investment results for our clients. In our pursuit of superior investment performance, we also believe that environmental, social responsibility, and corporate governance (ESG) best practices are consistent with enhancing long-term investment performance for our clients' investments. LaSalle Investment Management's operating philosophy with respect to ESG is to set policy and strategy at the global level, and empower the regional and local teams to develop initiatives and priorities appropriate for each country.

## LaSalle Investment Management's Global Sustainability Committee

LaSalle Investment Management's sustainability initiatives are led by our 21-member Global Sustainability Committee (GSC). The GSC is chaired by the non-executive chairman of LaSalle Investment Management with the sponsorship of LaSalle Investment Management's CEO and Global Management Committee. The committee members are from all areas of the business and all parts of the world, and include senior business leaders, as well as LaSalle Investment Management's global General Counsel, Chief Compliance Officer and global Sustainability Officer (see [here](#) for more information).

Members of the GSC are responsible for disseminating the sustainability policies, procedures and strategies developed by the Committee. With regional senior management, the GSC is responsible for developing local initiatives, implementing best practices, and integrating sustainability into our investment activities, aligned with investment performance and client contractual obligations.

## LaSalle Investment Management's ESG Policy

In 2010 LaSalle Investment Management developed its global ESG Policy, which can be viewed at [our website](#). This Policy is in line with our belief that ESG factors can have a positive impact on investment performance to varying degrees across companies, sectors, regions, asset classes and time frames and should be considered when evaluating real estate securities, real estate-related investments and the management of real estate assets.

## LaSalle Investment Management's strategic priorities

As we look to grow our global business, our ability to continue to build an effective sustainability platform - including demonstrating performance improvements - is important to our ability to raise capital from both existing and new investors. The increasing industry push towards environmental metrics reporting is clear from a number of directions, beginning with our clients, but also from prospective investors, industry initiatives, and growing legislative requirements.

### Guiding Principles: An in-depth look

LaSalle Investment Management is committed to the following Guiding Principles:

- Reduce the environmental impacts of our business operations, in conjunction with our parent company Jones Lang LaSalle. View the expansive efforts of our business by following [this link](#);
- Reduce the environmental impacts of our clients' properties and monitor the effects of climate change on those properties;
- Deliver the best solutions to our clients through meeting and/or exceeding the requirements of environmental laws and regulations;
- Drive thought leadership and innovation on sustainable property investments; and
- Collaborate with clients, tenants, property managers and other service providers to ensure the best sustainable solution to the management of properties while maximizing investment performance.



Each year our GSC regional teams develop specific sustainability action plans for their regions. In addition to these regional action plans, as we look ahead to 2012-2013, our Global Sustainability Committee has established four global strategic objectives:

- **G1.** Double LaSalle Investment Management's Greenprint Portfolio Asset Submission (from 137 to 275 global assets)
- **G2.** Consider Internal Energy/Carbon Reduction Targets
- **G3.** Enhance our Data Tracking Platform
- **G4\*** Development of Social & Governance (S & G) Guidelines 2012-2013

*\*These S&G guidelines will complement our Environmental (E) metric tracking, and help us further our commitment to UNPRI to begin a process over time to develop and drive ESG principles into our internal investment decisions, as well as into the third party partners, managers, consultants and vendors with whom we do business.*

### LaSalle Investment Management's sustainability industry involvement and accomplishments

LaSalle Investment Management's commitment to sustainability is evident through the organizations in which we participate and the responsible investment initiatives that we implement throughout the life cycle of our investments. For examples of our sustainability accomplishments for select investment assets go to [our website](#), and for more details on our industry involvement, see case studies on the right.

### LaSalle Investment Management's acquisition checklist for responsible investing

When acquiring a new property, LaSalle Investment Management utilizes an environmental acquisition checklist adapted to specific country and regional requirements in order to evaluate property environmental performance. For certain investments, this may also include a benchmark (e.g. LEED®) gap assessment for acquisitions. The results of these environmental analyses are included in the acquisition underwriting, which is subsequently presented to the regional investment committees as part of the overall investment decision reviews.

### LaSalle Investment Management's Green Guide and Green Lease Guide for sustainable property operations

We have developed a guide for our portfolio and asset managers to educate them about a variety of low or no-cost sustainable operational 'best practices'. LaSalle Investment Management's Green Guide was developed to help reduce energy and water consumption, increase recycling efforts, and reduce the overall carbon footprint of our managed real estate assets. In so doing, we anticipate that further benefits will include reduced operating expenses, increased valuations, and more competitive properties in their respective markets. The guide can be viewed [here](#). We also have a global Green Lease Guide for regional teams to use when negotiating tenant contracts at our direct investment assets.

### Sustainability ratings and certifications

LaSalle Investment Management invests globally in five different property types – office, multi-family, retail, industrial, and hotel. Our investments are located in 19 different countries, with varying investment structures, and varying control over property operations as defined by lease requirements (gross and triple net leases).

The criteria that we use in our decision-making process for ratings and certifications depend on the characteristics of the asset. For new developments, if there is an appropriate rating and/or certification system in the country in which we are developing, we endeavor to meet the highest appropriate sustainability level for that investment consistent with the strategic plan for the asset. For existing assets, if there is a regionally appropriate rating and/or certification for that property type, and we have some operational control at the asset, we then assess the viability of the appropriate sustainability rating/certification.

#### Green Rating Alliance



In February of 2011, LaSalle Investment Management became a partner with Green Rating Alliance. To date, we have completed 29 European Green Rating™ assessments. The aim of the Alliance is for real estate companies to join forces and exchange best practices to bring concrete solutions on sustainability to the property industry. The Green Rating™ assessment, available in 12 countries across Europe, is a decision-making tool which offers a new approach to assessing and improving the environmental performance of buildings.

#### United Nations Principles for Responsible Investment (UNPRI)



In July 2009, LaSalle Investment Management became a signatory to the UN's PRI investor initiative (see UNPRI's [homepage](#)) and we have since submitted our first PRI report, which documents our 2010 accomplishments. LaSalle Investment Management's alignment with this global mandate marked an important commitment by the Firm to begin a process over time wherein ESG criteria became integral to the investment decision criteria of the Firm. As part of our PRI alignment, we have made a commitment to report on our progress toward the six principles of responsible investing.

#### Greenprint global portfolio



In June 2010, we committed 137 global assets to the Greenprint Index – the first carbon footprint index of Greenprint Foundation (see [link](#)). The Foundation is comprised of several of the larger global investment managers and includes Jones Lang LaSalle's CEO, Colin Dyer, as a founding member of the Board. The organization's primary focus is on the energy (carbon) reduction of the portfolio assets of its founding members. LaSalle Investment Management's contribution to this pilot Index represents our first meaningful step toward measuring and encouraging energy reduction in our global portfolios. LaSalle Investment Management achieved a 3% year-on-year reduction (2009 - 2010) in energy and carbon usage for its benchmarked assets, with an aim to double its submission from 137 to 275 global assets during 2012 - 2013.



To date, LaSalle Investment Management has certified a growing number of new development and existing global assets under benchmarking programs such as LEED®, ENERGY STAR, Green Globes BREEAM and Green Mark. We have also developed case studies for select global assets, which can be viewed on [our website](#).

### Tracking and monitoring sustainability metrics

As with sustainability ratings and certifications, LaSalle Investment Management determines whether to track and monitor sustainability metrics based on characteristics of the investment asset. If we control and/or pay for a meaningful portion of the utilities at an investment asset, we seek wherever possible to have our property teams track the utility information. For many longer-hold assets, we track sustainability metrics in our Greenprint portfolio. Greenprint's software system compiles and stores the utility information for our global assets, allowing us to complete analysis on a property and portfolio basis and to benchmark performance improvements over time.

### Summary of 2011 global milestones

- **First United Nations Principles for Responsible Investment (UNPRI) Report:** Submission of LaSalle Investment Management's first annual UNPRI Report, reporting on ESG progress, and demonstrating continual progress over time in the development and implementation of our ESG platform.
- LaSalle Investment Management became a partner with **Green Rating Alliance** and completed **29** European Green Rating Assessments.
- **Second Greenprint Report:** Greenprint's second round of LaSalle Investment Management carbon and energy performance information submitted for performance tracking, demonstrating a 3% year-on-year reduction (2009-2010) in energy and carbon usage for our benchmarked assets.
- **Restructuring GSC:** Restructuring of LaSalle Investment Management's Global Sustainability Committee (GSC) to enable greater ownership and efficiency. Important components of this restructuring included the creation of sub-committees tasked with specific strategic initiatives, the appointment of Regional Representatives, and the identification of GSC Subject Matter Experts tasked with periodic updates to the GSC on issues of critical importance, including market and client updates, global and regional research, and legal and regulatory compliance.
- 2009-2011: LaSalle Investment Management reporting contributions to **Jones Lang LaSalle's Corporate Social Responsibility Report**, Carbon Disclosure Project, and Dow Jones Sustainability Index Response.
- 2009-2011: **Global Certifications** of select LaSalle Investment Management assets under a variety of regional and international sustainability branding platforms, including LEED®, ENERGY STAR, Green Globes, BREEAM and Green Mark.

### Competitive and legislative requirements

In each of our global regions, but increasingly from large European investors, we are seeing a requirement for LaSalle Investment Management to provide Environmental, Social, and Corporate Governance (ESG) policies, measurement and performance data, and compliance with emerging, investor-driven, best practice ESG reporting guidelines. The requests appear in RFPs and from investors as they consider our funds and separate account offerings, and are further supported by new ESG reporting standards for 2012 proposed by the European Association for Investors in Non-listed Real Estate Vehicles (INREV).

It is noteworthy that it is no longer sufficient for these 'ESG leading' investors that LaSalle Investment Management simply has policies in place; rather, they are seeking evidence of implementation. In an increasingly competitive environment, our objective is to meet and exceed these requirements as we pursue new and additional investor capital allocations.









LaSalle Investment Management seeks to track and comply with the changing energy and sustainability regulatory requirements, which are occurring at an increasing rate within each of our global regions. When developing or refurbishing an asset, our teams take into account mandatory requirements, and evaluate the viability of incorporating further sustainability measures into the design and construction of the asset. For existing assets, we seek to closely monitor and comply with on-going sustainability tracking regulations, examples of which would include Energy Performance Certificates (EPCs) and the Carbon Reduction Commitment (CRC) requirements in the UK, as well as energy and sustainability disclosure mandates in the U.S. for New York and California.



## External stakeholder feedback – responding to Ceres



Jones Lang LaSalle engaged with Ceres<sup>4</sup> and a team of external stakeholders to review our 2011 CSR Report. The Ceres stakeholder team is an independent group of individuals primarily from the Ceres coalition and represents a range of constituencies that have expertise in environmental, social and governance issues. In reviewing this Report, the team considered whether the Company adequately reported on its sustainability performance and key impacts, including goals, targets, systems, data and initiatives. Through this review process, the Ceres stakeholder team provided extensive feedback to the Company, which was considered in the preparation of this Report. The following is a selection of feedback received from the Ceres stakeholder team in its February 2012 memorandum, as well as our response.

What Ceres told us	Relevant material issue and our response
<b>GHG emissions reduction target</b> 	
<p><b>“The Company should set an enterprise-wide GHG reduction goal for its own operations as well as its real estate portfolio. Renewable energy could play an important part of meeting this target.”</b></p>	<p><b>Energy and climate:</b> We committed to an energy reduction target for our U.S. managed portfolio through the Better Buildings Challenge (20% energy reduction by 2020). We have been working to establish an accurate baseline for our own greenhouse gas (GHG) emissions before committing to a percentage reduction target, which we are planning to reconsider in the near future. Regarding renewables, we have published information around our procurement of renewable energy for the first time in this Report on page 19.</p>
<b>Other environmental issues</b> 	
<p><b>“The Report could include more detail on several key issues that are material for the real estate sector, including water, land use, and waste management.”</b></p>	<p><b>Green buildings:</b> Our materiality assessment did not identify water, land use, and waste management as material issues. However, the process did identify ‘Green buildings’ as a material impact, which incorporates elements of these issues. As such, we have reported on water and waste initiatives for the first time this year on pages 32 and 33. Additionally, our internal sustainability program, ACT: ‘A Cleaner Tomorrow’, addresses water conservation and waste management, details of which are also included in this Report on page 8.</p>
<b>Gender; health and safety</b> 	
<p><b>“The Company could better assess its diversity performance by looking at additional employee metrics, such as turnover rates. This Report should also include stronger safety data outside the U.S.”</b></p>	<p><b>Workplace, well-being and diversity:</b> This year’s Report addresses both of these issues: we have reported turnover by gender on page 42. Additionally, we detail health and safety metrics from around the world, including a comparison against industry benchmarks.</p>
<b>Monitoring of Vendor Code of Conduct</b> 	
<p><b>“The Company should provide details on monitoring systems to ensure that corporate policies, including the Vendor Code of Conduct, are being effectively implemented.”</b></p>	<p><b>Community commitment:</b> In this Report, we discuss how we monitor implementation of several corporate policies, such as the requirement for all employees to reaffirm their commitment to our Code of Ethics each year, but we appreciate that this area of disclosure can be improved. We seek to present additional clarity in future reports, especially related to monitoring sustainability impacts within our supply chain.</p>
<b>Integrating financial and sustainability disclosure</b>     	
<p><b>“Investors would like to see the Company capturing and disclosing more long-term return on investment data for its sustainability programs and disclosing this information in financial reports.”</b></p>	<p><b>Multiple material issues:</b> We are seeking meaningful ways to capture the financial value of sustainability programs; however, this is a very complex area. As a progressive step, for the first time in 2011, we disclose our direct revenue for Energy and Sustainability Services (on page 22). In relation to the rest of our businesses that provide some form of sustainability provisions, it is difficult to isolate the value of sustainability due to the integrated nature of sustainability into our service provision.</p>

<sup>4</sup> Ceres is a network of investors, environmentalists and other public interest groups that works with companies and investors to address sustainability challenges (see [www.ceres.org](http://www.ceres.org) for more information).



## About this Report

### Scope and boundary of Report

This Corporate Social Responsibility (CSR) Report presents our engagement in the material social, economic, environmental and governance matters that confront our Firm. It also documents our performance during the financial year ending December 31, 2011. The Report serves as an update from our last publication in September 2011. We plan to publish an annual update of this Report, but the format and approach is likely to change in future.

The Report comprises the global reach of our real estate services across three principal business segments: the Americas; EMEA; and Asia Pacific. This Report also reflects the activities of LaSalle Investment Management, which is a global business and represents our fourth principal business segment.

### Data coverage

Regarding the coverage of our CSR Survey, each year we attempt to include 100% of our known scope of offices and countries. However, this has not yet been achieved due to lack of information and/or non-participation from some Survey respondents. We measure data coverage as the total number of corporate offices that participate in the CSR Survey out of the total number of corporate offices within our carbon management system during a given calendar year. In 2010, we reported on 89% of our known operations, while in 2011 we reported on 99% of our known operations.

### External assurance

We have chosen not to undertake a formal external assurance for this Report. However, we have applied strict procedures in regards to the compilation of facts and data and are confident that our Report represents a true and fair reflection of our performance at the time of publication. As our CSR efforts evolve, we will explore the possibility of seeking external assurance for future reports.

### Global Reporting Initiative (GRI)

Jones Lang LaSalle has elected to report in line with the Global Reporting Initiative (GRI) G3.1 sustainability reporting guidelines, according to a self-declared Level C. GRI is recognized as the leading sustainability reporting framework. In preparing this Report, we have also utilized some aspects of the GRI's Construction and Real Estate Sector Supplement (CRESS), which provides sector-specific guidance to companies involved in construction and real estate activities. We were heavily involved in the Supplement's development; however, a majority of GRI CRESS is not applicable to our business on the whole. A detailed GRI content index can be found on page 58 of this Report. For further information about the GRI, visit [here](#).






## Data summary




The following table provides a summary of data presented in this Report. Data qualifying notes for specific indicators can be found throughout the Report.

Performance indicators' overview			
About us	2011	2010	2009
Introduction to Jones Lang LaSalle			
Portfolio size of managed properties worldwide (billion square feet)	2.1	1.8	1.6
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	48	41	40
Number of corporate offices	221	183	No comparable available
Number of countries	52	46	No comparable available
Number of employees	45,500	40,300	36,600
Number of corporate office employees (according to our carbon management system)	14,276	12,867	12,157
Key financials and statistics			
Revenue (million \$)	3,584.5	2,925.6	2,480.7
Net income (loss) (million \$)	164.0	153.5	(4.1)
Diluted earnings (loss) (\$ per diluted share)	3.70	3.48	(0.11)
EBITDA (million \$)	338.8	319.9	139.9
Sustainability and CSR governance			
Percentage of survey respondents (that mostly represent countries) with an annual written plan/objectives and/or a governance committee/local green teams	44%	Not available	Not available
<b>Energy and climate</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
Energy management for our clients			
Client energy savings - U.S. managed portfolio (million kWh)	963	912	836
Client energy savings - U.S. managed portfolio (million \$)	105	128	100
Client GHG emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)	587,000	563,000	465,000
Value creation from client GHG emissions reduction - U.S. managed portfolio (billion \$)	1.5	1.9	Not available
Number of properties submitted to ENERGY STAR with a score of over 75	140	135	Not available
Average rating for properties submitted to ENERGY STAR (as of August 2011)	74	73	Not available
Renewable energy for our clients			
Capacity of client installed and consented renewable energy sources cumulative from 2007 (MW capacity)	793	483	Not available
Capacity of client planning and feasibility renewable energy sources cumulative from 2007 (MW capacity)	2,265	2,575	Not available
Client averted carbon from installed and consented renewable energy sources cumulative from 2007 (million metric tons CO <sub>2</sub> e per year)	1.22	0.74	Not available
Client potentially averted carbon from planning and feasibility renewable energy sources cumulative from 2007 (million metric tons CO <sub>2</sub> e per year)	4.01	5.30	Not available
Understanding our own emissions and reporting performance			
Jones Lang LaSalle total absolute GHG emissions - GHG Protocol Scopes 1, 2 and some 3 (metric tons CO <sub>2</sub> e)	49,003	43,797	37,461
Jones Lang LaSalle GHG emissions intensity (total emissions in metric tons CO <sub>2</sub> e/corporate office employee)	3.43	3.40	3.08
Jones Lang LaSalle corporate office GHG emissions intensity (building-related emissions in kg CO <sub>2</sub> e/square feet/year)	8.95	10.68	9.46



Energy and climate, continued 	2011	2010	2009
Reducing our own carbon footprint			
Number of recorded greenhouse gas reduction initiatives	170	171	Not available
Percentage of corporate offices with video conferencing and/or web conferencing capability	88%	Not available	Not available
Percentage of corporate offices with an awareness campaign to promote video conferencing and/or web conferencing where the capability exists	61%	Not available	Not available
Percentage of corporate offices that procure renewable energy	10%	Not available	Not available
Disclosure score from Carbon Disclosure Project Supplier Program response	79	80	38
Client service excellence 	2011	2010	2009
Providing high-quality services to clients			
Number of Energy and Sustainability Services employees	129	116	96
Number of Energy and Sustainability Services clients	334	196	Not available
Energy and Sustainability Services revenue (million \$)	19.3	17.0	Not available
Energy and Sustainability Services revenue (% of global Firm revenue)	0.54%	0.59%	Not available
Percentage of major energy and sustainability mandates that were jointly delivered	62%	Not available	Not available
Percentage of employees who feel leadership is committed to providing high-quality services to external clients	No 2011 survey	85%	No 2009 survey
Using technology to advance our sustainability services offer			
Number of properties on the OneView Energy and Sustainability Analytics Platform	3,700	Not available	Not available
'Ethics Everywhere'			
Ratio of ethics investigations to number of employees – see the 'Ethics Everywhere' data summary for details	0.0029	0.0019	0.0027
Ratio of actions taken against ethics violations to total number of investigations – see the 'Ethics Everywhere' data summary for details	0.77*	0.68	0.65
Percentage of employees who believe Jones Lang LaSalle shows a commitment to ethical conduct	No 2011 survey	85%	No 2009 survey
Sustainability thought leadership and research			
Number of thought leadership papers	38	28	Not available
Number of posts on the Jones Lang LaSalle Green Blog	158	130	Not available
Number of unique readers for the Jones Lang LaSalle Green Blog	41,000	39,000	Not available
Number of unique website page views for the Jones Lang LaSalle Global Sustainability Perspective	23,500	28,900	Not available
Green buildings 	2011	2010	2009
Leading the way with green building certification and improvements			
Number of existing buildings where performance improvements have been achieved through Jones Lang LaSalle's Energy and Sustainability Services team	1,027	415	Not available
Number of new buildings where performance improvements have been achieved through Jones Lang LaSalle's Energy and Sustainability Services team	31	27	Not available
Training our employees on green building trends			
Total number of green building accredited professionals (cumulative to year-end 2011)	1,075	624	Not available
Greening our own office portfolio			
Percentage of corporate offices with a green building standard	6%	5%	Not available
Percentage of new corporate offices with green building standards	17%	Not available	Not available
Percentage of revised occupancy strategies that considered sustainability	72%	Not available	Not available
Percentage of corporate offices with an Alternative Workplace Strategy	44%	Not available	Not available

**Data qualification notes:** The asterisk (\*) in 2011 'Ratio of actions taken to total number of investigations' refers to the following assumption: where multiple actions were taken on one investigation, we counted it as one investigation for purposes of the ratio. Some investigations are continuing and therefore have not yet been closed or resolved. Others were resolved with non-disciplinary action.

Green buildings, continued 	2011	2010	2009
Experts in green leases			
Percentage of leases with green language in our occupied space	39%	34%	Not available
Thinking holistically: how waste and water contribute to a greener building			
Percentage of corporate offices with water reduction initiatives	12%	Not available	Not available
Percentage of corporate offices with waste management initiatives	66%	Not available	Not available
Community commitment 	2011	2010	2009
Making a global impact			
Charitable initiative spend, including corporate and employee donations (million \$)	4.29	1.86	Not available
Charitable initiative spend, including corporate and employee donations, as a percentage of pre-tax profit	1.9%	0.9%	Not available
Number of volunteering days	2,228	534	Not available
Procuring green office and kitchen supplies			
Green office and kitchen supply spend (million \$)	1.15	0.71	Not available
Green office and kitchen supply spend (percentage of total spend)	30%	17%	Not available
Workplace, well-being and diversity 	2011	2010	2009
Diversity in our business			
Total employees by gender (female)	34%	34%	Not available
Directors by gender (female)	26%	25%	Not available
Employees by age (under 25)	8%	7%	Not available
Employees by age (25-34)	47%	34%	Not available
Employees by age (35-44)	19%	25%	Not available
Employees by age (45-55)	19%	22%	Not available
Employees by age (over 55)	7%	12%	Not available
Board members by gender (female)	27%	27%	Not available
Number of recorded diversity and inclusion initiatives	84	Not available	Not available
Employee engagement and satisfaction			
Employee turnover	23%	27%	Not available
New starters (percentage of total employees)	35%	34%	Not available
Employee turnover (males)	23%	Not available	Not available
Employee turnover (females)	24%	Not available	Not available
Percentage of revenue generated by countries that utilized the ACT: 'A Cleaner Tomorrow' program	87%	87%	Not available
Percentage of employees who can see a clear link between their work and the vision of Jones Lang LaSalle	No 2011 survey	72%	No 2009 survey
Percentage of employees who feel the people they work with cooperate to get the job done	No 2011 survey	82%	No 2009 survey
Percentage of employees who agree that overall, they are extremely satisfied with this Company	No 2011 survey	71%	No 2009 survey
Training and development			
Training and development spend per employee (million \$)	10.5	7.1	Not available
Training and development spend per employee (\$)	248	182	Not available
Percentage of employees who received performance and career development reviews	82%	83%	Not available
Sustainability training			
Number of Sustainability University attendees	2,619	1,194	Not available

Workplace, well-being and diversity, continued 	2011	2010	2009
Maintaining a safe and healthy working environment for our clients and ourselves			
Recordable cases incidence (RIR) rate for Integrated Facilities Management globally + all employees in U.S.	0.74	Not available	Not available
Days away and restricted time (DART) rate for Integrated Facilities Management globally + all employees in U.S.	0.53	Not available	Not available
Number of recorded health and safety initiatives	105	69	Not available
Labor standards and labor relations			
Number of employees that belong to a labor union	1,228	990	Not available

'Ethics Everywhere' data summary			
Type of concern investigated	2011	2010	2009
Improper employment practices or behavior, including unprofessional conduct (whether by managers or between employees)	72	39	43
Employee theft, personal conflicts of interest or other employee fraud (including expense account and time-card fraud)	31	16	21
Improper vendor payments or conflicts of interest, or other improper conduct to or by vendors	10	6	6
Improper client payments or conflicts of interest, or other improper conduct to or by clients	1	0	0
Inappropriate use of the internet or business computer	4	3	8
Inappropriate entertainment	0	0	0
Compliance with competition laws/broker requirements	5	1	2
Falsification of books and records	2	5	2
Illegal drug use at work; inappropriate use of alcohol	1	1	3
Employment health or safety issues from ethics perspective	0	4	1
Privacy issues	0	0	0
Miscellaneous matters (including non-ethics matters referred to HR for resolution)	7	2	14
<b>Total number of investigations</b>	<b>133</b>	<b>77</b>	<b>100</b>
<b>Total number of employees (approximate at December 31, 2011 and rounded to nearest 1,000)</b>	<b>45,000</b>	<b>40,000</b>	<b>37,000</b>
<b>Ratio of investigations to number of employees</b>	<b>0.0029</b>	<b>0.0019</b>	<b>0.0027</b>
Action taken	2011	2010	2009
Terminations of employment	50	4	26
Job changes or transfers; changes to procedures	13	8	5
Employee arrests and criminal matters referred to prosecutors (in addition to termination of employment)	3	1	1
Formal warnings, deferred promotions and/or reduced bonuses	15	5	10
Matters referred to government agency or other legal actions taken	0	2	0
Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communication skills	32	32	23
<b>Total actions</b>	<b>113</b>	<b>52</b>	<b>65</b>
<b>Ratio of actions taken to total number of investigations</b>	<b>0.77*</b>	<b>0.68</b>	<b>0.65</b>

*Data qualification notes: The asterisk (\*) in 2011 'Ratio of actions taken to total number of investigations' refers to the following assumption: where multiple actions were taken on one investigation, we counted it as one investigation for purposes of the ratio. Some investigations are continuing and therefore have not yet been closed or resolved. Others were resolved with non-disciplinary action.*

## GRI content index

The following table outlines our compliance with the Global Reporting Initiative's Construction and Real Estate Sector Supplement (CRESS) guidelines (2011). Based on this analysis we self-declare that this Report achieves **GRI Application Level 'C'**. Please note that GRI disclosures identified as 'not material' have not been listed in the table below. Furthermore, a number of indicators – while material – have not been reported due to the unavailability of data. A full list of GRI disclosures can be found on the GRI website listed [here](#).

- Fully reported
- Partially reported

Profile disclosures		
GRI disclosure	Status	Where to find it
Strategy and analysis		
1.1 CEO statement	●	In conversation with our CEO
Organizational profile		
2.1 Name of the organization	●	About us
2.2 Primary brands, products and/or services	●	About us
2.3 Operational structure	●	About us
2.4 Location of headquarters	●	About us
2.5 Countries of operation	●	About us
2.6 Nature of ownership and legal form	●	About us
2.7 Markets served	●	About us
2.8 Scale of organization	●	About us
2.9 Significant changes during the reporting period regarding size, structure, or ownership	●	About us
2.10 Awards received in the reporting period	●	<ul style="list-style-type: none"> <li>▪ Our 2011 CSR and sustainability awards</li> <li>▪ In conversation with our CEO</li> </ul>
Report parameters		
Report profile		
3.1 Reporting period	●	About this Report: <i>Scope and boundary of Report</i>
3.2 Date of most recent previous Report	●	About this Report: <i>Scope and boundary of Report</i>
3.3 Reporting cycle	●	About this Report: <i>Scope and boundary of Report</i>
3.4 Contact point for questions regarding the Report or its contents	●	Contact us
Report scope and boundary		
3.5 Process for defining Report content, including: <ul style="list-style-type: none"> <li>▪ Determining materiality</li> <li>▪ Prioritizing topics within the Report</li> <li>▪ Identifying stakeholders the organization expects to use the Report</li> </ul>	●	CSR and sustainability strategy: <ul style="list-style-type: none"> <li>▪ Jones Lang LaSalle's material CSR and sustainability issues</li> <li>▪ Our stakeholders</li> </ul>
3.6 Boundary of the Report	●	About this Report: <i>Scope and boundary of Report</i>
3.7 Limitations on the scope or boundary of the Report	●	About this Report: <i>Scope and boundary of Report</i>

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	About this Report: <i>Scope and boundary of Report</i>
3.10 Effects of any restatements of information provided in earlier reports, and the reasons for such restatement	●	Throughout Report: <i>Data qualification notes</i>
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods	●	About this Report: <i>Data coverage</i>
GRI content index		
3.12 GRI Content Index	●	GRI content index
Governance, commitments and engagement		
Governance		
4.1 Governance structure	●	<ul style="list-style-type: none"> <li>▪ Governance</li> <li>▪ Workplace, well-being and diversity: <i>Diversity at Board level and within each region</i></li> </ul>
4.2 Indication whether the Chair of the highest governance body is also an executive officer	●	Governance
4.3 Number of Board members that are independent and/or non-executive Directors	●	Governance
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	<ul style="list-style-type: none"> <li>▪ Governance</li> <li>▪ Workplace, well-being and diversity: <i>Employee engagement and satisfaction</i></li> <li>▪ Contact us: <i>Communicating with our Board of Directors</i></li> </ul>
Stakeholder engagement		
4.14 List of stakeholder groups engaged by the organization	●	CSR and sustainability strategy: <i>Our stakeholders</i>
4.15 Basis for identification and selection of stakeholders with whom to engage	●	CSR and sustainability strategy: <i>Our stakeholders (see also our 2010 CSR Report)</i>

Note to users: Click on section titles in 'Where to find it' column to navigate the Report.



Performance indicators		
Economic	Status	Where to find it
Economic performance		
EC1 Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	●	<ul style="list-style-type: none"> <li>About us</li> <li>Jones Lang LaSalle</li> <li>📄 2011 Annual Report: <i>Financial statements and supplementary data</i></li> <li>Community commitment: <i>Making a global impact</i></li> </ul>
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change. (Core)	●	<ul style="list-style-type: none"> <li>📄 Carbon Disclosure Project 2012 response</li> <li>Jones Lang LaSalle</li> <li>📄 2011 Annual Report: <i>Environmental liabilities and regulations: Climate change risks</i></li> </ul>
EC3 Coverage of the organization's defined benefit plan obligations. (Core)	●	<ul style="list-style-type: none"> <li>Jones Lang LaSalle</li> <li>📄 2011 Annual Report: <i>Financial statements and supplementary data</i></li> <li>Workplace, well-being and diversity: <i>Employee benefits and compensation</i></li> </ul>
Environmental		
Energy		
EN3 Direct energy consumption by primary energy source. (Core)	●	<ul style="list-style-type: none"> <li>📄 Carbon Disclosure Project 2012 response</li> <li>Energy and climate: <i>Understanding our own emissions and reporting performance</i></li> </ul>
EN4 Indirect energy consumption by primary source. (Core)	●	Energy and climate: <i>Understanding our own emissions and reporting performance</i>
EN5 Energy saved due to conservation and efficiency improvements. (Additional)	●	Energy and climate: <i>Energy management for our clients</i>
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	●	<ul style="list-style-type: none"> <li>Energy and climate: <i>Energy management for our clients</i></li> <li><i>Renewable energy for our clients</i></li> </ul>
EN7 Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	●	<ul style="list-style-type: none"> <li>Energy and climate: <i>Reducing our own carbon footprint</i></li> <li><i>Energy management for our clients</i></li> </ul>
Emissions, effluents, and waste		
EN16 Total direct and indirect greenhouse gas emissions by weight. (Core)	●	<ul style="list-style-type: none"> <li>📄 Carbon Disclosure Project 2012 response</li> <li>Energy and climate: <i>Understanding our own emissions and reporting performance</i></li> </ul>
EN17 Other relevant indirect greenhouse gas emissions by weight. (Core)	●	<ul style="list-style-type: none"> <li>📄 Carbon Disclosure Project 2012 response</li> <li>Energy and climate: <i>Understanding our own emissions and reporting performance</i></li> </ul>
CRE3 Greenhouse gas emissions intensity from buildings. (Core)	●	<ul style="list-style-type: none"> <li>📄 Carbon Disclosure Project 2012 response</li> <li>Energy and climate: <i>Understanding our own emissions and reporting performance</i></li> </ul>

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	●	Energy and climate: <ul style="list-style-type: none"> <li><i>Energy management for our clients</i></li> <li><i>Reducing our own carbon footprint</i></li> </ul>
Products and services		
EN26 Initiatives to enhance and mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	●	Green buildings: <ul style="list-style-type: none"> <li><i>Leading the way with green building certifications and improvements</i></li> <li><i>Our Real Estate Services and the property lifecycle</i></li> </ul>
Compliance		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)	●	Client service excellence: <i>'Ethics Everywhere'</i>
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (Additional)	●	Energy and climate: <i>Understanding our own emissions and reporting performance</i>
Social: labor practices and decent work		
Employment		
LA1 Total workforce by employment type, employment contract, and region, broken down by gender (Core)	●	<ul style="list-style-type: none"> <li>About us</li> <li>Workplace, well-being and diversity: <i>Diversity in our business</i></li> </ul>
LA2 Total number and rate of new employee hires turnover by age group, gender, and region. (Core)	●	Workplace, well-being and diversity: <i>Employee engagement and satisfaction</i>
Labor/management relations		
LA4 Percentage of employees covered by collective bargaining agreements. (Core)	●	Workplace, well-being and diversity: <i>Labor standards and labor relations</i>
Occupational health and safety		
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender (Core)	●	Workplace, well-being and diversity: <i>Maintaining a safe and healthy working environment for our clients and ourselves</i>
Training and education		
LA10 Average hours of training per year per employee by gender and by employee category. (Core)	●	Workplace, well-being and diversity: <i>Training and development</i>
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	●	Workplace, well-being and diversity: <i>Training and development</i>
LA12 Percentage of employees receiving regular performance and career development reviews, by gender. (Additional)	●	Workplace, well-being and diversity: <i>Training and development</i>
Diversity and equal opportunity		
LA13 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	●	<ul style="list-style-type: none"> <li>Workplace, well-being and diversity:</li> <li><i>Diversity in our business</i></li> <li><i>Diversity at Board level and within each region</i></li> </ul>

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Social: Society	Status	Where to find it
<b>Corruption</b>		
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures. (Core)	●	Client service excellence: 'Ethics Everywhere'
SO4 Actions taken in response to incidents of corruption. (Core)	●	Data Summary: 'Ethics Everywhere' data summary
<b>Public policy</b>		
SO5 Public policy positions and participation in public policy development and lobbying. (Core)	●	Client service excellence: 'Shaping policy from the front'
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)	●	Client service excellence: 'Shaping policy from the front'
<b>Anti-competitive behavior</b>		
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. (Additional)	●	Client service excellence: 'Ethics Everywhere'

<b>Compliance</b>		
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)	●	Client service excellence: 'Ethics Everywhere'
<b>Social: Product responsibility</b>		
<b>Product and service labeling</b>		
CRE8 Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment. (Core)	●	Green buildings: <ul style="list-style-type: none"> <li>Leading the way with green building certifications and improvements</li> <li>Greening our own office portfolio</li> </ul>
<b>Marketing communications</b>		
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core)	●	Client service excellence: 'Ethics Everywhere'

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## United Nations Global Compact content index

The UN Global Compact is an initiative for businesses that are committed to aligning their operations and CSR strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Jones Lang LaSalle is a signatory to the UN Global Compact and is committed to adhering to its ten principles. The following table provides references or commentary to help readers navigate to sections of our CSR Report where we discuss relevant UN Global Compact principles. This CSR Report represents our annual Communication on Progress submission to the Compact. For more information on this initiative please visit the [UN Global Compact website](#).



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact**.

We welcome feedback on its contents.

UN Global Compact Principles		Where to find it or commentary
<b>Human rights</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	At Jones Lang LaSalle, we value and respect the rights of all our workers, and we are committed to the protection of human rights. Our approach to protecting human rights is embodied by our Code of Ethics and our commitment to integrity. We are committed to aligning our policies with international conventions and declarations. We also observe internationally-recognized standards for the protection of human rights. Employees at Jones Lang LaSalle must comply with our human rights policies, as well as our principles against harassment and discrimination. Additional information about our human rights policies can be found in our Code of Ethics (see <a href="#">here</a> ).
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	
<b>Labor standards</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Generally, our employees are not members of any labor unions with the exception of a relatively small number of directly reimbursable property maintenance employees in the United States. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and complied with the provisions expressed in collective bargaining agreements.  Additional information within this Report can be found in the Workplace, well-being and diversity section: <i>Labor standards and labor relations</i> .
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor.	We have strong policies against forced or compulsory labor. Please view additional information in our Code of Ethics (see <a href="#">here</a> ).
Principle 5	Businesses should uphold the effective abolition of child labor.	We have well-established practices against child labor. Information about our child labor policies can be found in our Code of Ethics (see <a href="#">here</a> ).  Additional information within this Report can be found in the Workplace, well-being and diversity section: <i>Labor standards and labor relations</i> .
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Information about our anti-discrimination policies can be found in our Code of Ethics (see <a href="#">here</a> ).  Additional information within this Report can be found in the Workplace, well-being and diversity section: <ul style="list-style-type: none"> <li>Diversity in our business</li> <li>Diversity at Board level and within each region</li> </ul>



Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Information about our proactive approach to the environment within this Report can be found in the following sections: Our approach: <ul style="list-style-type: none"> <li>Two key pillars for delivering our commitment</li> <li>Jones Lang LaSalle's material CSR and sustainability issues</li> </ul> Energy and climate section (within most sub-sections) Client service excellence section (within most sub-sections) Green buildings section (within most sub-sections)
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Information about anti-corruption policies can be found in our Code of Ethics (see <a href="#">here</a> ). Additional information within this Report can be found in the Workplace, well-being and diversity and Addendum, data and feedback sections: <ul style="list-style-type: none"> <li>'Ethics Everywhere'</li> <li>'Ethics Everywhere' data summary</li> </ul>

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## Contact us

We encourage our stakeholders to contact us for more information about CSR at Jones Lang LaSalle, to give suggestions on how we can develop our CSR and sustainability programs, and to learn more about our sustainability services.

Please contact:

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### Communicating with our Board of Directors

Shareholders and interested parties may communicate directly with our Board of Directors. If you wish to do so, please send an e-mail to [boardofdirectors@am.jll.com](mailto:boardofdirectors@am.jll.com), which our Corporate Secretary will forward to all Directors. If you wish to communicate only with our non-executive Directors, or specifically with any Director individually (including our Chairman of the Board, who serves as the Lead Independent Director, or the Chairman of any of our Committees), please note this on your e-mail. Alternatively, you may send a communication by mail to any or all of our Directors, or specifically to any or all of our non-executive Directors, care of our Corporate Secretary at the address of our principal executive office set forth above, and our Corporate Secretary will forward it unopened to the intended recipient(s).

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