



JONES LANG  
LASALLE®

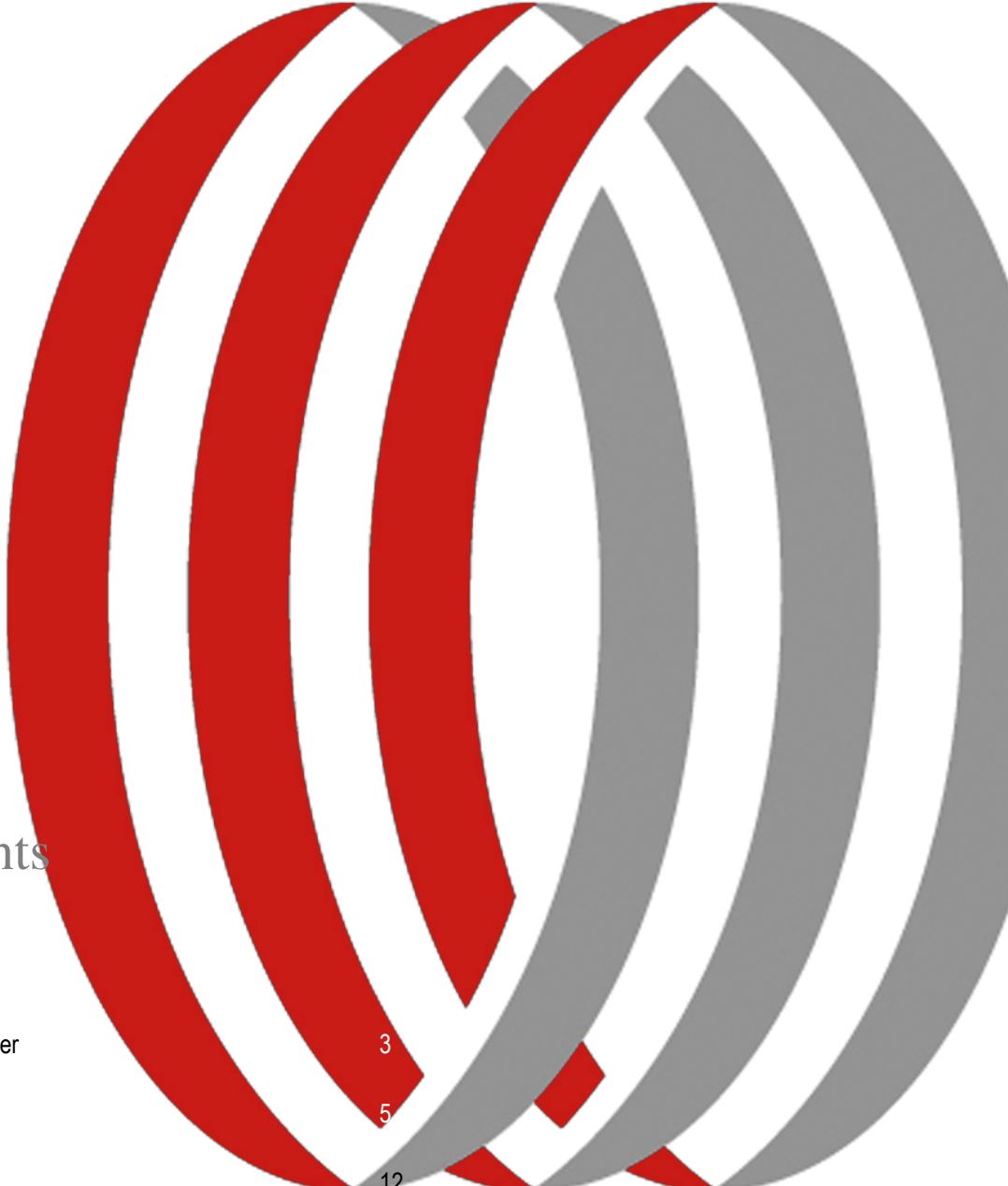


LASALLE  
INVESTMENT MANAGEMENT™

# Our Global Community

Corporate Social Responsibility at Jones Lang LaSalle and  
LaSalle Investment Management - 2010





# Table of Contents

From our Chairman and our Chief Executive Officer	3
About Us	5
About This Report	12
Environment	16
Workplace	47
Diversity	53
Community and Society	57
Ethics and Corporate Governance	73
Contact Us	84
GRI G3 Content Index	85
UNGC Principles Index	95

# From our Chairman of the Board and our Chief Executive Officer

---

Corporate social responsibility (CSR) is both an important cultural value and a strategic priority for our company. The ability of our employees to create value by delivering superior services to our clients drives our business model. To compete successfully and continue to grow, we must attract, retain and motivate the most talented people in our industry.

We believe the best people want to work for socially responsible organizations they trust and respect. We believe that the best clients want to work with such companies, and we believe that, increasingly, investors want to hold the shares of such companies.

In the past two years, the global real estate market has been significantly impacted by the global economic downturn, and many organizations have been forced to shift their focus away from sustainability issues. However, despite the complex and unpredictable nature of the current environment, Jones Lang LaSalle's commitment to lead the industry in sustainability and corporate social responsibility remains strong. Among the list of our accomplishments, Jones Lang LaSalle is the only real estate services firm to have been named to *Fortune* magazine's list of America's Most Admired Companies in 2008 and 2009; we were the recipient of the 2009 Leadership Award by the U.S. Green Building Council; we have been rated by the Ethisphere Institute for three consecutive years as one of the World's Most Ethical Companies; and the EPA has named us 2010 Energy Star® Partner of the Year. Our LaSalle Investment Management subsidiary was named Global Best Investment Management Company Overall in the 2009 EuroMoney Awards. We are proud of the accolades we have received, but there is always more we can do to promote and create a more sustainable global environment, and at Jones Lang LaSalle, we strive to improve ourselves and exceed expectations with each progressive year.

Real estate generates 40 percent or more of greenhouse gas emissions in developed countries. Corporations and governments are increasingly demanding efficient space, and the social agenda around business, and corporate social responsibility in particular, is on the minds of many people world-wide. As the means by which we can use our expertise to have the greatest possible tangible influence on the world around us, Jones Lang LaSalle is focused on making real estate energy efficient. More generally, we strive to promote the best practices in corporate citizenship and the highest standards of ethics, transparency and corporate governance, which we strongly believe is necessary for enhancing our value over the long term. As a truly global organization, we also believe that respecting and actively supporting internationally agreed upon standards will inure to our success. Accordingly, we endorse and recognize the International Labor Organization's Core Conventions as fundamental rights of individuals in the workplace, and we have committed ourselves to the United Nations Global Compact and its principles regarding human rights, labor, environment and anti-corruption.

The real estate industry as a whole has faced some significant challenges due to the current global recession. The diminished availability of credit negatively impacted real estate pricing, and significantly reduced the volume and pace of commercial real estate transactions. It has become increasingly more difficult to make accurate predictions about real estate markets as they are impacted by multiple external economic factors. At the same time, there has been an increased demand for global services and the globalization of capital flows, and the outsourcing of professional real estate services has increased substantially throughout the industry. Although Jones Lang LaSalle itself had to make some difficult decisions in the face of the economic downturn, our skills and expertise in the real estate and investment management industry have enabled us to set ourselves apart from our competitors by creating new services to assist our clients in managing through the dislocations and gyrations of world-wide real estate markets. We create value by addressing local,



regional and global real estate needs and concentrating on clients' broader business, strategic, operating and financial goals. Additionally, Jones Lang LaSalle has been able to incorporate and continually improve on our sustainability measures and goals within the framework of our organization, and this has created real value for our clients, employees, local and regional communities, investors and other stakeholders.

During the beginning of 2010, we have begun to see signs of recovery in some markets, and hopefully global real estate markets will continue to stabilize. In the coming years we will have to carefully monitor global economic conditions as there will likely continue to be significant volatility in real estate. At Jones Lang LaSalle, we believe that focusing on the importance of corporate social responsibility and striving to meet and exceed our sustainability goals will give us an economic advantage and help set us apart from our competitors. As part of our organizational short-term and long-term objectives, we will continue to address sustainability and social responsibility issues and incorporate them into our corporate structure. Building a responsible, sustainable world is important to us, our clients and our stakeholders, and it will drive us towards continuous improvement as conscientious global citizens.

This report summarizes recent CSR achievements and current initiatives across our businesses and geographies. It is a work in progress which we believe will inspire additional efforts toward being first in our industry in a changing world: first for our people, first with our clients and shareholders, and first in the communities where we do business.

We are committed to distinguishing Jones Lang LaSalle and LaSalle Investment Management as the leaders in corporate social responsibility within the real estate services and investment management industry.

We appreciate your interest in our firm and in our Corporate Social Responsibility efforts.

Sincerely,

Sheila A. Penrose  
Chairman of the Board

Colin Dyer  
President and Chief Executive Officer





We are determined to be a good corporate citizen in the global community.

## About Us

---

Jones Lang LaSalle (NYSE:JLL) provides integrated real estate services and investment management locally, regionally and globally, creating value for owner, occupier and investor clients. Our principal corporate holding company headquarters are located at 200 E. Randolph Drive in Chicago, Illinois, and we serve clients in 60 countries from 750 locations worldwide, including 180 corporate offices. Jones Lang LaSalle was incorporated in 1997 under the laws of the state of Maryland. It is a publicly owned and traded organization, governed by a board of directors. Shares of Jones Lang LaSalle are traded on the New York Stock Exchange under the symbol JLL.

Jones Lang LaSalle, together with its LaSalle Investment Management subsidiary, is the leading integrated financial and professional services company specializing in real estate. We are a diverse global community embracing people in all parts of the world.

### Our range of real estate services includes:

- Agency leasing
- Property management
- Project and development management
- Construction management
- Valuations
- Capital markets
- Real estate investment banking and merchant banking
- Brokerage of properties
- Corporate finance
- Hotel advisory
- Space acquisition and disposition (tenant representation)
- Facilities management/outsourcing
- Strategic consulting
- Energy and sustainability services
- Value recovery services
- Investment management

We offer these services locally, regionally and globally to real estate investors and occupiers for a variety of property types, including offices, hotels, industrial, retail, multi-family residential, hospitals, critical environments and data centers, sports facilities, cultural institutions and transportation centers. Individual regions and markets focus on different property types, depending on local requirements and market conditions.

We work for a broad range of clients that represent a wide variety of industries and are based in markets

throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit entities of all kinds, public-private partnerships and governmental (public sector) entities. We provide real estate investment management services on a global basis for both public and private assets through our LaSalle Investment Management subsidiary. Our integrated global business model, industry-leading research capabilities, client relationship management focus, consistent worldwide service delivery and strong brand are attributes that enhance our services.



## Scale of the Organization

We report our operations as four business segments. We manage our Investor and Occupier Services (“IOS”) product offerings geographically as (i) the Americas, (ii) Europe, Middle East and Africa (“EMEA”), and (iii) Asia Pacific, and our investment management business globally as (iv) LaSalle Investment Management.

### Employees:

With the help of aggressive goal and performance measurement systems, we attempt to instill the

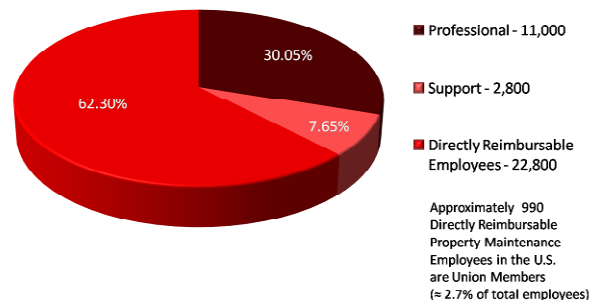
commitment to be the best in all our people. Our goal is to be the real estate advisor of choice for clients and the employer of choice in our industry. To achieve that, we intend to continue to promote human resources techniques that will attract, motivate and retain high quality employees. The following table details our headcount as of December 31, 2009 (rounded to the nearest hundred):

	2009
Professional	11,000
Support	2,800
Directly reimbursable employees	22,800
	36,600

Reimbursable employees include our property and integrated facilities management professionals and our building maintenance employees. The cost of these employees is generally reimbursable by our clients. Our employees are not members of any labor unions with the exception of approximately 990 directly reimbursable property maintenance employees in the United States. Approximately 24,800 of our employees at December 31, 2009, were based in countries other than the United States. We have generally had satisfactory relations with our employees.

During 2009, we reduced staff in certain businesses in order to align our service platform with certain markets that contracted due to the global economic slowdown. Where possible, we redeployed personnel to businesses which have strengthened over the course of the year. The total number of employees increased from 2008 to 2009 due to an increase in directly reimbursable employees as a result of more clients outsourcing their real estate management to us.

2009 Employees - 36,600



## Our Diverse Global Community



Jones Lang LaSalle has corporate offices located in the following regions and countries:

### AMERICAS

(7 Countries, 64 Offices)



- Argentina
- Brazil
- Canada
- Chile
- Mexico
- Panama
- United States

### ASIA PACIFIC

(13 Countries, 56 Offices)



- Australia
- China
- India
- Indonesia
- Japan
- Korea
- Malaysia (Services in Malaysia are provided through a strategic alliance with Jones Lang Wootton Malaysia)
- New Zealand
- Philippines
- Singapore
- Taiwan
- Thailand
- Vietnam



## EUROPE, MIDDLE EAST AND AFRICA (EMEA)

(25 Countries, 61 Offices)



- Belgium
- Czech Republic
- Egypt
- Finland
- France
- Germany
- Hungary
- Ireland
- Israel
- Italy
- Kazakhstan
- Luxembourg
- Netherlands
- Poland
- Portugal
- Romania
- Russia
- Saudi Arabia
- Spain
- Sweden
- Turkey
- UK / England
- UK / Scotland
- Ukraine
- United Arab Emirates

Our regional headquarters for our Americas, EMEA and Asia Pacific businesses are located in Chicago, London and Singapore, respectively. Our offices are each leased pursuant to agreements with terms ranging from month-to-month to 10 years. In addition, we have on-site

property and corporate offices located throughout the world. On-site property management offices are generally located within properties that we manage and are provided to us without cost.

### **Our 2008 Global Carbon Footprint: Saving ten times more for clients than we generated**

To support our priority of leading the real estate industry in environmental sustainability and energy management—both for clients and within our own company—we made a commitment to measure the company’s global carbon footprint. In 2008, Jones Lang LaSalle was responsible for emitting 44,000 metric tons of CO<sub>2</sub>-e into the atmosphere, or 3.2 tons per full-time employee.

During the same period, we helped clients reduce their carbon emissions by nearly ten times that amount—438,000 tons—and generated \$95 million in energy savings for them. Using industry leading methodologies and principles such as ENERGY STAR, as well as our own best practices, our Energy and Sustainability Services professionals and management teams eliminated energy consumption resulting in a reduction of carbon emission equivalent to taking 80,000 cars off the road. Said another way, the savings equal the emissions from a million barrels of oil or the energy use of 40,000 households.

Because we manage approximately 1.4 billion square feet of real estate for clients, the greatest contribution we can make to global sustainability is to reduce energy and carbon generating activities through our management activities on behalf of our clients. We will continue to act responsibly about our own carbon footprint, and we will use our own occupancy as a test lab to develop innovative energy management and sustainability solutions to then share with clients. Our continued dedication and investment in the service we provide our clients to reduce their carbon footprint is evidence of Jones Lang LaSalle’s continued commitment to the environment.





As part of our commitment to create real value in a world that is constantly changing, we are determined to be a good corporate citizen in every corner of our global community.

Accordingly:

- We hold ourselves accountable for the social, environmental and economic impact of our operations;
- We design our policies and business practices to reflect the highest standards of corporate governance, transparency and ethics; and

- We support all aspects of the corporate social responsibility agenda, but one area is particularly relevant for us. We have the skills and opportunity to help minimize the significant impacts that real estate has on the environment. Our goal is to be the unquestioned leader in the real estate industry in environmental sustainability and energy management.

## Awards

Jones Lang LaSalle has received the following awards, among others:

- 2010 Energy Star® Partner of the Year – *US Environmental Protection Agency*
- 10 Best Workplaces in Ireland 2010 – *Irish Independent*
- 10 Best Employers in the Middle East 2009 – *Hewitt Associates*
- 30 Best Companies to Work For 2008 – *Le Figaro* (France)
- 100 Best Companies to Work For 2007 – *Fortune* magazine (U.S.)
- 100 Fastest Growing Companies 2007 and 2008 – *Fortune* magazine (U.S.)
- World's Most Ethical Companies in 2008, 2009 and 2010 – *Ethisphere Institute*
- Consultant of the Year 2009 – *Russian Commercial Real Estate Awards*
- *The Alliance to Save Energy* named Jones Lang LaSalle recipient of the 2007 Chairman's Award (U.S.)
- Best Big Companies – *Forbes* magazine's Platinum 400 - 2006, 2007, and 2008
- Best Retail Consultant and Letting Agent in Central & Eastern Europe 2009 – *Europa Property Awards*
- Central & Eastern Europe Investment Team of the Year – *2009 CEE Real Estate Quality Awards*
- *CNBC Asia Pacific Property Award*
- *CoreNet Global Industry Excellence Award 2008*
- Development of Excellence Award 2008 – *Urban Land Institute*
- European Investment Agent of the Year 2008 – *European Property Awards*
- European Office Agent of the Year 2008 – *European Property Awards*
- The Global Outsourcing 100 – 2009, 2010 – *International Association of Outsourcing Professionals (IAOP)*
- Number one Capital Markets adviser in the Netherlands – *PropertyNL Top 101 Brokers rankings*
- Innovator of the Year 2008 – *Commercial Property News*
- Supplier of the Year 2008, 2009 – *General Motors*
- Partner Award 2009 – *Procter & Gamble* (Japan)
- Supplier of the Year 2008, 2009 – *Procter & Gamble*



- Sustainable Cities Award 2008 – *Financial Times* and the *Urban Land Institute*
- World's Most Admired Companies 2008 and 2009 – *Fortune* magazine's definitive analysis of largest US companies rated on criteria including corporate social responsibility, quality of services and global effectiveness
- *CRO (Corporate Responsibility Officer)* magazine's list of 100 Best Corporate Citizens in 2007 and 2009
- In 2008, LaSalle Investment Management was named "Global Firm of the Year" in the Private Equity Real Estate (PERE) Awards.
- 2010 Daily Real Estate Award – *Daily Real Estate International* (Italy)
- Sustainable City Award 2010 – *Sustainable and Ethical Investment* (United Kingdom)
- Superbrand 2010 – *Superbrand* (Middle East)
- Asia Pacific Property Awards 2010-Best Property Consultancy – *Asia Pacific Commercial Property Awards in association with Bloomberg Television* (Thailand)
- Best Overall Global Advisor and Consultant 2009 – *Euromoney*
- 1<sup>st</sup> Place on the Commercial Real Estate Brokerage List 2008 – *Los Angeles Business Journal*
- BBP Building Improvement Award 2009 – *BBP Building Improvement*
- Number One Corporate Real Estate Services Provider 2009 – *Watkins Research Group, Inc*
- Superior Real Estate Services Award 2009 – *Procter & Gamble* (Japan)
- Top 25 Brokerages 2009 – *National Real Estate Investor Magazine*
- Lilly Advancing Supplier Diversity Award 2009 – *Eli Lilly*
- Occupational Excellence Achievement Award 2009 – *The National Safety Council (NSC)*
- 2009 Leadership Award – *U.S. Green Building Council*
- Sustainable Consultant of the Year 2009 – *UKGBC / Building Magazine* (United Kingdom)
- Project Manager of the Year 2010 – *Greater Chicago Food Depository*
- Best Commercial Property Agency 2009 – *CNBC Arabian Property Awards* (Dubai)
- European Broker of the Year Award 2009 – *Private Equity Real Estate (PERE)*

### United Nations Global Compact

Jones Lang LaSalle supports and has committed itself to the United Nations Global Compact, which is a call to action to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. The principles may be viewed in their entirety at [www.unglobalcompact.com](http://www.unglobalcompact.com).

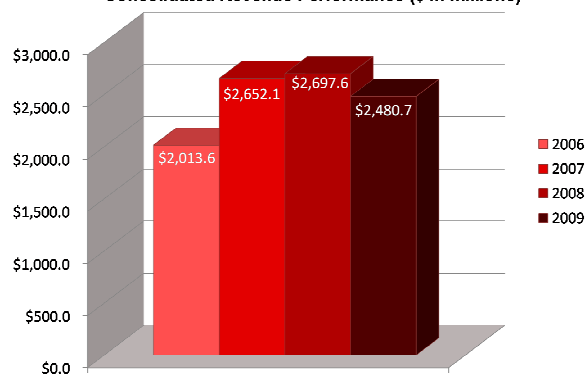


## Financial Highlights

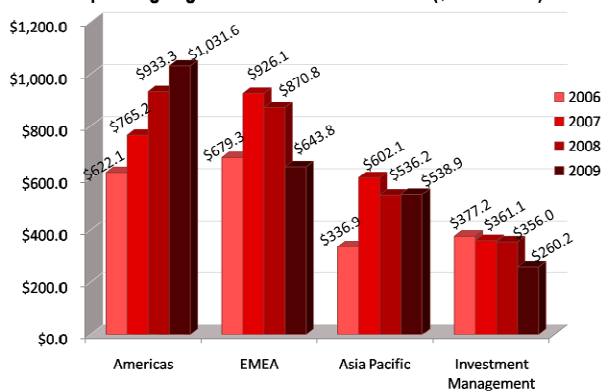
The following financial highlights should be read in conjunction with our consolidated financial statements and related notes and the "Management's Discussion and Analysis of Financial Condition and Results of Operations" included in our Annual Report on Form 10-K for the year ended December 31, 2009.

(in millions)	2009	2008	2007
Revenue	\$2,480.7	\$2,697.6	\$2,652.1
Net income	\$(4.1)	\$83.5	\$256.5
EBITDA	\$139.9	\$233.4	\$412.7

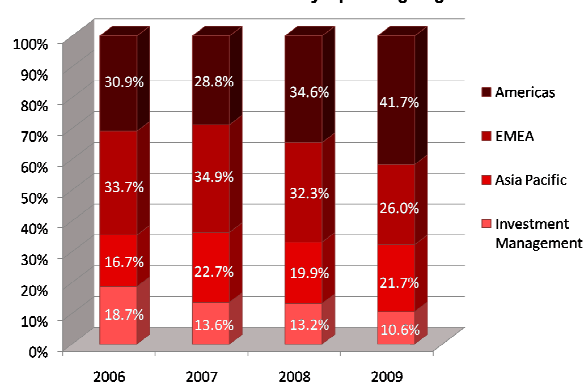
Consolidated Revenue Performance (\$ in millions)



Operating Segment Revenue Performance (\$ in millions)



Breakdown of Revenue by Operating Segment





A commitment to distinguish ourselves as the leaders in corporate social responsibility

## About This Report

---

We have met our CSR commitments successfully over the years. But there is always more to do. Our annual report on corporate social responsibility highlights some of our recent accomplishments through June, 2010 and restates our commitment to continue focusing on CSR in the future.

Beyond updating our previous corporate social responsibility report, in this report we are working towards the Performance Indicator reporting methods outlined by the Global Reporting Initiative (GRI), the world's most widely used sustainability reporting framework. Additionally, Jones Lang LaSalle supports and has committed itself to the United Nations Global Compact, and our current report represents the progress we have taken towards aligning our operations and strategies with the 10 UNGC Principles.

### Process for Defining Report Content

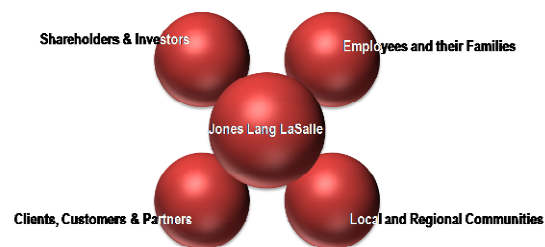
#### Identifying Stakeholders:

Jones Lang LaSalle has identified four main stakeholder groups:

- our shareholders and investors;
- our clients, customers and partners;
- our employees and their families; and
- the local and regional communities in which we operate.

These are the stakeholder groups that we reasonably expect could be affected by our activities or could have

#### Stakeholders



an effect on the implementation of our organizational strategies and objectives.



## Stakeholder Engagement

We engage our stakeholders through various means including, but not limited to, surveys, advisory panels, written communications and publications. Through our stakeholder engagement we have been able to assess and evaluate some areas of importance for our stakeholders. For example, we recently conducted our third annual sustainability survey in conjunction with CoreNet Global. Through our survey we found that Sustainability is a critical business issue today for 70% of respondents. Among other key findings, we also learned that a significant 89 percent of respondents consider sustainability criteria in making leasing decisions, with 46 percent always considering energy labels (such as Energy Star or HPE), and 41 always considering green building certifications (such as LEED, BREEAM, IEMA, NABERS Energy, Green Star, GreenMark or CASBEE).

Through our membership in CERES, a national network of investors, environmental organizations and other public interest groups working with companies to address sustainability challenges, we have also received

substantive suggestions on how to improve our CSR reporting and which we have reflected in our 2010 report.

Jones Lang LaSalle utilizes what we learn through stakeholder engagement and in turn works on incorporating it into our organizational framework. Additionally, we feel that through our CSR report we are making the forward progress to achieve our goal to reach out to these stakeholder groups and continue our dialogue with them about how sustainability measures and social responsibility can have an impact in their lives.

### Determining Materiality:

The material sustainability issues we address in our report are those that could potentially affect our firm in the short-term or long-term; issues that hold a considerable interest for our stakeholders; issues that match our ethical values or that we believe are beneficial for society; and issues over which Jones Lang LaSalle has a reasonable measure of control.

## Prioritizing Topics within the Report

The five sections that follow highlight our strategic efforts pertaining to social responsibility:

**Environment:** We are committed to being the leader in the real estate industry in environmental sustainability and energy management, both for our clients and within our own organization.

**Workplace:** We strive to be the employer of choice in our industry. We maintain a work environment that attracts, welcomes and retains talented individuals. We encourage and enable them to succeed, treating our people fairly and rewarding their contributions.

**Diversity:** We foster an inclusive environment that values the richness of our differences and reflects and respects our diverse world.

**Community and Society:** We strive to be good citizens in the communities where we live and work.

**Ethics and Corporate Governance:** We are proud of our global reputation for uncompromising integrity, ethical conduct and corporate governance



## Corporate Expansion and Boundary of the Report

Our expansion promotes the sustainability of our enterprise and our potential influence within the global community:

In a two step acquisition in July 2007 and August 2008, we acquired the former Trammell Crow Meghraj (“TCM”), one of the largest privately held real estate services companies in India. TCM’s operations were combined with our Indian operations and we now operate as Jones Lang LaSalle Meghraj in a number of cities throughout India.

In May 2008, we acquired Kemper’s Holding GmbH (“Kemper’s”), a Germany-based retail specialist, making us the largest property advisory business in Germany and providing us with new offices in Leipzig, Cologne and Hannover.

In July 2008, we acquired Staubach Holdings Inc. (“Staubach”), a U.S. real estate services firm specializing in tenant representation. Staubach, with 1,000 employees, significantly enhanced our presence in key markets across the United States and made us an industry leader in local, national and global tenant representation. The Staubach acquisition also established us as the market leader in public sector services and added scale to our industrial brokerage, investment sales, corporate finance and project and development services.

In addition to the acquisitions noted above, we completed 12 other acquisitions in 2007 and 13 in 2008. These strategic acquisitions further broadened the global platform we make available to our clients. These acquisitions were completed in England, Scotland, Finland, France, Germany, the Netherlands, Turkey, Hong Kong, Japan, the Philippines, Australia, Canada, Brazil and the United States.

We made no material new acquisitions in 2009 due to market conditions and our focus on maintaining a healthy balance sheet. We expect that our acquisition activity will remain substantially curtailed during 2010 as well.

In June 2009, we sold 6,500,000 shares of our common stock at \$35.00 per share in an underwritten secondary public offering, resulting in net proceeds of \$217 million which we used to repay outstanding debt and strengthen our balance sheet.

In 2009, we generated revenue of \$2.5 billion across our four business segments diversified among euros, British pounds, Australian dollars, Singapore dollars, Japanese yen, Hong Kong dollars, and a variety of other currencies in addition to U.S. dollars. We also took aggressive but targeted cost actions throughout the year to align the size of our business and our costs in the face of the continued worldwide economic downturn. In the midst of this challenging environment, we continued to perform for clients while protecting our businesses, market positions and top talent. With the pace of recovery differing across global markets, we will capture emerging opportunities by leveraging our leading market positions and maintaining our focus on managing costs. We have grown by expanding our client base and the range of our services and products, both organically and through strategic acquisitions and mergers. Our extensive global platform and in-depth knowledge of local real estate markets enable us to serve as a single-source provider of solutions for our clients’ full range of real estate needs.



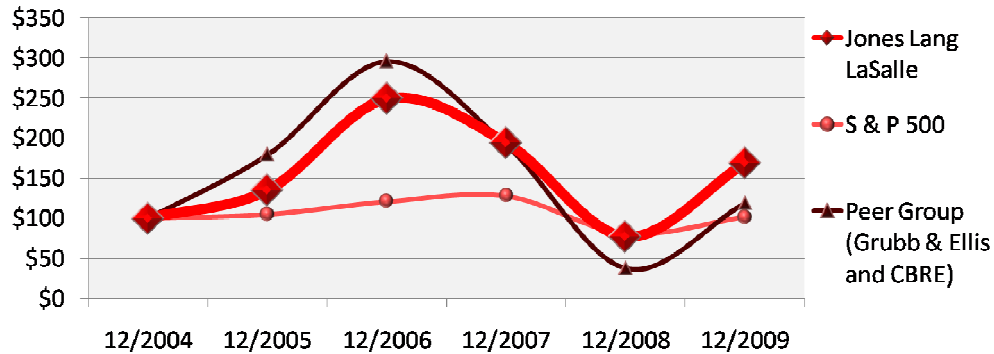
### Comparison of Cumulative Total Return

#### COMPARISON OF 5 YEAR CUMULATIVE TOTAL RETURN AMONG JONES LANG LASALLE INCORPORATED, THE S&P 500 INDEX AND A PEER GROUP

The following graph compares the cumulative 5-year total return to shareholders on Jones Lang LaSalle Incorporated's common stock relative to the cumulative total returns of the S&P 500 index, and a customized peer group of two companies that includes: Grubb & Ellis Company and CB Richard Ellis Group Inc.

The graph assumes that the value of the investment in the Company's common stock, in the peer group, and the index (including reinvestment of dividends) was \$100 on December 31, 2004 and tracks it through December 31, 2009.

**Five Year Total Return to Shareholders of JLL Common Stock Relative to the Cumulative Total Returns of the S&P 500 and a Customized Peer Group**



### Boundary of the Report

This CSR report includes data and information across all three global regions in which Jones Lang LaSalle has operations, which in turn form our four business segments: the Americas; Europe, the Middle East and Africa (EMEA); Asia Pacific; and our global investment management business, LaSalle Investment Management.

### External Assurance

For this report, we did not undertake a formal external verification. However, as our sustainability and social responsibility efforts continue to grow and expand throughout our organization, we will explore the possibility of seeking external assurance for future CSR reports.





We strive to be a sustainability solutions leader for our clients and the world around us.

## Environment

---

We are committed to being the leader in the real estate industry in environmental sustainability and energy management, both for our clients and within our own organization. We maintain a global leadership position in developing and implementing sustainability solutions that benefit our clients, our top priority, as well as our employees and the world around us.

Buildings generate 40 percent or more of greenhouse gas emissions in developed countries. Energy and sustainability measures in buildings represent the greatest single opportunity for large companies to reduce emissions without negatively affecting business operations. As the sole global provider of integrated real estate services to be recognized as a leader in corporate responsibility, Jones Lang LaSalle is uniquely qualified to bring sustainable practices to major companies worldwide, resulting in significant reduction in greenhouse gases.



We focus on areas ranging from sustainable real estate strategy to energy consumption, water use and waste management. Leveraging our core competencies in real estate operations and energy management, we develop innovative tools and practices that set industry

benchmarks, applying them to our own operations and transferring them to clients.

### A Record of Innovation and Leadership

Jones Lang LaSalle has a rich history of pioneering sustainable practices around the world:

- **Founding** member of the UK Green Building Council.
- **First Real Estate member**, CERES, a national network of investors, environmental organizations and other public interest groups working to address sustainability challenges such as global climate change.
- **First** to institute a formal policy to follow the ENERGY STAR program at all managed properties in the United States.
- **Leading** the real estate industry with over 540 sustainability accredited professionals (LEED® or international equivalent) at mid-year 2009.
- **Leading** a \$20 million retrofit program for the Empire State Building to reduce annual energy consumption by up to 38 percent
- **Completing** 1,000 proprietary E-Score (energy) and S-Score (sustainability) evaluations for clients and our company, producing an average 15 percent reduction in energy usage.





- **Leading** in-house sustainability consultancy service that specializes in strategic consulting, corporate benchmarking, performance benchmarking and “The Third Dimension,” a sustainability risk profiling service.
- **First** LEED® Platinum certified high-rise in the United States: Bank of America at One Bryant Park, New York.
- **Highest** BREEAM-rated building in the UK: Innovative Logistics.
- **First** LEED® building certified in Mexico: HSBC Corporate.
- **First** LEED® building registered in India: Sohrabji Godrej Green.
- **First** LEED® EB-OM Platinum certification in a multi-tenant office building: 550 West Washington in Chicago, Illinois.
- **First** Energy Certificate for Euro Commercial Properties in Sweden.
- **Highest** construction standards at Dubai World Trade Centre.
- **First** to seek LEED® certification in Italy.
- **Exclusive** advisor to Greenwich Peninsula, a development in London seeking to achieve high standards of sustainability.
- **Exclusive** real estate advisor on the Joint U.S.-China Cooperation on Clean Energy.
- **Advisor** in the development of the Green Star rating system in New Zealand and of rating tools in Australia as a member of the Green Building Council of Australia
- **Leader** in water conservation practices in Australia, partnering with The GPT Group to achieve a five-star water management rating as part of Sydney Water’s “Every Drop Counts” business program.
- **Winner** of “WasteWi\$e” in recognition of our efforts and commitment to reduce waste for 123 managed buildings in Hong Kong.
- **Active** participant in the Greenhouse Challenge Plus program in Australia since 1999.
- **Leader** in energy efficiency in Hong Kong, receiving Energy Efficiency Awards for achievement in energy savings for five commercial buildings in 2006.
- Produced **first** global corporate real estate sustainability survey in partnership with CoreNet Global in 2007; expanded the survey in 2008 and 2009.
- Advised on the **largest** six star Green Star rated office development in Australia at Docklands in Melbourne.
- **Winner** in China of Green Building Award 2008 and 2008 Hong Kong Award for Environmental Excellence – Property Management.
- Worked with Accenture to deliver its **first** triple-accredited facility in the world, Bangalore.

### Copenhagen Communiqué on Climate Change

Jones Lang LaSalle has endorsed the Copenhagen Communiqué on Climate Change, which has been promoted by The Prince of Wales’s Corporate Leaders’ Group on Climate Change. Signed by over 500 business leaders worldwide, the communiqué reinforces the message to governments that a large part of the international business community wants an effective international climate framework. The Copenhagen Communiqué is designed to facilitate a coordinated response to climate change through a long-term reduction strategy for greenhouse gas emissions and to encourage strategies to decarbonise developed economies and reduce emissions in developing countries.

*We’ve signed  
The Copenhagen  
Communiqué*



## GREENPRINT FOUNDATION

Jones Lang LaSalle's leadership and expertise in energy and sustainability has brought us global recognition and many important opportunities. One of the best examples is our role in the formation of Greenprint Foundation, a prestigious group of real estate leaders dedicated to reducing carbon emissions from buildings worldwide in an economically feasible manner.



Formed in 2009 and publicly launched at the start of July 2010, Greenprint Foundation is different from other sustainability organizations in terms of its owner and investor focused membership, its global scale, and its emphasis on carbon measurement and reduction in line with the current Intergovernmental Panel on Climate Change (IPCC).

**GREENPRINT  
FOUNDATION**

Colin Dyer, our Chief Executive Officer, is a founding member and serves on the Executive Committee and Board of Directors. Key client companies such as Allianz Real Estate, Beacon Capital Partners, Prudential Real Estate Investors and RREEF are also represented on the Board.

Our role is unique as the only real estate services firm among the founding members. Greenprint Foundation members gain access to our carbon data measurement and management tool, which aligns with well-established reporting and regulatory systems such as ENERGY STAR, Greenhouse Gas Protocol, the Carbon Disclosure Project, Chicago Climate Exchange and Global Reporting Initiative.

For more information, visit [www.greenprintfoundation.org](http://www.greenprintfoundation.org).

## ENVIRONMENT: BOARD OVERSIGHT

### Board Role

The Board of Directors takes an active role in the oversight of the company's corporate social responsibility efforts and disclosure. We have chosen not to establish a separate committee for this purpose, which results in the entire Board being involved and engaged. Jones Lang LaSalle's Chief Operating and Financial Officer serves as liaison to the Board with respect to sustainability and energy management matters. This partnership allows for open communication and regular reports on the company's efforts, both with respect to our own conservation measures and the services we provide to clients. The Board has assigned CSR reporting responsibilities to the company's Corporate Secretary.

### Global Executive Committee

Jones Lang LaSalle's Global Executive Committee (GEC) is chaired by our Chief Executive Officer and is

our senior-most internal management committee. The other members of the GEC are the company's Chief Operating and Financial Officer, as well as the Chief Executive Officers of each of the company's four principal operating segments. The GEC meets at least twice annually as a group with the Board of Directors. The GEC regularly discusses our Energy and Sustainability Services business from a management perspective and meets with the Chairman of that business and other colleagues within the business for updates. The Corporate Secretary updates the GEC periodically on the company's CSR reporting.

Board Training and Updates on Emerging Trends  
The Chairman of the company's Energy and Sustainability Services business has met regularly with the Board to provide training regarding various energy and environmental topics, including information about government programs and pending legislation. The company intends to provide continuing education with respect to emerging sustainability issues and initiatives.



## ENVIRONMENT: MANAGEMENT EXECUTION

### CEO Leadership

The company's formal commitment to sustainability began in October 2006, when the Chief Executive Officer established a Global Environmental Sustainability Board. The Board focuses on developing and implementing our internal sustainability policies and program as well as our external service offerings. The Board includes representatives from our energy and sustainability related regional businesses, which report to and interact with the Chief Executive Officer and Chief Operating and Financial Officer on a routine basis.

### Company Strategy

#### Environmental Sustainability Board

To institutionalize our commitment to sustainability, the Jones Lang LaSalle Environmental Sustainability Board continues to be the main governance body responsible for developing and managing our comprehensive sustainability strategy. Board members collaborate to develop and implement coordinated, globally consistent environmental sustainability and energy management services and practices. In September, 2008, the Board launched the formation of global committees. The committees were formed to further develop and drive the Board's global objectives around six key functions:

- Energy and Sustainability Services
- Energy and Sustainability Technology
- Sustainability Knowledge Management
- Sustainability Marketing
- Sustainability Internal Program: ACT
- Jones Lang LaSalle Corporate Carbon Footprint

Committee charters for 2009 were developed and approved by the Global Board in October, 2008.

### Our Environmental Sustainability Policy

*Our Environmental Sustainability Policy is a high-level statement of our beliefs about sustainability and how we intend to promote them:*

"A healthy environment is good for business and essential to the well-being of everyone on our planet. We recognize that buildings can have a significant impact on the environment. Jones Lang LaSalle can play a meaningful role in addressing environmental challenges through the advice we give our clients about real estate development, investment and occupancy. We aim to develop leading standards and improvement practices in our own offices and then help our clients do the same in their real estate."

**"At Jones Lang LaSalle, we are pursuing ways to make our own operations more sustainable, but our biggest opportunity to make an impact is to help our clients - the owners and users of real estate - in making their buildings more sustainable, lowering their energy costs and reducing their carbon footprint."**

**Dan Probst**

**Chairman of the Global  
Environmental Sustainability Board**



## Jones Lang LaSalle Global Sustainability Commitment

*Using our Environmental Sustainability Policy as a guide, we created and endorsed a Global Sustainability Commitment in 2008. It is a series of measurable priorities to make our sustainability activities generate real value for our clients and our company:*

We are committed to creating and contributing to a more sustainable environment.

Jones Lang LaSalle's service capabilities and position as industry leader give us the opportunity to drive change that minimizes the impact of commercial real estate on the environment. That means making careful decisions that protect and enhance the environment while serving the economic requirements of a successful business enterprise.

Buildings generate 40 percent or more of greenhouse gas emissions in developed countries. We will help reduce emission levels significantly by taking a leadership position to promote change in our industry. We will apply our global project management capabilities to the more than one billion square feet of property we manage, delivering leading sustainability solutions to investors and occupiers throughout the world. And we will reduce the environmental impacts of our own operations.

We will deliver real value in a world where energy management and sustainability are assuming ever greater importance to our clients and our own people. We commit to:

1. Lead the transformation of the property industry by reducing the environmental impact of commercial real estate.
  - Lowering energy consumption in existing buildings through sustainable renovations and management improvements.
  - Constructing new buildings using technologies and best practices that move toward a zero carbon impact on the environment.
2. Increase our investment in energy and sustainability.

- Increase our accredited professionals (LEED®, BREEAM, NABERS Energy, Green Star, etc.).
  - Assure that all of our management assignments participate in ENERGY STAR.
  - Expand our benchmarking tools to measure industry performance (Upstream's Third Dimension, the Jones Lang LaSalle Environmental Sustainability Platform, and client E and S-Score ratings).
  - Leverage our procurement power to drive supply chain compliance with ENERGY STAR and green products in our managed buildings and through our construction management projects around the globe.
  - Establish a Sustainability University (launched in the U.S. in 2008) to educate our teams and clients with best-practice training and technical expertise.
3. 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 materials use.
    - Measure our carbon footprint and continue to reduce our impact.
    - Occupy sustainable certified space (LEED®, BREEAM, ENERGY STAR, etc.) where possible.
    - Reduce the CO<sub>2</sub> impact of corporate travel by investing in communication and technology tools, and flexible work practices.
    - Engage and educate our people to create permanent sustainable behavioral change.



## Employee Training

### Sustainability in the Workplace provides online green basics for both associates and clients

Everyone working in commercial real estate should have a basic knowledge of sustainability, but amid a flood of green information from all directions, it is easier said than done. Jones Lang LaSalle's Sustainability University now makes that task easier for both employees and clients with a straightforward e-learning course called Sustainability in the Workplace. The course covers both the environmental and economic aspects of sustainable portfolios.

### Sustainability University

On Earth Day 2008, the Jones Lang LaSalle Global Sustainability Board issued our Global Sustainability Commitment. It is a document that defines how we deliver real value in a time of worldwide change, as energy management and sustainability have become more important to real estate owners, occupants, and the Jones Lang LaSalle employees who work in over 60 countries around the world. This statement declared the formation of the Sustainability University to educate our people and clients with best practice training and technical expertise.

Sustainability University's mission is to provide education to achieve our Global Sustainability Commitment by:

- Increasing the number of sustainability accredited professionals in programs such as LEED, BREEAM, and Green Globes.
- Developing, documenting and teaching sustainability services processes and tools.

- Developing programs to meet specific sustainability business objectives, such as lowering operating expenses, increasing property value and driving the development, management and leasing of sustainable, energy-efficient commercial buildings.

These initiatives resulted in the increase of accredited professionals from 75 in April 2008 to over 300 by year's end. Moreover, the number of accredited professionals surpassed 500 in mid-2009, exceeding our publicly announced goal. Sustainability University played a key role in this achievement by providing workshops, study materials and guidelines to aid and encourage employees in their pursuit of accreditation.

Of even greater importance than increasing the number of accredited professionals is Sustainability University's leadership in developing and introducing standards of excellence. This practice focuses on the delivery of services for our clients such as directing LEED certification projects and Green Globes portfolio sustainability management.

Given that Jones Lang LaSalle is responsible for approximately 1.4 billion square feet of commercial space and billions of dollars in real estate projects globally, Sustainability University provides critical support for Jones Lang LaSalle's commitment to contribute to a more sustainable environment. Sustainability University is currently active in the North America business line.



## ENVIRONMENT: PUBLIC DISCLOSURE

### Annual Report

Jones Lang LaSalle's Energy and Sustainability Services business is described in the company's Annual Report to Shareholders, including our Form 10-K filed with the U.S. Securities and Exchange Commission. The Annual Report specifically notes Jones Lang LaSalle's commitment to corporate responsibility and sustainability, while also referring readers to the special CSR reporting site that has been established on the company's public website at [www.joneslanglasalle.com/csr](http://www.joneslanglasalle.com/csr). The company's entire CSR report may be downloaded from that site as well.

### Carbon Disclosure Project

Jones Lang LaSalle reported our 2008 carbon footprint to the Carbon Disclosure Project (CDP). The CDP holds the largest database of corporate climate change information. This non-profit organization gathers data based on responses from annual information requests, issued on behalf of institutional investors, purchasing organizations and government bodies.

### Public Policy

#### CERES

In July 2008, the CERES Board of Directors approved Jones Lang LaSalle as a network company. We became the first real estate sector company to join CERES, a leading coalition of investors, environmental groups and public interest organizations, who work together with companies to address sustainability challenges. Our company's top executives recognize the competitive advantage of making internal operations more sustainable and helping our clients to do the same,

a commitment reinforced through the partnership with CERES. Jones Lang LaSalle's clients include many CERES network companies. Thus, we were motivated to engage with CERES to deepen our interaction with stakeholders and expand our sustainability programs. By joining CERES, we will be encouraged to make continuous improvements in sustainability performance and overall reporting practices by engaging with investors, environmental groups and other outside stakeholders.

#### BICEP

Jones Lang LaSalle recently signed the Business for Innovative Climate and Energy Policy (BICEP) project developed by CERES. BICEP, a new arena for business involvement in advancing climate and energy policies, aims to counter the far-reaching risks and challenges posed by global climate change. We are the first real estate sector company to sign on to BICEP to show business support for climate change policy.

#### Industry Organizations

Jones Lang LaSalle participates in environmental industry organizations including the U.S. EPA's ENERGY STAR program, the U.S. Green Building Council, local Green Building Councils across the world and the Green Building Initiative (GBI). The GBI oversees Green Globes, a system developed by the recently acquired environmental consulting firm, ECD Energy, and is used for new construction and existing buildings. The Green Globes standards remain independent from Jones Lang LaSalle and operate solely under the governance of the GBI in the United States.



## ENVIRONMENT: EMISSIONS ACCOUNTING

### GHG Emissions Inventory

In 2008, Jones Lang LaSalle was responsible for contributing an estimated 43,780 metric tonnes of CO<sub>2</sub>-e as a result of real estate we occupy, corporate business travel on commercial airlines, and operation of fleet vehicles for our mobile maintenance services. Scope 1 emissions from the direct consumption of fuels accounted for 2,490 MT of CO<sub>2</sub>-e. This was primarily from gasoline consumed by our Mobile Maintenance Fleet operation and some natural gas consumption. Scope 2 emissions, from direct metered electricity consumption, accounted for 2,998 MT of CO<sub>2</sub>-e. Scope 3, indirect emissions, totaled 38,292 MT of CO<sub>2</sub>-e. Scope 3 emissions were attributable to business-related airline travel and estimated energy consumption in the 2.1 million square feet of leased space occupied by our company.

The charts below represent the percentage breakdown of carbon footprint by primary source. On a normalized basis, Jones Lang LaSalle's total carbon footprint equates to 3.24 MT/FTE, 213 kg/m<sup>2</sup>, or 16.2 MT/million dollars of revenue (USD).

A number of assumptions and estimations went into the calculation of the carbon footprint. A detailed explanation of the calculations and assumptions can be found in the next section: "GHG Emissions Accounting Method". Issuing the 2008 Jones Lang LaSalle global

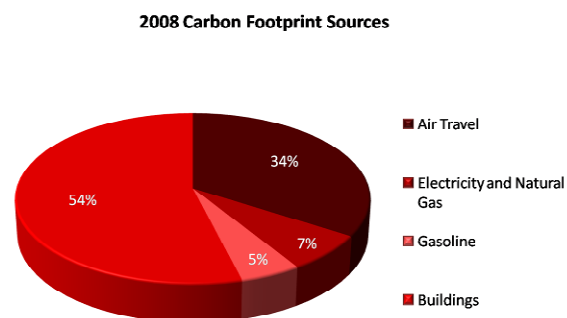
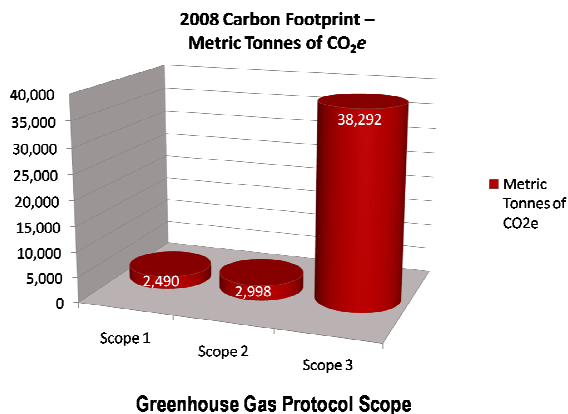
carbon footprint was a major milestone in our pledge to continually report on efforts to achieve our corporate social responsibility commitments. We will continue to refine our methodology for reporting our global carbon footprint.

### GHG Emissions Accounting Method

Our accounting for Greenhouse Gases (GHG) was done in accordance with the World Resources Institute's "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)", April 2004. Our calculations were computed in terms of metric tonnes of carbon dioxide equivalent (CO<sub>2</sub>-e) for the six major GHGs identified by the Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, and SF<sub>6</sub>).

GHG emissions were accounted for three scopes: Scope 1 – Direct GHG emissions; Scope 2 – GHG emissions from imports of electricity, heat or steam; and Scope 3 – Other indirect GHG emissions. The following table highlights the items included in these Scopes as well as the reference materials and standards used by Jones Lang LaSalle for the calculation of CO<sub>2</sub>-e\*. In accordance with the Greenhouse Gas Protocol, all Scope 1 and Scope 2 emissions were accounted for and reported.

\* Equivalencies of CO<sub>2</sub> as defined by Intergovernmental Panel on Climate Change (IPCC) Comparison of Global Warming Potentials Third Assessment Report, 2001.  
<http://www.eia.doe.gov/oiaaf/1605/awo.html>



Scope	Description	Calculation and Commentary
Scope 1	Direct consumption of fuels for heating, cooling or generating electricity.	The amount of CO <sub>2</sub> -e is calculated from U.S. Energy Information Administration Fuel and Energy Source Codes and Emission Coefficients table <sup>1</sup> . JLL's carbon footprint includes a natural gas consumed in heating operations in a few locations.
Scope 1	Fugitive emissions of GHG from leaks and releases (i.e. refrigerant leaks or leaks of natural gas, methane, LPG, etc.).	<p>Leaks from refrigerant should be determined from the refrigerant logs kept by maintenance personnel in accordance with EPA requirements for all pieces of equipment containing more than 50 pounds of refrigerant. Losses shall be tallied on an annual basis and reported in terms of pounds of each refrigerant. Resultant losses will be calculated from the IPCC CO<sub>2</sub>-e table. Losses from other leaks and releases should be estimated to the extent possible. Refrigerant leakage from sources not covered by the EPA requirements is assumed to be negligible and is ignored.</p> <p>As JLL's real estate portfolio is comprised solely of leased space, the landlord controls and owns any fugitive emissions from GHG gasses. No fugitive emissions were included in the JLL corporate carbon footprint.</p>
Scope 1	Physical or chemical processing by the client which create GHG.	Physical or chemical processing performed. JLL has no physical or chemical processes producing green house gases.
Scope 1	Transportation of materials or persons in company owned/controlled vehicles (NOT employee business travel or employee commuting.)	<p>Transportation in company owned vehicles will be based on CO<sub>2</sub>-e factors from the fuel used. The factors outlined in U.S. Energy Information Administration Fuel and Energy Source Codes and Emission Coefficients table<sup>3</sup>.</p> <p>Jones Lang LaSalle has a fleet of vans and trucks used for mobile maintenance operations in the United States. Actual gasoline consumption was tracked and included in our carbon footprint.</p>
Scope 2	Electrical consumption	<p>Electrical consumption is the most common indirect emission of CO<sub>2</sub> for real estate operations. Calculation of CO<sub>2</sub>-e emission from electricity purchased is based on generation plants in the geographic area where the building is located.</p> <p>In the United States, eGRID<sup>2</sup> identifies Emission Inventory rates for CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O<sup>3</sup>. These values will be used to compute CO<sub>2</sub>-e for electrical consumption in the U.S.</p> <p>Location of the property to the appropriate eGRID is done based on the ZIP code for the property. OpenEco.org has a reference tool to identify the eGRID region to the ZIP code<sup>4</sup>.</p> <p>Internationally, the EIA-1605 identifies Emission Inventory rates for CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O are used in the calculation of CO<sub>2</sub>-e<sup>5</sup>.</p> <p>We included electrical consumption when bills were received directly from the local utility companies.</p>

<sup>1</sup> <http://www.eia.doe.gov/oiaf/1605/factors.html>





Scope	Description	Calculation and Commentary
Scope 2	Purchased steam	The production of purchased steam (district steam) creates CO <sub>2</sub> emissions. We received no invoices for purchased steam in 2008.
Scope 2	Purchased chilled water	<p>The production of purchased chilled water (district chilled water) creates CO<sub>2</sub> emissions. Our calculations for CO<sub>2</sub>-e from chilled is based on the supporting documentation from ENERGY STAR<sup>6</sup>. This value does not include transmission losses.</p> <p>Various CO<sub>2</sub> emission factors from chilled water production are based on whether the chilled water is produced from electricity, natural gas engines, or natural gas absorption chillers.</p> <p>If the source of the chilled water production is unknown, it will be assumed to be electric. CO<sub>2</sub> emissions will be adjusted by eGRID region based on the formula given in the ENERGY STAR documentation. (Emissions Factor expressed in kg CO<sub>2</sub>/ton hour cooling purchased = 0.837 * Regional Electricity Emissions Factor, expressed in MT CO<sub>2</sub>/MWh.)</p> <p>We received no invoices for purchased chilled water in 2008.</p>



<sup>2</sup> eGRID emissions as published by the U.S. Energy Information Administration (EIA) in EIA-1605

[http://www.eia.doe.gov/oiaf/1605/pdf/Appendix%20F\\_r071023.pdf](http://www.eia.doe.gov/oiaf/1605/pdf/Appendix%20F_r071023.pdf) . 1999-2002 rates will be used. (Also available in spreadsheet form [http://www.eia.doe.gov/oiaf/1605/excel/electricity\\_factors\\_99-02region.xls](http://www.eia.doe.gov/oiaf/1605/excel/electricity_factors_99-02region.xls))

<sup>3</sup> Email from Art Diem, [deim.art@epamail.epa.gov](mailto:deim.art@epamail.epa.gov) dated February 11, 2008 containing spreadsheet titled "Subregion CO<sub>2</sub> N<sub>2</sub>O CH<sub>4</sub> (year 2004).xls"

<sup>4</sup> OpenEco.org eGRID tool <https://www.openeco.org/page/15> and conversion database tool: [https://www.openeco.org/downloads/2006\\_eGrid\\_to\\_ZipCodes.xls](https://www.openeco.org/downloads/2006_eGrid_to_ZipCodes.xls)

<sup>5</sup> eGRID emissions as published by the U.S. Energy Information Administration (EIA) in EIA-1605

[http://www.eia.doe.gov/oiaf/1605/pdf/Appendix%20F\\_r071023.pdf](http://www.eia.doe.gov/oiaf/1605/pdf/Appendix%20F_r071023.pdf) . 1999-2002 rates will be used. (Also available in spreadsheet form [http://www.eia.doe.gov/oiaf/1605/excel/electricity\\_factors\\_99-02country.xls](http://www.eia.doe.gov/oiaf/1605/excel/electricity_factors_99-02country.xls))

<sup>6</sup> [http://www.ENERGY STAR.gov/ia/business/evaluate\\_performance/Emissions\\_Supporting\\_Doc.pdf](http://www.ENERGY STAR.gov/ia/business/evaluate_performance/Emissions_Supporting_Doc.pdf)



Scope	Description	Calculation and Commentary
Scope 3	Leased space energy consumption.	<p>Consumption of energy in leased space for which we do not receive direct bills is a significant contributor to our carbon footprint. CO<sub>2</sub>-e will be estimated based on the square footage of office-type space being leased. (Energy consumption from garage and storage space leased are considered negligible and are not included in the calculation).</p> <p>Calculation of energy consumption will assume a typical occupancy rate and number of computers.</p> <p>Calculation of energy consumption will assume to consist of a mix of natural gas and electricity.</p> <p>On leased sites where electricity for plug loads for lighting is billed directly to our company, the plug load/lighting estimate will be replaced with the actuals.</p> <p>For Jones Lang LaSalle's occupancy in multi-tenanted commercial offices, an estimate of CO<sub>2</sub>-e was derived by using the U.S. Department of Energy's published average office building energy consumption (92.9 kBTU/sf) for the area occupied. Estimates based on the same U.S. information are also made for the base-building under its direct control.</p>



Scope 3	Employee business travel	<p>Our carbon footprint from commercial air travel was calculated or estimated using the best information known for each region.</p> <p>For the Americas, it is based on actual air flight segments reported by our primary travel agency, American Express. Travel arranged through other means or through client systems was not computable.</p> <p>Air travel for Asia Pacific was based on 2007 actual air travel distances reported by our two primary travel agency partners in the region. Travel arranged through other means or through client systems was not computable.</p> <p>Air travel for EMEA was estimated based on weighted average air miles per area of office occupancy from the Americas and Asia Pacific.</p>
Scope 3	Employee commuting	<p>Employee commuting habits will need to be surveyed based on the guidelines of WRI and the worksheet "Emissions from employee commuting"<sup>7</sup>. After completion of the employee survey, the travel history will be adjusted to reflect the total number of employees. Employee commuting was excluded from our 2008 carbon footprint as sufficient information was not available.</p>

<sup>7</sup> [http://www.ghgprotocol.org/downloads/calcs/Employee\\_Commuting\\_ServiceSector\\_v2.0\\_Final.xls](http://www.ghgprotocol.org/downloads/calcs/Employee_Commuting_ServiceSector_v2.0_Final.xls)



Scope	Description	Calculation and Commentary
Scope 3	Transportation of products, materials, and wastes.	Transportation of products and materials will be based on the ton-miles of moving the materials. The WRI worksheet "CO <sub>2</sub> emissions from transport or mobile source" dated January 2005 will be the guideline followed for CO <sub>2</sub> emissions <sup>8</sup> . Not applicable to our operations.
Scope 3	Outsourced manufacturing and related activities.	Outsourced manufacturers should compute their carbon footprint and determine a per-unit CO <sub>2</sub> -e. The number of units purchased times the per unit CO <sub>2</sub> -e should be included as the CO <sub>2</sub> contribution from the outsourced activities. Not applicable to our operations.
Scope 3	Production of imported materials.	Same methodology as outsourced manufacturing. Not applicable to our operations.
Scope 3	Emissions from end use and end-of-life phases of the products and services produced.	Not applicable to our operations.

### Assumptions and Notes

1. Carbon footprint contribution from fleet operations includes operation of Mobile Engineering Services vans and trucks in the United States only. Contribution from Jones Lang LaSalle owned or leased automobiles was assumed to be negligible, so no details were gathered.
2. Carbon footprint from direct billed electricity and natural gas was limited to sites in the United States and Brazil where Jones Lang LaSalle controlled consumption and received actual bills from the local utility company. Actual information on direct controlled energy consumption for sites in the Asia Pacific and EMEA regions was unavailable for 2008. Consumption for these sites was included in the leased real estate estimation, described in number four below.
3. Carbon footprint from commercial air travel was calculated or estimated using the best information known for each region.
  - a. For the Americas, it is based on actual air flight segments reported by the primary travel agency, American Express. Travel arranged through other means or through client systems was not computable.
  - b. Air travel for Asia Pacific was based on 2007 actual air travel distances reported by the two primary travel agency partners. Travel arranged through other means or through client systems was not computable.
  - c. Air travel for EMEA was estimated based on weighted average air miles per area of office occupancy from the Americas and Asia Pacific.
  - d. A total of 68,760,053 airline miles was estimated. CO<sub>2</sub>-e emissions factors used were based on U.S. EPA – Climate Leaders guidelines.

<sup>8</sup> <http://www.ghgprotocol.org/downloads/calcs/co2-mobile.xls>



4. Energy consumption in commercial office buildings significantly contributes to global CO<sub>2</sub>-e emissions. To recognize the contribution to this by Jones Lang LaSalle's occupancy in multi-tenanted commercial offices, an estimate of CO<sub>2</sub>-e was derived by using the U.S. Department of Energy's published average office building energy consumption (92.9 kBTU/sf) for the area occupied. Estimates based on the same U.S. information are also made for the base-building energy consumption in situations where Jones Lang LaSalle received direct invoices for electricity and natural gas under its direct control.
5. Local emissions factors for electric site consumption were used based on published U.S. DOE eGRID emissions data in the U.S. on a regional basis, and on a country level for other parts of the world. CO<sub>2</sub>-e emission factors include equivalencies for methane and nitrous-oxide.

### External Verification

There is no external verification at present. Instead, Jones Lang LaSalle is conducting an internal audit, which consists of a desk review of all the data taken from a random sample of buildings. The sample comprises 15 percent of all the buildings in the portfolio, taken from each region.

### Certified CO<sub>2</sub> Offsets

Carbon offsets are not part of the Jones Lang LaSalle strategy at this time. Our focus is to drive reduction in energy consumption through conservation and efficiency improvements at our facilities and the facilities we manage.



## ENVIRONMENT: STRATEGIC PLANNING

### Emissions Reduction Targets

Since buildings account for 40 percent or more of greenhouse gas emissions in developed countries and since JLL manages more than one billion square feet of space for clients around the world, the impact we can make is compelling. Environmental sustainability is becoming a pressing issue for an increasing number of our clients, and we play a major role in addressing these challenges. Our progress has been significant. In 2008 we oversaw \$573 million in client energy expense representing a portfolio of 11,177 facilities with specialized energy services. We estimated \$95 million in energy savings and reduced greenhouse gas emissions by 438,000 tons, which is ten times more carbon than the 43,780 tons which Jones Lang LaSalle itself produced. Jones Lang LaSalle's target is to reduce our clients' carbon by an amount equal to or greater than ten times our carbon footprint for each year. Jones Lang LaSalle will achieve this both by reducing the value for its own carbon footprint as well as that of its clients.

### Jones Lang LaSalle and ENERGY STAR: A Winning Partnership

#### Our Rationale

Jones Lang LaSalle believes that energy management is the cornerstone of successful property and portfolio sustainability programs. As we strive to be the commercial real estate industry leader in providing energy services, we partner with ENERGY STAR to bring the best tools and practices to our clients, our employees and to the industry as a whole. In 2010, we are committed to continued promotion of the importance of energy conservation and management, and to improving the performance of the 100 million square feet of real estate we manage in the United States.

### Jones Lang LaSalle introduces LAUNCH™ to Cut Building Energy Consumption

Every day more buildings turn to ENERGY STAR to reduce energy consumption. To help our property and facility management assignments lead the way, Jones

Lang LaSalle has developed a propriety system called ENERGY STAR LAUNCH™.

LAUNCH™ is a single, interactive on-line system that allows our management teams to build and implement energy reduction programs, following the ENERGY STAR system offered by the U.S. Environmental Protection Agency. The simple "clickable" format enables our teams to develop a comprehensive energy-reducing strategy, incorporating Jones Lang LaSalle Energy Best Practices.

### Jones Lang LaSalle named ENERGY STAR Partner of the Year for second time

The U.S. Environmental Protection Agency (EPA) has named Jones Lang LaSalle a 2010 ENERGY STAR Partner of the Year for our commitment to developing and applying leading energy management practices across our clients' portfolios and our own.

In 2009, Jones Lang LaSalle helped our clients reduce greenhouse gas emissions by 465,000 tons-equivalent to removing 89,000 cars from the road for a year and saving \$100 million in energy costs.

### We've taken the ENERGY STAR Pledge

More than 7,000 of our people signed up for the Energy Star pledge to reduce energy consumption, the largest number for any private sector firm and the third largest overall.

### U.S. Strategic Plan

Our action steps include:

- Commit to portfolio-wide ENERGY STAR participation and improvement.
- Promote the benefits of ENERGY STAR and communicate success to the media, our clients and prospects.
- Drive employee awareness and change through Jones Lang LaSalle's employee



engagement program: *ACT A Cleaner Tomorrow.*

- Train our employees aggressively to use and promote ENERGY STAR.

### Jones Lang LaSalle Puts All Properties in ENERGY STAR Program

Jones Lang LaSalle has become the first major real estate service firm to enroll 100 percent of its managed property in the EPA's Energy Star program. The portfolio includes 330 office buildings in 106 U.S. cities. Each of the buildings will receive a rating of 1 to 100. Buildings that rate 75 or higher receive the Energy Star label.

On average, Jones Lang LaSalle's buildings rate a 67, or 17 percentage points higher than the industry average. The 67 rating means that each of Jones Lang LaSalle's buildings saves about \$50,000 in energy costs annually, compared to the average.

In total, 143 of Jones Lang LaSalle's properties scored a 75 or higher, earning the Energy Star label. In 2008, Jones Lang LaSalle helped clients reduce their carbon emissions by more than 438,000 metric tons and save \$95 million through energy management programs that reduced aggregate energy use by 2.7 trillion BTUs.

### Buildings Currently Enrolled in ENERGY STAR

The property management portfolio enrolled in ENERGY STAR has an average site energy intensity of 80.2 kBtu/square foot. Comparable buildings with similar size operate at an average of 99.7 kBtu per square foot. Based on the average site energy intensity, Jones Lang LaSalle operates its listed buildings with 20 percent less energy than the average building of similar size, use and location.

Across the entire property management portfolio enrolled in ENERGY STAR, in 2009, the total energy cost was \$2.53 per square foot. Comparing our ENERGY STAR buildings to buildings in the same regions with similar-size, our buildings have total energy costs of \$0.19 per square foot less than the national average which equates to an overall savings of 7 percent.

If this trend continues, for all of our property management assignments, this means that on average each of these buildings is saving \$53,428 in energy costs each year.

### ENERGY STAR Label

Commercial buildings that earn the ENERGY STAR label use an average of 35 percent less energy than typical buildings and release 35 percent less carbon dioxide into the atmosphere. This designation means they have a score of 75 or above versus the comparable building set at a score of 50.

### Buildings Enrolled in ENERGY STAR for at least 24 Months

For the buildings that have been enrolled in ENERGY STAR for at least two years, the average first year ENERGY STAR rating was 71 and the average second year rating was 74. On average, Jones Lang LaSalle is able to make a building 3 percent more energy efficient between its first and second year on ENERGY STAR.

For the buildings on ENERGY STAR for two years, the following changes were observed between the first and second year:

- Total site energy use decreased by 1,072,805 kBtu per building.
- Average site energy intensity decreased by 3.3 kBtu per square foot.
- Total weather normalized source energy use decreased by 3,335,422 kBtu building.
- Average weather normalized source energy intensity decreased by 10.3 kBtu per square foot.
- Gas use decreased by 44 Therms per building.
- Total site electric use decreased by 241,676 kWh per building.



## Energy Efficiency

### Future U.S. Plans

Jones Lang LaSalle's strategy for improving energy efficiency for our own U.S. offices is to:

- Negotiate green leases with landlords as they come up for renewal via green lease language provided to each Transaction Manager. This language is applied where appropriate for each lease.
- Encourage existing landlords to quantify energy consumption and improve efficiency by participating in ENERGY STAR and tracking scores.
- Undertake and measure energy efficiency measures in office fit-ups as these come up. This will include the following documented practices:
  - Demonstrating an improved space utilization index.
  - Undertaking a cost-benefit study of options with respect to teleworking and office hotelling to reduce the amount of space that needs to be heated, cooled and lit.
  - Undertaking a microclimate analysis of each perimeter wall to maximize opportunities for natural or hybrid ventilation and/or identify the need for solar shading.
  - Ensuring that there are automatic controls that will set back (heating mode) or set up (cooling mode) the thermostat temperature by three degrees Celsius when spaces are not occupied for more than two hours.
  - Ensuring that new ductwork installation is designed to provide efficient distribution of conditioned air.
  - Implementing design strategies to maximize lighting.
  - Implementing design strategies to control daylighting levels to take into account daily and seasonal variations.
  - Integrating energy efficient equipment: lighting fixtures, lamps and electronic ballasts,

electrical and daylighting controls, local controls, occupancy sensors.

- Coordinating the spacing of lighting with workstation layout.

## Renewable Energy

Jones Lang LaSalle did not set renewable energy targets as part of its strategy in 2009 as the bulk of our energy consumption is landlord controlled.

## Supply Chain Management

### Seeking Suppliers with Similar Sustainability Values

Jones Lang LaSalle is currently deploying our OneView Strategic Sourcing module, which delivers the key components and consistent work processes surrounding supplier and contract management. This best in class Global platform will revolutionize our ability to find, leverage and better manage our supplier relationships through global transparency.

As we strive to maximize the many benefits this system will deliver to our company and our clients, one key area of focus has been to indoctrinate sustainability concepts and like-minded suppliers into our supply chain. We accomplish this in three ways:

1. **Supplier registration** - Prospective suppliers must answer three questions to gauge their corporate commitment to sustainability. This translates to a score ranging from 0 to 100, which remains part of the supplier's record and becomes a decision criterion during the contract award consideration process.
2. **Contract metrics** - All supplier contracts can be labeled with a code by the JLL contract owner. The code identifies the level of sustainability and green practices associated with that supplier relationship and scope of work. This data can be queried and exported to find contracts containing content for consideration and for sharing purposes at other properties. These results enforce a movement toward sustainable purchasing practices at individual property locations.



3. **Supplier performance management** – We have identified six criteria to consistently rate the performance of our suppliers across clients and regions. Energy and sustainability constitute one of the criteria. Scores across these six criteria will form the basis for a supplier recognition program beginning in 2010. There will also be a special recognition award for suppliers who have achieved outstanding results in energy and sustainability to ensure the individual promotion and celebration of strong results.

### Third Annual Sustainability Survey in Cooperation with CoreNet Global

The third annual sustainability survey by CoreNet Global and Jones Lang LaSalle finds that companies are investing funds selectively to achieve sustainability goals. Commenting on the survey, Julie Hirigoyen, lead director of Upstream Sustainability Services, said: “The findings of this survey provide stronger evidence than ever that sustainability concerns are impacting on corporate real estate decision making. As this message filters through the markets, we may begin to see signs of a two-tier market emerging whereby buildings that do not meet certain sustainability standards incur higher rates of depreciation and obsolescence.”

The key findings of the CoreNet Global and Jones Lang LaSalle's 2009 sustainability survey are:

- Sustainability is a critical business issue today for 70% of respondents and 89% consider sustainability criteria in their location decisions

- Green building certifications are always considered by 41% and energy labels by 46% in administering their portfolio
- 74% say they are willing to pay a premium to retrofit space that they own for sustainability criteria
- 21% would only pay more rent for sustainable space if offset by lower operating costs, while 8% expect to pay less and 34% the same
- 60% are adopting workplace strategies to meet sustainability goals while reducing overall occupancy costs

### Creating and Expanding a Green Cleaning Program

We manage 21 million square feet of property in our Chicago region in the Americas, including our own corporate headquarters. We have worked with our cleaning services vendor to develop a program so that all cleaning supplies, equipment and cleaning policies meet LEED® “Green Product” standards. In addition, disposal of janitorial paper products and trash bags meets the requirements of the Environmental Protection Agency's Comprehensive Procurement Guidelines.

This program is currently being expanded to our entire, 207-million-square-foot, U.S. management portfolio.





## ENVIRONMENT: SERVICES

### Comprehensive Sustainability Services for Clients

#### Energy and Sustainability Services Overview

Energy and Sustainability Services is a comprehensive global service offering. Whether a company or investor manages a single asset or a complex portfolio, Jones Lang LaSalle helps develop a comprehensive sustainability program that aligns with an organization's broader business strategy and provides measurable savings and results. Our holistic approach considers not just how facilities are built, operated and maintained, but their location and employee commute patterns as well. We start by working to understand our client's drivers and objectives, then evaluate their portfolio and workplace strategies, and baseline and benchmark real estate's performance. We can then devise a roadmap that outlines strategic, short- and long-term priorities and goals. From energy management to workplace strategies, we help our clients achieve optimal results with real impact.

Jones Lang LaSalle's path to real estate gives investors and corporate users clear, practical and ultimately profitable steps to a more sustainable portfolio. The following is a snapshot of select service offerings we provide to clients:

1. **Real Estate Sustainability Strategy** – Provides the client with a single point of contact to develop a sustainable real estate strategy and program. We can develop and manage all aspects of an environmental sustainability program. Such assignments can include GHG reduction target development to alternative workplace strategies implementation.
2. **Real Estate Sustainability Assessment/Benchmark** – A fast yet comprehensive property-by-property analysis that determines what strategy to pursue, what investments to make, what return to expect and what certification is most appropriate for the asset.

3. **Upgrade/Disposition/Acquisition** – Jones Lang LaSalle real estate services carry out the execution of each strategy, including upgrading the sustainability of an asset, selling the asset, or acquiring assets that are more sustainable.
4. **Certification** – Submission to appropriate standards such as LEED, Green Globes, Energy Star and others.
5. **Sustainability Engagement and/or Marketing Program** – For investor clients, we offer a four-module program that includes proven materials for asset sales, leasing, tenant engagement and community relations. For corporate clients, we develop and implement a full range of employee engagement and communication programs aligned with any sustainability strategy or program implementation effort.
6. **Sustaining Sustainability** – Periodic data collection and analysis on assets to determine progress and opportunities for further improvement.

#### Investing in Sustainability Service Providers

##### ECD Energy: Measurement, Benchmarking Technology and Resources

In July 2008, Jones Lang LaSalle acquired the environmental consulting firm, ECD Energy, best known as the developer of technology underlying environmental rating systems for buildings, including Green Globes for the Green Building Initiative (GBI) and Go Green for BOMA Canada.

"Our clients are asking for guidance – to help define sustainability for their real estate portfolios, provide benchmarking tools to better manage their properties, as well as a practical roadmap to improve property performance," said Lauralee Martin, Global COO of Jones Lang LaSalle. "There are a number of strong and developing property standards around the world, all of which we strongly support, such as LEED®, BREEAM and ENERGY STAR, but there are few efficient tools like the Green Globes/Go Green programs that allow owners to bring their entire portfolios up to these standards. ECD has demonstrated real leadership in sustainability strategy and has developed a wide range of sustainability tools



that can help our clients address the carbon footprint of their entire portfolio.”

Through this acquisition, Jones Lang LaSalle gained the use of ECD's technology platform for assessing the sustainability profile of commercial buildings and benchmarking across portfolios. The tools assess new building designs, existing building operations and interior fit-outs in terms of their energy, water and environmental impact as well as the health and comfort of building occupants. As the industry demands more transparency, these tools and the expertise of the ECD staff will help our clients measure their performance and further their progress towards their sustainability goals.



### Upstream: Sustainability Consultancy

In November 2007 we acquired Upstream, the UK's leading real estate sustainability consultancy. The benchmarking that Upstream undertakes is becoming an industry standard and a key influencer for institutional investors, developers and other real estate stakeholders. Upstream also works as sustainability advisors to clients to help companies set sustainability agendas and provide stakeholders with an accurate picture of how they have managed sustainability issues in their businesses.

In July 2009, Upstream Sustainability Services at Jones Lang LaSalle was appointed by the Global Reporting Initiative (GRI) as lead strategy consultant to develop global sustainability guidelines for the construction and real estate sector. GRI, an independent, global action network and a collaborating center of the United Nations Environment Programme, has pioneered the development of the world's most widely used sustainability reporting framework. The framework sets out principles that organizations can then adopt to measure and report on their economic, environmental, and social performance.

### Award Winning Tools and Technologies

#### Sustainability Measurement and Management Tools

Accurate measurement assures that our clients' sustainability efforts move beyond good intentions to

attainment and continuous improvement. Using analytical skills, technological tools and a Six Sigma driven process, our team helps clients develop meaningful evaluation metrics at every stage of the sustainability cycle, including:

- Measurement of carbon footprint, energy consumption and other sustainable baselines at the outset.
- Ongoing performance monitoring and tracking for sustainable initiatives.
- Annual environmental compliance and data recording procedural audits, and customized sustainability reporting for regulatory, customer, shareholder, analyst and general public audiences.

Samples of award winning technologies and tools developed by Jones Lang LaSalle include:

- **ESP: Environmental Sustainability Platform:** Our ESP tool provides clients with an understanding of real time energy performance in one (or many) buildings. Our solution can include the installation of metering solutions or gathering of site data to track performance.
- **PEERS: Portfolio Energy & Environmental Management Reporting System:** Effectively tracking progress and measuring success is critical to a sound energy and environmental portfolio management program. Jones Lang LaSalle's PEERS tool helps our clients calculate their carbon footprint, record energy costs and predict the impact of potential projects.
- **The Third Dimension:** The Third Dimension is a unique sustainability risk mapping service used as a valuable management tool by its syndicate members. It enables property investors to identify their exposure to - and hence be able to mitigate or manage - current and future sustainability risks. Strategic sustainability recommendations are developed for each client.
- **Sustainability Benchmarking:** In 2001 Upstream Sustainability Services established a confidential service to benchmark the sustainability of real estate



assets – based on operational performance actually achieved. Since then there have been in excess of 1,500 surveys, with 350 properties (200 offices and 150 retail properties) from eight countries being benchmarked in the current survey. Owners and occupiers of property benefit from Jones Lang LaSalle's focus on strategies and actions for improvement, rather than static labels for a building.

### Tools for Locating, Leasing and Occupying Green Office Space

With sustainability a key priority for many Jones Lang LaSalle clients, they are seeking information on how to be more "green" when leasing office space. To meet this need, we developed the Green Office Toolkit, which provides basic information to help our clients find and lease space in green buildings, build-out sustainable workspace and implement green operating practices at their offices. For more information on the Green Office Toolkit, please visit:  
[www.joneslanglasalle.com/microsites/GreenOfficeToolkit](http://www.joneslanglasalle.com/microsites/GreenOfficeToolkit)

### Sample of Global Successes

#### Energy Management

Jones Lang LaSalle has the industry's largest team of experts and the broadest array of tools available to help clients baseline and benchmark their real estate program and identify areas for improvement. Our experts tap into industry-leading, online tools like Green Globes and ENERGY STAR to help quickly evaluate the efficiency and sustainability of a client's facilities. Then we analyze the data to compare a building with other buildings—in and outside the client's portfolio—to set strategic priorities for the most direct and cost effective solutions.

In 2008, our energy management team had:

- Documented \$95 million in energy savings.
- Saved 790,000,000 kWh.
- Provided 20,000 facilities with specialized energy services.
- Reduced 438,000 tons of greenhouse gas emissions.

### Supporting the Sustainability Priorities of Clients in China

In 2008, we partnered with clients across China to help them promote sustainability in their developments:

- We incorporated energy management and waste conservation services to over 475 properties in Hong Kong and China.
- We advised on a range of significant property projects, including:
  - Fine-tuning concepts for an ecological park in Hebei Province.
  - Reducing energy usage by 15 percent in one year for the Shanghai Information Tower.
  - Incorporating innovative energy management features for the Microsoft campus in Shanghai.
  - Introducing energy and water conservation concept for the National Stadium (the "Bird's Nest") for the Beijing Summer Olympic games.

### Green Award by Shanghai Government – Recognizing Real Sustainability Success with Marks & Spencer

Through the effective joint effort of Marks & Spencer and Jones Lang LaSalle, Marks & Spencer's flagship store along Nanjing Road in Shanghai has been honored with the "Green Shopping Mall" award by the Shanghai Jinan District government. In addition to this prestigious award, Davis Lu, Jones Lang LaSalle's IFM on-site technician leader at Marks & Spencer project, was also awarded as "Environmental Protection Individual."

### Winning the Sustainability Showcase Award for Commercial Buildings

In March, 2010, Jones Lang LaSalle was awarded the Sustainability Showcase Award for Commercial Buildings from the California Sustainability Alliance, a market transformation program designed to help meet the state of California's energy, climate, resource and environmental goals. Jones Lang LaSalle was selected for its successful development and implementation of best practices in water, waste, energy, and overall sustainability, and its



practices and programs that demonstrate outstanding leadership and innovation.

### Helping Clients Achieve LEED® Certification throughout the U.S.

If an organization's specific focus is pursuing LEED® certification, for any or all existing buildings, Jones Lang LaSalle can conduct a comprehensive LEED® Gap Assessment. Using the LEED® scorecard, our team applies a consistent measurement process to determine the needed steps for a building to become Certified, Silver, Gold or Platinum. Through our project and facility management experience, we can accurately project feasibility, time and expense required for the desired certification level.

In the U.S. in early 2009, our sustainability teams helped McDonalds Corporation World Headquarters in Oak Brook, Illinois achieve LEED® Platinum Certification by the U.S. Green Building Council. We also helped One Potomac Yard in Arlington, Virginia and Seventeenth Street Plaza in Denver, Colorado achieve LEED® Gold Certification by the U.S. Green Building Council. One Financial Center in Boston, Massachusetts achieved LEED® Silver Certification. In 2008, three development management projects in Massachusetts were awarded LEED® Certification by the U.S. Green Building Council.

Our Development team introduced the LEED® Core and Shell Pilot Program at the start of pre-development for 670 Albany Street in Boston. As a result, the project earned LEED® Core and Shell Certification as we helped the building achieve:

- 20% reduction in energy consumption
- 40% reduction in water usage
- 90% recycling of construction waste

Two other developments, for ISO New England and Harvard University, earned the prestigious LEED® Gold Certification.

As Development Manager for a two-building complex in Holyoke, we helped ISO New England achieve:

- 37% savings in energy consumption
- 26% savings in potable water consumption
- 96% recycling of construction waste

For Harvard University, we served as development manager for a new graduate student housing facility and parking garage in Cambridge. The project features:

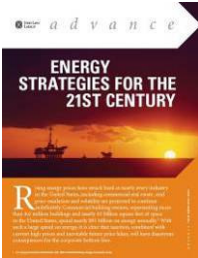
- On-site water storage re-used for irrigation
- 97% construction waste recycling
- 21% reduction in energy consumption
- 25% of building materials were recycled materials

### Industry Thought Leadership

Investing in and championing thought leadership is a key dimension of our goal to be the industry leader in energy management and sustainable commercial real estate practices. To that end, our experts share their knowledge by publishing white papers on new trends and innovative strategies.



## Whitepapers



“**Energy Strategies for the 21st Century**” covers the contributing factors to the rising costs of energy and provides the keys for a portfolio energy management program.



“**Insurance as Efficient as the Building**”: Insurance coverage for green buildings addresses the range of challenges that owners and investors face protecting their investment in green buildings.



“**Lean and Mean Means Green**” identifies several green initiatives that can drive prompt savings with minimal up-front expenses, as well as strategic ideas to consider in the long term.



“**Marketing Green Buildings to Drive Competitive Advantage**” outlines how to effectively incorporate green features into your property marketing strategy, translate your initiatives into meaningful tenant benefits and gain competitive advantage and market share.

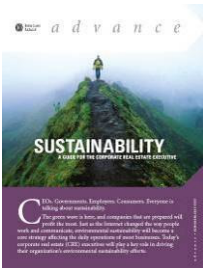




“President Obama’s Plans for Energy and the Environment: The Implications for Commercial Real Estate” outlines a four-step action plan on how your organization can capitalize on government-sponsored incentives and mitigate the risks inherent in a new regulatory environment.



“Shedding Light on Green Roofs” discusses the eco-friendly benefits of green roofs, as well as things to consider before implementing one.



“Sustainability: A Guide for the Corporate Real Estate executive” provides the five essential steps needed to develop and implement an effective environmental sustainability program for a CRE portfolio.

**Other**

- **Surveys:** The results from the CoreNet Global and Jones Lang LaSalle survey showed that corporate real estate executives see sustainability as an emerging business priority. We undertook the CoreNet Global Survey again in 2009. Please refer to the following link for more details:  
<http://www.joneslanglasalle.com/Pages/ResearchDetails.aspx?TopicName=&ItemID=2834&ResearchTitle=Perspectives on Sustainability: Results of the 2009 Global Survey on Corporate Real Estate and Sustainability>.
- **Research:** Sustainability research plays an integral role in our industry thought leadership, as seen here:  
<http://www.joneslanglasalle.com/pages/SustainabilityResearch.aspx>.
- **Podcasts:** We also have podcasts that provide expert insights into energy and sustainability issues. To view these, follow this link: <http://podcasts.joneslanglasalle.com/?PCCat=6>.



## Environmental Awards and Recognition

Jones Lang LaSalle has earned several distinctions for the company's environmental and sustainability activities.

- The U.S. Environmental Protection Agency honored the company as an ENERGY STAR Partner of the Year.
- The Alliance to Save Energy awarded the company its Star of Energy Efficiency and Chairman's Awards.
- In the UK we received an ENVIBE (Environmental Business Excellence) Gold Award for the operation and management of a Bank of America building in London.
- We are also the first company in the UK to have one of our managed sites listed on the government's Green Building Program.
- Jones Lang LaSalle achieved accreditation to the International Organization for Standards' ISO 14001 for the management of four shopping centers in the UK. This international certification covers environmental management and demonstrates a responsible approach to improved energy usage, selection of raw materials and controlled recycling of waste products.
- CRO (Corporate Responsibility Officer) Magazine named the company to the 100 Best Corporate Citizens list.
- The Financial Times and Urban Land Institute honored the company with the Sustainability Cities Award.

## A Landmark Sustainability Project for the Empire State Building

When the Empire State Building Company decided to make the building one of the greenest in New York City, it turned to Jones Lang LaSalle and a team of experts to develop an innovative sustainability and energy retrofit strategy that would dramatically reduce energy consumption *and* result in a positive return on investment. Part of the company's vision was for this project to serve as an example for other existing buildings.



As the program manager, Jones Lang LaSalle developed the process and served as the owner's representative. We guided the team through a rigorous cost-benefit analysis, helping ensure alignment with key business objectives. Eight key initiatives were identified from more than sixty potential strategies including infrastructure projects, green design concepts and a tenant energy management program. Jones Lang LaSalle is now overseeing the implementation.

The resulting \$20 million plan is projected to reduce energy use by 38 percent representing an annual savings of \$4.4 million. Additionally, carbon emissions will be reduced by 105,000 metric tons over the next 15 years. The retrofit ultimately will be funded through the energy and operational savings and will pay for itself in 3.1 years.



## ENVIRONMENT: INTERNAL PROGRAMS

### LaSalle Investment Management

#### Looking Forward

LaSalle Investment Management, our global real estate investment management business, has as its first responsibility to clients delivering superior investment performance. In alignment with that objective, we embrace the opportunity to be a leader in sustainable property investment. Over the mid-to-long term, sustainable assets are likely to reflect cap rate differentials affecting value while also achieving higher success rates of attracting and retaining tenants, and LaSalle intends to stay in front of the market in this area.

#### Sustainability Task Force

LaSalle has established a Sustainability Task Force, which is led by LaSalle's Chairman and comprised of members from all regions of the world. Since its creation, the task force has undertaken activities in four areas: new investments, existing investments, training and LaSalle facilities and operations.

As part of its global work plan, LaSalle's Sustainability Task Force has identified four sustainability objectives as the strategic focus of the task force's North American, European, and Asia Pacific regional efforts in 2010. The four Global Sustainability Objectives (S4) are as follows:

- S1: Energy and Carbon Reduction
- S2: Sustainable Operations
- S3: Benchmarking and Certifications
- S4: Thought Leadership

Within each region, task force members have been asked to develop best practices and policies for LaSalle-managed assets which are consistent with these four objectives and are aimed at continuous, incremental sustainability improvements over time.

### LaSalle's Innovative Initiatives

Among other initiatives, and consistent with these objectives, LaSalle has created and released a *Toolkit for Sustainable Property Operations*, a guidebook of ten areas of sustainable operations best practices. The Toolkit was created as a voluntary program of operational best practices—applicable for office, industrial, retail and multi-family properties—and aimed at reducing the energy, water, waste and overall carbon footprint of LaSalle's managed portfolio assets. The North American version of the Toolkit was rolled out to LaSalle's property managers in the fourth quarter of 2008, with the goal of a global release of the Toolkit to LaSalle's portfolio and property managers in 2009.

In addition to sustainable new construction development projects in the U.S., Mexico, and Asia Pacific, other notable LaSalle programs underway include robust EPA ENERGY STAR and LEED® EB Certification Programs for office assets in North America, as well as pilot portfolio sustainability assessment programs for model portfolios in the U.S., France, and UK.

### United Nations Principles of Responsible Investing (UNPRI)

LaSalle Investment Management recently became a signatory to the United Nations Principles of Responsible Investing as an Investment Manager. The principles focus on incorporating issues of environment, social responsibility and corporate governance into investment decisions. The six principles can be found at <http://www.unpri.org/principles>.

### Our Internal Commitment to Sustainability—ACT: A Cleaner Tomorrow

#### Overview

As our sustainability policy states, “We aim to develop leading standards and improvement practices in our own offices and then help our clients do the same in their real estate.”

To drive that priority, we established a global internal program called ACT, A Cleaner Tomorrow. The program





identifies, introduces and advances new sustainability and energy management initiatives in our offices around the world.

As part of the ACT initiative, we formed a global team of business operations experts to develop baseline performance measures to assess the company's environmental impact. The team also identifies and champions organizational and operational changes that will enable us to meet our sustainability goals.

Our ACT: A Cleaner Tomorrow program is now ingrained in our business, helping us maintain awareness, influence decision making and share great ideas between offices and between countries.

Our organization is already good at finding greener ways of working, and we hope to get even better. To provide a quick snapshot of some of our collective successes and ideas from our offices around the world, we have put together a short guide called Acting Together for A Cleaner Tomorrow.

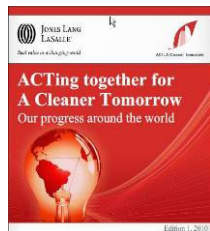
### Sample of Global Successes

#### ACT and Energy & Sustainability Services

ACT is about recognizing our role and responsibility to the wider world to help improve sustainability. We look to collaborate with communities, with clients and even with competitors in raising awareness and sharing ideas. We are advocates of sustainability in the advice and services we provide to our clients. Our Energy & Sustainability Services (ESS) capability is not just a business unit or group. It is also about all of us advising, encouraging and working with our clients to make sustainable decisions in all aspects of what they do.

#### ACTing Together for A Cleaner Tomorrow

February 2010 marked the launch of a new e-book called ACTing Together for A Cleaner Tomorrow, which provides a snapshot of some of the firm's collective successes and ideas from



our offices around the world. Read the online book at: <https://delphilil.am.joneslanglasalle.com/apps2/subsites/act/>

#### Local ACTions

ACT team Thailand actually went beyond the 'traditional' reuse of paper printed on only one side. They reuse one-sided paper for internal printing, out-going faxes, copying, and making of notepads. They also donate used double-sided paper to Thailand's Blind People Association. They print Braille (dotted characters/ letters for the blind) on the paper donated. This promotes the 2Rs (reduce and reuse) as well as cost savings cost for the company.

#### ACT Community Facebook page fosters sharing of ideas for A Cleaner Tomorrow

In March 2010, the Energy and Sustainability Services team and ACT team joined forces to launch the ACT Community Facebook Fan Page. The ACT Community page provides tips, tools and resources to help individuals act more sustainably at home and in the office. We encourage employees to "fan" the Facebook page, and contribute their green ideas and actions to make a meaningful difference in and also outside of the office. In addition to sharing this program with all Jones Lang LaSalle employees, we have asked our clients to participate as well.

#### Encouraging Our People to Make a Global ImpACT

In 2009, as part of our global ACT initiative, nearly 1,000 Jones Lang LaSalle, LaSalle Investment Management and Jones Lang LaSalle Hotels' employees, clients, family members and friends made pledges to take ACTion around the world. These pledged ACTions could reduce global carbon emissions by a total of over 4.2 million pounds (1.9 million kgs). That is equivalent to saving over 20,000 trees or conserving almost 24 million gallons (90 million liters) of water.

We also voted for one of three World Wildlife Fund (WWF) initiatives that our company will support with a \$50,000 contribution. Employees cast more than 2,250 votes and decided that Jones Lang LaSalle should contribute to the WWF's fight on climate change in the



Arctic. This initiative received 8 percent more votes than a similar program aimed at saving the Amazon Rainforest.

### Supporting Earth Hour across the World

At 8:30 pm local time on March 27, 2010, Jones Lang LaSalle joined tens of millions of individuals and hundreds of cities across the world that pledged to turn off their lights in support of Earth Hour. Earth Hour is an initiative of the World Wildlife Fund begun in 2007 that has grown to include nearly 1200 cities and towns across 80 countries.

With a portfolio of approximately 1.4 billion square feet of office space worldwide managed on behalf of owners and occupiers, Jones Lang LaSalle managed the implementation of the Earth Hour program for many of its clients. Turning off the lights for one hour of operation at all of Jones Lang LaSalle's managed buildings, in the spirit of the Earth Hour pledge, reduced energy use by more than 1.4 million kilowatt-hours, equating to approximately 2.1 million pounds of greenhouse gas reduction.

Our goals for Earth Hour 2010 were:

1. Ensure lights off for Earth Hour across our global office network
2. Choose to support Earth Hour with our friends and families
3. Help and encourage our clients to support Earth Hour (especially where we manage their properties)

### Practical Sustainability Measures in our Own Offices

#### London

- Environmental movement sensors installed in our London offices help us to ensure that power use and costs are minimized when no one is using office space. The "plastic" cups used in our breakout areas are actually made from biodegradable potato starch, and the pencils available in our meeting rooms are made from old compact disc cases.

- We now have nearly 150 well-used cycle parking spaces on our London office premises, up from approximately 40 just a couple of years ago. Alongside these, we have taken the opportunity in our office renovations to increase showering and changing facilities.
- Two years ago, around 60 percent of all the waste we produced at Hanover Square went to landfill sites, with 40 percent being recycled; today, none of our waste goes to landfill sites and whatever cannot be recycled is sent to incinerators that generate electricity.
- All our new offices use low-energy light fittings. The fit-out work done at Canary Wharf, Heathrow, Gresham Street, Birmingham and Hanover Square resulted in recycling more than 70 percent of construction materials, regarded as a very high rate compared to industry standards.
- We are now monitoring the use of energy and water in all our offices. In each, through a joint effort by our Facilities and Upstream Sustainability Services teams, we are setting targets for reductions and—starting in 2010—will be reporting back with initial results.
- We are encouraging the recycling of old company and private mobile phones, each of which will raise £3 for our charity partner, the Alzheimer's Society.

#### Asia Pacific

Our Asia Pacific region has developed a green "checklist", which lists 101 ideas that operational staff can implement in offices to reduce our carbon footprint. This checklist is now held by each country's ACT team and our Office Managers ensure that our offices are addressing all possible ACTions.

#### Chicago

We introduced a range of innovative design components when we redesigned our Chicago headquarters space in 2006. These allowed us to reduce square footage per



person by nearly 25 percent while creating a more inviting, productive and sustainable work environment.

Without these changes, we would have needed another two floors and related additional energy usage in the building. We also would have incurred an additional \$22 million in operating costs over a ten year lease term and \$9 million in capital costs.

We furnished our new space with sustainable workstation furniture and chairs. Even the chairs in employee cafes, which replace traditional fabric with surplus automotive seat belt material, reflect sustainable design principles.

### Making London's Rivers Cleaner and Greener

Five tons of refuse were removed from the banks of the River Thames in August 2008 during the River Clean-up Challenge, an event organized by Jones Lang LaSalle, in which Hermes Real Estate teamed up with its occupiers to clear a section of the river in East London.

Members of our Management Services, Tactical Asset Management and Facilities Management teams were joined by colleagues from Upstream in the effort.

### London's Electric Van

In 2008, we unveiled our Jones Lang LaSalle branded electric van, which is used to transport post and light goods between our Canary Wharf and West End offices twice each day. Electric vans are not subject to road tax



or the London congestion charge, while also incurring no fuel costs. With zero-emissions, the van not only helps to reduce our carbon footprint but sets a great example for other businesses to follow.

### Driving Toward a 100% Hybrid Vehicle Fleet

The size and complexity of many client properties in the U.S. do not justify placing a full-time building engineer on site. Members of our Mobile Engineering Services (MES) team drive from one property to another, providing engineering services to 3,500 properties.

We have committed to replace all trucks and vans in the MES fleet with hybrid vehicles. When that process is completed, we will double the fleet's average gas mileage, save 50,000 gallons of gasoline a year and reduce our CO<sub>2</sub> emissions by 400 tons per year.

### Gardening Projects in the UK

At Hanover Square in London, a garden area has been created on the fifth floor balcony where vegetables and herbs will be grown for use at Dining@22, our in-house dining facility. This not only meets our sustainability targets but is an excellent cost-saving measure. A wormery and food composter are also maintained on the balcony.



In Leeds, the team took up an opportunity offered by a developer to establish a Jones Lang LaSalle allotment on a parcel of land at Wellington Place in the city center. The allotment scheme forms part of a £1 million temporary Urban Park. The team intends to grow vegetables including lettuce, tomatoes, green beans and herbs. The produce will be offered to employees, with the proceeds donated to charity.

### Jones Lang LaSalle wins City of London Sustainable City Award

Jones Lang LaSalle has scooped the award for Sustainable and Ethical Investment at this year's City of London Corporation's Sustainable City Awards. The Awards, now in their ninth year, recognizes and reward



innovation and best practice in all areas of sustainable

## The Sustainable City Awards



Winner of the Sustainable Finance Category 2009/10

investment and finance that support sustainable development, enhance quality of life and safeguard the environment. Jones Lang LaSalle received the award for demonstrating a pioneering approach to innovation and leadership in sustainability. Julie Hirigoyen, Upstream Sustainability Services, said: "Jones Lang LaSalle is committed to helping its clients

make sustainable property investment choices and we are therefore proud to accept this award."

Jones Lang LaSalle joins a group of impressive previous award winners including: Morley Fund Management, Isis Asset Management Plc, The Carbon disclosure Project, Trucost Plc and Opportunity International UK.

### UK Sustainability Fair

Our English business hosted a number of office-based Sustainability Fairs in November 2008. These provided our employees with advice and ideas on eco-friendly products and healthy lifestyle choices. Under the umbrella of our ACT: A Cleaner Tomorrow campaign, the fairs gave local retailers the chance to showcase their offerings which included natural, organic and eco-friendly products, and advice on how to lower carbon footprints and lead a greener lifestyle.

### Taking Sustainable Actions across Europe

In offices from Ireland, to France, to Spain and the Netherlands, our people have introduced actions that promote sustainability and energy management. These include revising company-car policies to increase the use of hybrid cars and reducing the number of corporate parking spaces to encourage the use of public transport. Research reports are no longer being printed in some countries, but are exclusively produced electronically. Offices are contracting with vendors to recycle outdated personal computers and servers. Plastic water bottles and cups have been replaced with reusable glass containers, databases of eco-friendly vendors and

suppliers have been created, and motion detectors have been installed to control office lighting.

### Communicating Change and Progress in Asia Pacific

Making ACT a success means helping people understand the need to support change. A key component of ACT, as a result, is an internal communications program that educates and motivates Jones Lang LaSalle employees to make sustainable choices.

Our colleagues in Asia Pacific have developed a range of communications tools to share sustainable options with their fellow employees.

Sustainability Champions, who help deliver service innovations and support activities at the local level, have also been named for each office and service offering. A Sustainability Intranet site tracks progress, shares best practices and case studies, and identifies individuals across the company who are engaged in sustainability efforts. Our global ACT Intranet site tracks progress, shares best practices and connects individuals across the company who are engaged in sustainability efforts.

### Raising Awareness among Our People in Asia Pacific

In Asia Pacific, we developed a range of interactive learning tools to help our people make environmentally-friendly decisions. The materials include e-learning and e-quiz resources. We have also developed an E-Calculator which allows individual to determine the impact they make on the environment and identify areas for improvement.



We turned off our screen saver across Asia Pacific and changed all computer power saving settings from 15 minutes to 10 minutes. Through this action we estimate that we saved up to 400,000 kg of CO<sub>2</sub> per year.



Below are specific examples of raising awareness throughout areas in the Asia Pacific region:

- **India** – Jones Lang LaSalle donated old computer equipment worth \$12,000 to the National Institute for the Blind and two other organizations for the under-privileged in India.
- **Thailand** – Launched by Jones Lang LaSalle in 2008, the Green Future Program raises funds to help build a new library and renovate facilities at a primary school in Undon Thani.
- **China** - 30 staff in Shanghai volunteered on a project to plant large mature trees to enhance the environment in the Waigaoqiao Free Trade Zone. An additional team of 30 in Beijing attended the Tree Planting Day in Longmenkou County and planted 200 popular tree seedlings during the event.
- **Hong Kong** - Employees participated in an annual tree planting challenge organized by Friends of the Earth.
- **Singapore** - Employees collect the ring pulls from aluminum cans, which are then sent to The Prosthesis Foundation in Thailand to make prosthetic limbs for amputees.

#### Jones Lang LaSalle and Beacon Capital Partners

In September, 2009 Beacon Capital Partners, LLC and Jones Lang LaSalle announced the world's first Platinum LEED Certified multi-tenant building under the LEED for Existing Building: Operations & Maintenance category at 550 West Washington Street in Chicago. The 10-year old asset owned by an affiliate of Beacon makes history as the first multi-tenant building to reach Platinum status.

#### Energy and Sustainability Services Team Steps up Partnership to Build Client Business Solutions

As energy and sustainability continues to be a key focus for our clients and employees around the world, Jones Lang LaSalle is heightening its commitment to developing industry-leading training, technology and service solutions that drive business performance. In his

new role as President of the Energy and Sustainability Services (ESS) group, the Americas, Peter Belisle plans to aggressively grow the business through geographic expansion and expanded product development, while more clearly defining the existing services offered to our clients.

#### Jones Lang LaSalle Executive Attains First Green Globes Professional Certification™ in Colorado

Vice President and General Manager Connie O'Murray, has achieved the very first Green Globes Professional Certification™ in the state of Colorado. Green Globes is an assessment tool developed by the Green Building Initiative for green building design, operation and management. The Green Globes Professional™ designation recognizes proficiency in the Green Globes program and related green building activities, such as energy modeling, life cycle assessment and the Energy Star benchmarking tool.

#### Helping Canadian Schools Get Greener

Jones Lang LaSalle is partnering with Canada's largest school board to take a fresh approach to sustainability. With a goal to cut carbon emissions of almost 600 Toronto schools by 40%, we will lead a holistic, integrated carbon reduction pilot project in eight to ten schools with the full engagement of head caretakers, principals, eco-school coordinators as well as facilities teams from the school board. Carbon reduction strategies may include capital upgrades and solar energy for heating pools, but will largely focus on improving operations and a strengthening the current student "Ecoschool" program.

#### 40 Ways to Green the Workplace

Everyone involved in office space -- owners and property managers as well as tenant office managers and employees -- has a shared responsibility for reducing the environmental impact of our business activities. In commemoration of Earth Day's 40th anniversary, Energy and Sustainability Services' President Peter Belisle and Executive Vice President Robert Best published 40 tips on making the office a greener place to work.



### New Sustainability Analysis Service for Property

Upstream Sustainability Services has developed a new analysis service: Pre-Acquisition Sustainability Service (PASS) which can highlight the potential sustainability risks and opportunities of properties to investors. PASS provides investors with a building assessment which examines a wide range of sustainability issues currently surpassing due diligence procedures.

### Upstream Team collaborates with HRH The Prince of Wales's Accounting for Sustainability Project

Upstream Sustainability Services recently collaborated with The Prince of Wales's Accounting for Sustainability Project. Upstream was invited to devise a best practice worked example to demonstrate how the concept of 'Connected Reporting' could be applied to the property investment sector. Connected Reporting aims to make a clear connection between business strategy and sustainability whilst improving the relevance of information provided to investors by highlighting the connection between financial and sustainability performance. The example incorporated financial performance metrics such as the value of investment in energy efficiency initiatives (with associated returns) and the monetary impact of extreme weather such as flooding and storm damage.

A round-table event was held at Clarence House in October with a number of key representatives from the industry including PRUPIM, Aviva Investors, The Crown Estate, Hammerson, SEGRO, LIM, L&G Property and EPRA to discuss the worked example. The event was co-facilitated by Upstream Lead Director Julie Hirigoyen. Following positive reaction from those present, the worked example is currently being finalized and will be featured in a public report being launched by The Prince of Wales.

### Solar Panel Solutions Team

In 2010, Jones Lang LaSalle announced the expansion of our Energy and Sustainability Services group with the establishment of a Solar Power Solutions Team. The team is led by industry veteran David Gralnik. Our

comprehensive Solar Power Solutions capabilities allow us to provide local and worldwide solutions designed to meet each client's unique renewable energy objectives.

With our Solar Panel Solutions team, we now have a complete life cycle capability, from conducting a strategic portfolio analysis to implementing and maintaining solar installations. As corporate and investor owners of multi-property portfolios become increasingly intrigued by solar power opportunities, we can help them design and implement cost-effective programs that further their sustainability goals.

The team is responsible for maximizing the solar optimization of clients' rooftops by leasing roof space and providing installation and ongoing management services for those sites. Additionally, the team will:

- Assess portfolios to determine the potential for generating power for property occupants to use or to sell to local utilities;
- Consider all cost/benefit factors, including taxes, incentives and financing options as well as upfront costs and operational savings;
- Negotiate contracts for building owners, including power purchase agreements with occupants and/or lease agreements with solar developers (including utilities);
- Manage projects to ensure proper installation without disruption to tenants or employees;
- Conduct ongoing maintenance of solar arrays.

### Greenblog

In November 2009, the Energy and Sustainability Services group launched the Jones Lang LaSalle GreenBlog - a sustainability themed blog to provide insights, perspectives and updates to help our clients keep pace with trends and opportunities that impact their business.





We're working hard to be the employer of choice in our industry.

## Workplace

---

We strive to be the employer of choice in our industry. We maintain a work environment that attracts, welcomes and retains highly talented individuals. We encourage and enable them to succeed, treating our people fairly and rewarding their contributions. Given that we operate in 60 countries, we intentionally leave workplace initiatives decentralized so that they can conform to different cultural norms and so we can establish programs that will best incorporate the different parts of our diverse workforce.

### Awards and Recognition

#### Workplace Awards

Our efforts to create and maintain a rewarding and inclusive workplace have been acknowledged around the world with awards that include:

- *Forbes* Platinum 400 Best Big Companies (US 2006, 2007, 2008)
- *Ethics Inside*™ Certification from the Ethisphere Institute (2008, 2009, and 2010)
- *FORTUNE* America's Most Admired Companies (US 2008, 2009)
- *FORTUNE* 100 Best Companies To Work For (US 2007)
- *Eli Lilly's* "Lilly Advancing Supplier Diversity" Award (2009)
- *Hewitt Associates* Best Employers in the Middle East (2009)
- *The Sunday Times* 100 Best Companies to Work For (UK 2007)
- *Daily Real Estate International's* 2010 Daily Real Estate Award (Italy)
- *International Association of Outsourcing Professionals* –The Global Outsourcing 100 (2009, 2010)
- *The Times* 50 Companies Where Women Want to Work (UK 2006, 2007, 2008, 2009)
- *Actualidad Economica* 100 Best Companies to Work For (Spain)
- *China Daily* China's Top Employers, Shanghai Region (2007)
- *CRO Magazine* 100 Best Corporate Citizens (US 2007, 2009)
- *Irish Independent's* 10 Best Places to Work (Ireland 2010)
- *Le Figaro* Top 30 Best Companies to Work For (France 2008)
- *Top 10 Companies to Work For, Hewitt Associates Awards* (Middle East, 2009)
- *Great Place to Work Institute's* Top 50 Best Companies to Work For (Portugal 2009)
- *Great Place to Work Institute's* Top 50 Best Companies in Europe (Ireland 2009)
- Best Relocation Strategy/Policy for our Global Mobility Framework, *Relocate Awards* (EMEA 2009)



## Industry Recognition

Our collaborative culture, client focus and talented people create an environment of excellence recognized with a range of industry awards:

- *Agent of the Year* award, Yorkshire Insider Property Industry Awards (UK 2008)
- *Best Commercial Property Agency* - Europe and Africa Property Awards in association with CNBC Arabia (2009)
- *European Investment Agency Team of the Year* award (2007, 2008)
- *European Office Agency Team of the Year* award (2008)
- *Leading Investment Manager* for the UK, France and Mexico (LaSalle Investment Management 2008)
- *Global Firm of the Year*, Private Equity Real Estate Awards (LaSalle Investment Management 2008)
- *Asia Pacific Property Awards 2010-Best Property Consultancy* – Asia Pacific Commercial Property Awards in association with Bloomberg Television (Thailand)
- *Euromoney's Best Overall Global Advisor and Consultant* 2009
- *Europa Property Awards Best Retail Consultant and Letting Agent in CEE* (2008)
- *1st Place on the Commercial Real Estate Brokerage List* - Los Angeles Business Journal (2008)
- *Pierres d'or Award for Best Advisor* (France 2009)
- *UKGBC / Building Magazine's Sustainable Consultant of the Year* (United Kingdom 2009)
- *CNBC Arabian Property Awards Best Commercial Property Agency* (Dubai 2009)
- *Private Equity Real Estate (PERE) - European Broker of the Year Award* (2009)
- *Procter & Gamble's Supplier of the Year* (2009)
- *CEEQUA awards Investment Agent of the Year (Central and Eastern Europe Investment team)* (2009)

- *Consultant of the Year – Commercial Real Estate Awards (Russia 2009)*
- *Office Agency of the Year - Scottish Property Awards (Scotland 2008)*

## Recognition from U.S. National Safety Council



We received The National Safety Council's 2009 Occupational Excellence Achievement Award, which recognizes participants (companies, units and/or facilities) that have

reported injuries and illnesses that involved days away from work equal to or less than strict benchmark standards.

## JLL Projects in NYC Win Preservation Awards

Two projects completed by Jones Lang LaSalle in New York were honored by the New York Landmarks Conservancy with Lucy G. Moses Preservation Awards. The restoration of the historic Beacon Theatre and the restoration of the Empire State Building's art deco lobby both received the award, which is the conservancy's highest honor for an outstanding preservation effort.

The Lucy G. Moses Preservation Awards honor preservation leaders, public officials, organizations, owners, builders, architects, and craftspeople who restore the beauty and utility of New York's great architecture.

## Jones Lang LaSalle Highly Commended by Building Magazine

Jones Lang LaSalle has been Highly Commended in the Sustainable Consultant of the Year category at Building magazine's 2009 Sustainability Awards.

Commenting on the win, Julie Hirigoyen, Lead Director of Upstream Sustainability Services said: "We have a clear goal: to lead the transformation of the property industry by reducing the environmental impact of commercial buildings."





Our strategic services are unique in enabling clients to integrate sustainability criteria at all stages of the real estate lifecycle. At a more tactical level, in the past year, we have helped clients reduce their carbon emissions by 397,347 tonnes, generating around £58 million in energy savings.”

In addition, the firm is also helping deliver projects such as the London Olympics and the Sustainable Industries Park at Dagenham. Through its Third Dimension scheme, it is reinventing investment decision-making by enabling investors to compare risk and return with sustainability.

### Where Women Want to Work - Successful for a fourth year!

Jones Lang LaSalle in the UK has been included in The Times' Top 50 places Where Women Want to Work 2009 for the fourth year running.



### Jones Lang LaSalle featured in Harvard Business Press Book for Resiliency and Growth

Jones Lang LaSalle's client focus has been recognized as a key to our differentiation and adaptability to changing market dynamics in the Harvard Business Press book [REORGANIZE FOR RESILIENCE: Putting Customers at the Center of Your Organization](#). In this book, Harvard Business School Professor Ranjay Gulati explains how pioneering companies have overcome their built-in institutional obstacles by reorienting their structure and capabilities to be proactive, flexible and truly customer-centric.

Jones Lang LaSalle is featured prominently for embracing an outside-in perspective that focuses on creatively delivering value to customers instead of pushing its own offerings. The firm is featured alongside eight elite companies whose outside-in perspective has enabled the flexibility to adapt and thrive in changing market conditions. These companies include Harley-Davidson, Starbucks, Target, The Tribune, Best Buy, Cisco, Lafarge and GE Healthcare.

The author focuses on the growth of our integrated Corporate Solutions business and our market share with key client Bank of America.

### An Award-Winning Pension Plan

In the UK, the Jones Lang LaSalle Group Personal Pension Plan won a prestigious award, the 2008 "Defined Contribution Pension Scheme of the Year." Plan governance, education, investment management, administration and communication were all considered by a panel of expert judges to select the winner.

### Learning and Training

#### Mentoring Framework

In our UK business, mentoring relationships have been arranged by the Human Resources team or created between individuals over the years. Recently we built on these efforts and established a formal mentoring framework in the UK. The program supports and encourages our people to develop these relationships. The initiative is currently being spread across Europe.

In 2008, Jones Lang LaSalle became an active participant in the Real Estate Associates Program (REAP), an industry-backed, market-driven program that finds and trains career-changing minority professionals for positions in commercial real estate, through education, networking, and on-the-job training with leading firms. With the enthusiastic support of industry leadership, REAP is now widely acknowledged to be the most successful diversity initiative in the commercial real estate industry.

### Professional Training and Support in Germany

Employees in our German business receive professional training at the International Real Estate Business School.

### Internships to Help Learning

In EMEA, our Integrated Facilities Management team has formed a special relationship with the Breda University of Applied Sciences – Facilities Management. Internship opportunities are provided to help students



apply their learning and gain on-the-job experience and also to provide our employees with access to the latest Facilities Management techniques and best practices.

### Driving Business Results with GROW Coaching

Nearly 100 General Managers, Accounting Managers and Leadership Team members completed a GROW coaching workshop. The workshop encouraged the participants to approach the way they coach talent from a new perspective using the GROW coaching model.



Adapted from InsideOut Development©, GROW coaching provides a simple coaching approach that can be immediately applied to employees, teams, peers and clients in a variety of business situations. GROW coaching helps participants reduce the interferences that get in the way of action. As a result, participants become better decision makers, more trusted and relied on by clients, and, ultimately, better positioned to achieve desired results.



### Encouraging Employee Engagement

#### Ethics Everywhere

Our company supports a comprehensive program to communicate our commitment to ethical conduct by our employees, including guidelines and a signed acknowledgement by every employee. We have also introduced mandatory on-line ethics training for certain staff groups to reinforce the concepts of our ethics policies.

#### Global Employee Survey

Our company conducts periodic Global Employee Surveys. The feedback our people share on key management and business indicators helps Human

Resources and senior management continue to improve the company's work environment.

Survey data is analyzed, and the findings are used to align employee needs with the company's business goals and to build a rewarding work environment. Survey results also identify new ways to help our people develop personal and professional skills.

A third-party global human resources consulting firm typically administers the survey, and analyzes the results, ensuring complete anonymity of all responses. Partnering with an outside consultant encourages honest responses in a confidential atmosphere. We also gauge how we are doing year over year, not only against ourselves, but against other high-performing companies as well.

After the data has been collected and analyzed, conclusions and action steps are reported back to employees.

### Addressing Employees' Needs

#### 100% Coverage on Preventive Healthcare

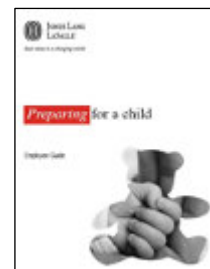
Our U.S. health benefits program provides 100 percent coverage for preventive care in all our medical plan options. Coverage includes immunizations, health screenings and routine physicals for all adults and children enrolled in our plans.

#### Back-Up Day Care Advantage Program

Our U.S. Back-Up Care Advantage program helps employees balance the demands of work and dependent care. Provided by a leading nationwide provider of employer-sponsored family care, available services include center-based back-up child care and in-home back-up care for children and adults. The company covers 90 percent of the cost associated with this service.

#### Preparing for Parenting

Our U.S. Human Resources team worked with colleagues from across the organization to create a guide which helps future parents deal with work-



related issues and opportunities to help them prepare for a new child. The guide examines a range of time-off options, insurance issues, benefit programs, compensation details and work options for new parents.

## Health and Wellness

### Moving Beyond Traditional Health

In 2007, we introduced a program in our Americas region to help employees meet their health needs more effectively. The program, called the Environment of Health, has been added to our traditional benefits program to promote a culture of physical and mental health and work-life balance.

Key elements include the Jones Lang LaSalle Wellness Pledge, our back-up daycare program, a smoking cessation program, and incentives for meeting health milestones.

To address the different approaches to healthcare taken by our people, we have added alternative options like acupuncture to our medical coverage.

We also formed an Environment of Health Committee to give people a voice in promoting a culture of well-being. Its members work to develop, facilitate and champion programs that will help our people achieve healthy practices. Currently the committee is focusing on fitness, healthy diet, physical health, mental health, stress reduction, work-life balance and the support of non-profit organizations committed to these areas.

### Jones Lang LaSalle Wellness Pledge

The Jones Lang LaSalle Wellness Pledge encourages our Americas colleagues to take a personal interest in their health and the health of their families. In exchange for participating, we provide a discount on the employee's monthly medical premiums. Employees commit to practice healthy eating habits, exercise and not use tobacco products. They complete a one-time online Health Risk Assessment. Spouses and partners are also invited to complete the assessment. Results are provided to help identify ways for individuals to improve or maintain their current health situations.

### Health Empowerment Program for employees

The Health Empowerment Program is a comprehensive, integrated program designed as a long-term solution to help promote health and control cost. According to the U.S. Department of Health and Human Services, 75 percent of healthcare costs can be prevented, delayed or curtailed through lifestyle changes. The Health Empowerment Program is a combination of Health Support Programs, Coaching and Case Management, Plan Design, Targeted Communications and the Wellness Pledge. This program provides employees with the tools and resources to better manage their health and rewards employees for their accomplishments

### Well2b in Holland

In co-operation with the massage institute, Well2b in the Netherlands, Jones Lang LaSalle facilitates chair massages for our employees. Professional massages prevent and reduce stress, headaches, tiredness and concentration problems, as well as helping to reduce neck and shoulder aches.

### Cycle2Work

In England, we regularly run a Cycle2Work initiative in association with a leading British bicycle retailer to encourage our employees to undertake a healthy and sustainable way of living. The scheme is supported by the Department of Transport (UK) and allows the company to receive tax benefits from the salary sacrifice arrangement, as well as enabling UK taxpayers to benefit and save up to 50 percent off the retail cost of a new bike. Cycle2Work is designed to help increase access to a more sustainable means of transport, as well as add significant benefits to employees' health and well-being. The Cycle2Work initiative forms part of the firm's ongoing commitment to sustainability.

### Smoking Cessation Program

We partner with the American Cancer Society to offer Quitline to our Americas employees and their dependents who are 18 or older. The service links callers to counselors who work with them to assess their



smoking level and design personal cessation programs. The program is free to employees and available 24 hours a day, every day of the year.

### Encouraging Work-Life Balance

Understanding that our employees lead full lives outside the office, Jones Lang LaSalle has a strong commitment to help our people balance the work-life relationship. Through our Flexible Work Arrangements program, Americas employees can consider four alternative work options: Flex Time, Job Sharing, Part-Time and Telecommuting.

While we have policies in place to guide the process, we allow managers and employees to tailor arrangements to address individual needs.





We're working hard to be the employer of choice in our industry.

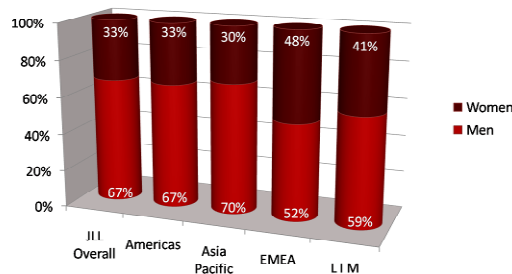
## Diversity

One of our goals at Jones Lang LaSalle is to be the employer of choice in the real estate industry. So what does this mean when we think about diversity and inclusion? It means at Jones Lang LaSalle, diversity and inclusion are important values of the company. It means creating a culture in which people of different backgrounds and points of view are valued and integral to how we collaborate and deliver our best work to clients. This is not about a quota based upon gender or race/ethnicity; this is about the culture we create and leveraging the value that all of our employees bring to work so we continue to provide innovative solutions for our clients. Ultimately, it is about unleashing the full potential of all of our employees.

We foster an environment that values the richness of our differences and reflects and respects our diverse world. By cultivating a dynamic mix of people and ideas, we enrich our company's client service capabilities, the lives of our employees and the communities in which we operate. For Jones Lang LaSalle, diversity and inclusion is smart management that can be lived every day to empower employees to deliver real value in a changing world.

We recruit a diverse group of talented people and then work to welcome and include them in our community. We develop and promote exceptional individuals from a range of backgrounds and embrace the varied experiences of all our employees. Women make up 33% of our global workforce. Additionally, because we operate globally, throughout many local and regional communities, our employees represent a vast spectrum of cultures, backgrounds and ethnicities. We pride ourselves on our global diversity and feel that it symbolizes who we are as an organization.

Global Gender Diversity



### Jones Lang LaSalle Supplier Diversity Program

At Jones Lang LaSalle, we recognize the importance of diversity and we value it. At the cornerstone of our

diversity policy is respect for the broad spectrum of diversity that exists within our workforce and our customer base. It is our goal to strengthen and partner with our diverse business communities by contributing to



their overall economic growth and to the expansion of our markets.

Jones Lang LaSalle's Diversity Committee is responsible for the development and management of the company's Supplier Diversity Initiative. The group establishes and monitors corporate Minority, Women and Disabled Veteran Business Enterprises (M/W/ and DVBEs) objectives. Supplier Diversity works through Corporate Strategic Sourcing and client Strategic Sourcing teams, as well as other Jones Lang LaSalle business units to identify opportunities for qualified and certified M/W/DVBEs. We also work with our tier one non-qualified suppliers to locate M/W/DVBEs so they can develop strategic partnerships to support their subcontract requirements.

Our mission is to enhance the success of our thriving real estate services business by directly contributing to the bottom line through the use of a diverse group of suppliers which reflect the diversity of our customer base.

### **New Corporate Solutions Leadership Program Offers Diverse Leadership Opportunities**

On September 8, 2009, Ben Bailey, Marco Lacayo and Felipe Oliveira joined Jones Lang LaSalle as associates in the inaugural Corporate Solutions Leadership Rotation Program. During the 18-month program, these new employees, all of whom recently received their MBAs, will undertake and complete six-month assignments in Facility Management, Transaction Management and Project and Development Services. Upon completion of the Program, they will join our Corporate Solutions team.

The accomplishments of these three new members with the Corporate Solutions MBA Rotation Program include climbing Mount Kilimanjaro, playing on a U.S. National Collegiate Championship Handball team, and directing business affairs for the University of Miami School of Music.

### **Fostering Diversity in the United Kingdom**

#### **Diversity and Equality Policy**

This program includes a range of activities:

- A staff induction process that reinforces our Diversity and Equality ethos and policies.
- Liaison with the Windsor Fellowship to find new ways to introduce the property profession and our company to a larger ethnic minority population.
- Sponsorship of "Women in Property," a group we helped found in 1987, which provides networking and mentoring facilities for women in the property profession and provides financial support to individuals during their university courses.
- Recognition as a winner of *The Times* "Where Women Want to Work" award for 2006, 2007, 2008, and 2009.
- Working relationship with the Royal Institution of Chartered Surveyors to help spread the word about careers in property to groups that might not have connections with, or knowledge of, the industry.
- Regular recruitment advertising in *Able* magazine, a publication specifically targeted at less-able individuals who may not have thought of a career in the property industry.

### **Supporting Diversity in the Americas**

#### **Women in Construction and Property**

We are active in the National Association of Women in Construction (NAWIC), a UK organization. At the end of 2008, Erin Karsten was appointed the 2009 London and South East Representative for NAWIC, a role in which she will organize and promote events for the association in the London area. NAWIC works to promote construction as an attractive career option for women.

Jones Lang LaSalle also sponsors the organization Women in Property, hosting lunches in 22 Hanover Square and serving as judges for National Student awards. Women in Property aims to enhance the profile of women in this sector, both by providing a forum for women in these professions and by encouraging and nurturing talent.



## Maintaining a Diversity-Friendly Work Environment

We ensure that our employment practices and benefit programs support a diverse workforce. Our diversity-friendly programs in the Americas include:

- **Domestic partner benefits:** Same-sex domestic partners are eligible for full dependent benefits.
- **Flexible work arrangements:** A variety of alternative work arrangements may be approved to assist employees with commuting or scheduling challenges
- **Educational assistance:** We provide financial support to enable employees to gain further education to advance their careers

## Diversity Leadership

### North American Chief Diversity Officer

To formalize our commitment to diversity, we named a full-time Chief Diversity Officer for North America early in 2007. Our Chief Diversity Officer is responsible for creating and implementing a multi-year, multi-phase plan to nurture a culture of diversity and inclusion. Reporting to the Regional Chief Executive Officer and to the Regional Chief Human Resources Officer, our CDO also works on designing and implementing programs that increase the number of women and minorities we hire, develop and promote.

### Leading by Example: Nurturing a Culture of Diversity and Inclusion

Jones Lang LaSalle's Chairman of the Board, Sheila Penrose, is making headlines as an ambassador for diversity in business. In the March/April, 2010 issue of Diversity Executive magazine, Sheila discusses the benefit of having a diversity and inclusion strategy as a core value of an organization. Outside of the organization, Sheila shares



her expertise in a variety of roles as the co-founder and co-chair of Corporate Leadership Center (CLC), a not-for-profit that offers executive development for top leaders. In this role, Sheila consults with major corporations and various academic institutions to assist in developing women and minorities into leadership positions.

### Creating a Series of Diversity Podcasts

To support our commitment to diversity and inclusion with our Americas employees, we have produced a series of podcasts in which global and regional company leaders share their views on the subject.

### Supporting the Executive Leadership Council

In the Americas, Jones Lang LaSalle supports the Executive Leadership Council. ELC provides networking and leadership forums for African American executives in Fortune 500 companies. We sponsored the organization's 2007 annual recognition dinner. Hosted in Washington, D.C., the event gathered over 2,000 corporate, educational and policy leaders.

Before the event, CEO Colin Dyer participated in the 7th Annual CEO Diversity Summit, joining chief executive officers from companies including Kraft Foods and PepsiCo. The group discussed perspectives on diversity leadership and accountability, new thinking for the multicultural workplace, CEO commitment and key diversity metrics.

### Trailblazer Award

Herman Bulls, Chief Executive Officer of the company's Public Institutions business, was honored with a Trailblazer Award by the Global Diversity Summit in 2008. The award recognizes an individual whose contributions have been outstanding and unique and whose efforts have "blazed a trail" in building diversity in the field of commercial real estate.



## Hiring and Partnering Strategies that Encourage Diversity

### Seeking Diverse Talent

We make a concerted effort to attract diverse candidates for job openings in the Americas. Specific tactics include:

- Bringing our campus recruiting teams to minority colleges, including Howard University and the Atlanta University Center Consortium (Morehouse College, Clark Atlanta University and Spelman College).
- Partnering with organizations dedicated to increasing diversity in our industry, including The Posse Foundation, the Robert A. Toigo Foundation, the Real Estate Apprenticeship Program, the Real Estate Executive Council, the Executive Leadership Council and the Diversity Committee of the Chicago chapter of the Building Owners and Managers Association.
- Holding managers accountable for hiring diverse teams. Managers are encouraged to include a diversity objective in their annual performance agreements. Business unit leaders receive a report each quarter providing diversity metrics for their teams.

### Partnering with the Posse Foundation

The Posse Foundation recruits and trains student leaders in public high schools to form multicultural teams known as “Posses”. The organization provides mentoring and career coaching to these students throughout their college careers. We have partnered with Posse in recent years, and one of our Posse interns was subsequently offered a full-time position at Jones Lang LaSalle.

### Supporting the Toigo Foundation

The Robert A. Toigo Foundation encourages minority students to consider finance careers. We hire Toigo Fellows as summer interns with the goal of offering them full-time positions within our company. We also sponsor the annual Toigo Gala event and attend the organization’s career fair for first year MBA students and new Fellows.

### Diversity in Recruitment

At Jones Lang LaSalle MENA (Middle East and North Africa), we embrace diversity by recruiting 30 different nationalities into the team. Hailing from Columbia to Australia and from Norway to Zambia, our diverse team brings together a vast variety of educational, professional and cultural backgrounds, making the MENA team a truly multinational environment to work in.







We do our best to be good citizens in the communities where we work and live

## Community and Society

---

With more than 36,000 employees in over 750 cities and 60 countries around the world, Jones Lang LaSalle is a global citizen. Wherever we operate, we are committed to being a responsible member of the community, supporting a range of programs and activities as a company and as individuals. As we do with workplace initiatives, we also intentionally leave community efforts and charitable activities decentralized so that they can address the local needs of the communities in which we operate and the talents and interests of our diverse workforce.

### COMMUNITY AND SOCIETY: THE AMERICAS

#### Charitable Giving and Volunteering

##### Americas Employee Matching Gift Program

The Americas Employee Matching Gift program allows our people to multiply their personal contributions to civic and charitable causes with funds donated by the company. Contributions to qualifying tax exempt organizations are matched up to a total of \$250 per employee in each calendar year.

The program is expanded when tragedy strikes: the maximum limit is suspended, so that employees wishing to contribute to emergency causes like tsunami or hurricane relief efforts can do so without affecting their contributions to the groups they already support.

##### Jones Lang LaSalle Charities

In the Americas, Jones Lang LaSalle Charities, a tax exempt entity, allows us to collect tax deductible donations from employees, aggregate them and direct them for charitable purposes.

In recent years, the program has raised money for relief efforts for the tsunami, the China earthquake, Hurricane Katrina and the Haiti earthquake.

#### The Chicago Civic Committee: Supporting the Chicago Community

The Chicago Civic Committee supports our global headquarters area by coordinating volunteer activities for our local employees. Since 2008 the Chicago Civic Committee coordinated employee volunteers in support of:

- American Cancer Society
- American Diabetes Association
- American Heart Association
- Blind Service Administration
- The CARA Program
- Step Up for Kids Program
- Girls on the Run Volunteer Opportunity

“The Changing Our World” bike team, created by the Chicago Civic

Committee, included 15 riders that made an important contribution by participating in the American Diabetes Association’s (ADA) Tour de Cure in 2009. On two Chicago-area rides, teams of colleagues, family



members and friends raised \$8,650 in contributions for the ADA's fight against diabetes.

The American Cancer Society's "Walk & Roll" event is one of four key programs that the Chicago Civic Committee supports. To spur participation, the committee created friendly competitions between different business firms within the Chicago office. The committee also worked to promote a high attendance rate among employees at the event. In 2008, the company raised more than \$18,000 through this event. In 2009, before adding matching contributions from the company's Employee Matching Gift program, \$14,000 was raised.

### The CARA Program

To support both the American Cancer Society and the Cara Program, the Chicago Civic Committee combined these two philanthropic efforts into a single program. The group supported the American Cancer Society's "Daffodil Days," in which employees and their friends and families are encouraged to purchase daffodil bulbs, with the proceeds going to the Cancer Society.

Additionally, members of our Chicago team helped the Chicago Civic Committee sponsor six families with holiday gifts and donations in support of The Cara Program. Chicago colleagues donated gifts and raised over \$5,000 for clothing, household basics, educational items and toys for each family. The Chicago Civic Committee sponsored a wrapping party that allowed participating employees to package all of the gifts.

The Cara Program participants are affected by homelessness and poverty; they're seeking permanent, quality employment in the Chicago area. These gifts and donations lift the spirits and offer the families a truly happy holidays.

### Step Up for Kids

In support of the "Step Up for Kids" Program, in January 2010, Jones Lang LaSalle employees participated in



"running" the stairs in Chicago's Aon Center for a great cause – benefitting Children's Memorial Hospital. Participants ran up 1632 stairs (80 floors) and raised a total of \$447,266.

### North Texas Food Bank

During the 2009 season of giving, the Jones Lang LaSalle Dallas office focused its holiday celebration on giving back to the community, joining forces to fight hunger through the North Texas Food Bank.

In a friendly competition, each floor of the Dallas office building was challenged to donate more food than any other floor to the North Texas Food Bank, a nonprofit hunger relief organization that distributes food to more than 53,000 families in 13 north Texas counties. Team Dallas stepped up to the challenge, contributing two massive pallets of food and \$4,000 in monetary donations.

### Toys for Tots

For the past 13 years in Chicago, Troy Young of the Strategic Marketing team has organized a toy drive benefiting the Marine Toys for Tots foundation, a program that, among many things, provides needy children with a message of hope through the delivery of toys during the holiday season. On December 5, 2009, in Chicago's Wrigleyville neighborhood, hundreds of people attended the event including Jones Lang LaSalle employees.



As a result of the toy drive, an entire U-Haul truck was loaded with nearly one thousand pounds of donated toys, including bicycles and sleds, for the Toys for Tots foundation which over the years has distributed more than 400 million toys to over 188 million needy children. A monetary collection at the event also raised approximately \$3,000 for the cause.

Additionally, furthering their mission to give back, a toy drive at the Dallas office's holiday party benefitted Toys for Tots. The U.S. Marine Toys for Tots foundation



joined the Jones Lang LaSalle Dallas team for the annual holiday office party that



hosted more than 200 participants and drove in nearly 200 toy donations for local children in need.

### Union Bank account team members volunteer at Ronald McDonald House of San Francisco

2009 marked the Ronald McDonald House of San Francisco's 20th year of providing temporary housing and support services for families with children receiving treatment at San Francisco Hospitals. The House has two service programs for families: a lodging program at a ten-room house and a child's bedside program at the UCSF Children's Hospital. Both programs help fulfill the Ronald McDonald mission of offering a safe haven for critically ill children and their families.



This year, Jones Lang LaSalle colleagues on the Union Bank account generously donated time and supplies on three occasions to cook meals at the Ronald McDonald House. The events allowed our colleagues to interact with families, listen to their stories and even have dinner with them. After spending hours in the hospital with their ill children, a home cooked meal is merely a small way to make a meaningful difference for these families.



### Supporting the United Way in Boston

In November 2008, a group of Jones Lang LaSalle employees in Boston was honored by the United Way for being one of the largest donor groups in the organization's 2008 real estate campaign. Our team raised more the \$100,000 for the charity, exceeding its 2007 results by nearly \$20,000.

### Philly Spring Cleanup



Employees from our Philadelphia office, as well as family and friends, pitched in for the Third Annual Philly Spring Clean Up on April 10, 2010. The

group was part of over 8,000 volunteers that signed up to clean 234 official sites. The Philadelphia office cleaned Love Park and its surrounding area collecting over 20 bags of trash and recycling, helping with the City's goal to turn the one-day clean up into a permanent way of life. This year's theme, "Keep Up the Sweep Up,"



encourages Philadelphia residents and organizations to sustain the effort toward a cleaner and brighter Philadelphia all year long.

### Supporting the Hoop Dreams Scholarship Fund

Public Institutions team members in Washington, D.C. participate in the Hoop Dreams Scholarship Fund for economically disadvantaged high school students in the area. Each volunteer mentors a student to help him or her prepare for the transition from high school to college. The group also participates in an annual basketball tournament to raise funds for the program.

### Assisting New Orleans Recovery

During a regional meeting in New Orleans in March 2008, the Jones Lang LaSalle Hotels Americas team devoted a half day to take part in the city's rebuilding effort of the Musicians' Village in New Orleans' 9th Ward. Partnering with Habitat for Humanity and Projects with Purpose, the team volunteered three hours to frame eight sheds behind a row of homes in the Musicians' Village. The sheds will provide storage for sports and yard equipment. 90 Hotels employees devoted a total of 270 hours to project.



## Fundraising Activities for Health and Wellness Research

### Komen Race for the Cure

During the past few years, the “Komen Race for the Cure” presented an opportunity to support the community and showcase The Campus at Legacy in Plano, Texas. In June 2009, the team there hosted the race for the third year. 15,000 participants and volunteers enjoyed the 5-mile run and 1-mile walk among the scenic 107-acre campus. The event included free give-aways, music and refreshments. The Campus at Legacy joined American Airlines, Ford, Dr. Pepper, Accenture and 90 other sponsors in support of the classic event. The property, credited with \$20,000 of in-kind donations, received recognition on t-shirts and in brochures, newspaper advertisements, flyers and announcements.

### Making Strides against Breast Cancer

Jones Lang LaSalle and law firm Baker & McKenzie have joined forces for a number of years to generate support for the American Cancer Society’s “Making Strides Against Breast Cancer” walk in Chicago. The event, a spirited but non-competitive five mile walk, raises funds for the American Cancer Society. Walkers from the two firms collected donations totaling more than \$24,000 in 2009.

### Supporting a Client in a Major AIDS Walk

Employees from our San Francisco office participated in the 2008 AIDS Walk San Francisco in support of our client, Union Bank of California, a major sponsor of the event. The money raised benefits the San Francisco AIDS Foundation, one of the oldest and largest community-based AIDS service organizations in the United States.

### Walking With the American Heart Association



Every year, Jones Lang LaSalle employees in Chicago, their families and

friends, and volunteers from other organizations, including a number of our clients, participate in the American Heart Association’s Metro Chicago Heart Walk. The funds raised help the American Heart Association fight heart diseases and strokes.

In the 11 years that our people in Chicago have supported this cause, they have raised more than \$200,000 for the association.

## Community Outreach

### Firms raise \$20k for Brownie Points

Jones Lang LaSalle and fellow commercial real estate firm CB Richard Ellis teamed up and laced up to raise over \$20,000 in support of local Norwood High School hockey player Matt Brown and his family. The companies met for an annual hockey game on Feb. 17, 2010 at the Steriti Memorial Hockey Rink, with all proceeds going directly to support 15-year old Matt Brown, who suffered spinal cord trauma in a recent high school hockey game.

### Partnering with a Client in Argentina to “Give Time Together”

The Jones Lang LaSalle team in Buenos Aires joined with client Sabre Holdings, a global travel company, as part of Sabre’s “Give Time Together” program, a global initiative that encourages Sabre employees around the world to “help the world do even more than travel.”

Jones Lang LaSalle employee Agustin Alvarez, who works closely with Sabre in Argentina, suggested that the team offer volunteer labor to the Santa Clotilde school in Buenos Aires. Some 70 volunteers completed 700 hours of landscaping, cleaning and painting at the school.

### Jones Lang LaSalle Paints the Town in Miami

Twelve employees in our Miami, Florida office took part in the Service Juris Day organized by Miami’s legal community. The team helped transform the Juvenile Justice Center and Miami Dade Regional Juvenile Center through painting, renovating and landscaping the facilities.



### W-E-C-A-R-E and the Glass Slipper Project

W-E-C-A-R-E (Women for Education, Community and Advancement in Real Estate) is an organization that supports Jones Lang LaSalle's business strategies and diversity initiatives by providing a support network and forum geared towards increasing the collaboration and networking between women of all backgrounds within Jones Lang LaSalle's Greater Chicago Area locations.

This year W-E-C-A-R-E partnered with The Glass Slipper Project to help Chicago high school students be the "Belles of the Ball" at their high school prom. The Glass Slipper Project ([www.glassslipperproject.org](http://www.glassslipperproject.org)) collects new and almost-new formal dresses and accessories and provides them, free of charge, to Chicago high school students who are unable to purchase their own prom attire. To date, The Glass Slipper Project has helped more than 10,000 young women attend their proms in style.

### Teaming Together for Habitat for Humanity

Supporting projects sponsored by Habitat for Humanity is a popular choice for Jones Lang LaSalle volunteers. In June 2008 in New York, members of our project management team at Bank of America Tower at One Bryant Park spent a day working on a 41 unit apartment complex in Brooklyn.

Jones Lang LaSalle's Whirlpool account team joined forces with their Whirlpool corporate real estate colleagues and participated in Habitat for Humanity's Blitz Build in Benton Harbor, Michigan. In August 2009, 37 team members participating in laying sod, installing vinyl siding, hanging shutters, tiling, landscaping and sorting and recycling construction waste on a Habitat house project.

In November, 16 members of our New Jersey office spent two days working on three Habitat for Humanity houses in Newark.



### California Employees Team with their Bank of America Colleagues on Neighborhood Revitalization Projects

In May 2009, a team of colleagues who work on the Bank of America account donated their time and expertise to support two neighborhood revitalization projects in California. These projects were conceived by Bank of America to celebrate its redevelopment of banking centers in the Bay Area. The Jones Lang LaSalle volunteers led the project management in the wholesale renovation of San Francisco's Chinatown CDC Tenderloin Family Apartments community room and Oakland's Boys and Girls Club Meltzer Clubhouse recreation room.

### Emergency Relief

#### Food and Funds for Haitian Relief

Joining our people around the world, who have made generous personal contributions to relief efforts, the firm made an immediate \$25,000 donation to the World Food Program. WFP, the largest humanitarian agency fighting hunger worldwide, is part of the United Nations system and is voluntarily funded. As part of its role as lead agency on logistics for the UN, WFP has made a concentrated effort to stream humanitarian assistance into Haiti, opening up air, sea and land corridors, and rehabilitating emergency telecoms systems for the entire humanitarian community.

Acting on their own, our people have also made personal commitments to help the Haitian people. Our colleagues in the United States submitted requests to the U.S. Matching Gift program for contributions totaling just under \$27,000. We will match each donation, up to a total per employee of \$250.

In addition to Jones Lang LaSalle's corporate efforts, many of the firm's local market businesses have partnered with other organizations to raise additional funds. For example, Jones Lang LaSalle in Washington D.C. moved quickly to make Jones Lang LaSalle a lead sponsor of "A Heart for Haiti" event on Capitol Hill. We partnered with others in the commercial real estate industry to host the charity event that raised more than \$180,000 to be donated to the American Red Cross. After the earthquake, the firm's Retail group implemented marketing efforts at the malls it manages



to encourage shoppers to donate to reputable organizations.

### Getting Food into Haiti

Paul Hanna, a Vice President in our Atlanta office, made a terrific effort to collect, transport and distribute food in Haiti. Getting donated food into the country was a huge

challenge and Paul worked tirelessly to navigate the logistics to get the needed food and supplies to areas affected by the earthquake.



## COMMUNITY AND SOCIETY: ASIA PACIFIC

### Charitable Giving and Volunteering

#### Supporting Sustainable Development in Cambodia

The Shinta Mani Institute of Hospitality was opened in June 2005 as a pro-poor enterprise to help eliminate poverty in the region surrounding Siem Reap, Cambodia. It serves as a vocational training facility that provides free hospitality industry training for young Cambodians who come from areas of high risk and little opportunity to work themselves and their families out of poverty.

Jones Lang LaSalle Hotels has supported the Institute for a number of years. Through the company's contributions, the Institute has been able to expand its current western culinary course to include a pastry section. The funds have been used to procure a new stove, baking oven and all the needed utensils in support of the new pastry module. Our hotels team is currently working with the Institute to assist with placing students in training programs with leading hotels.

#### Australian Workplace Giving Program

In Australia, we have a Workplace Giving Program that automatically deducts funds from the salaries of participants each month and divides the funds equally between the RSPCA and the Cancer Council of Australia. This amounts to approximately AUD 10,000 per year.

#### Property Industry Foundation

We support the Property Industry Foundation in Australia, with staff donating time and money to help homeless children in Sydney. Approximately AUD 13,000 and 100 labor hours were donated at fund raising events and worker bees to build housing throughout the year.

#### Supporting an Herb Garden in Udayan Ghar in India

Jones Lang LaSalle Meghraj employees undertook the planting and funding of an herb and vegetable garden at Udayan Care Home, situated at the outskirts of Delhi. The work was carried out in the Annual Leadership

Roadshow during the month of October 2007. In addition to planting, a gardener was also employed by Jones Lang LaSalle Meghraj to maintain the garden.

#### Computers and Clothes Donation Drive

In a pan-India initiative, employees across our 14 offices in the country collected clothes for children supported by non-governmental organizations in their respective cities. Employees contributed such zeal and enthusiasm that the final date for donations had to be extended by several days. Our offices also donated laptop and desktop computers to the NGOs.

#### Celebrating the Spirit of Earth Hour

In 2009, members of our Gurgaon team spent Earth



Hour in a corporate social responsibility initiative with the children of Aarushi, a girls' shelter home run by the Salaam Baalak Trust. The children engaged in a ceramic painting workshop that was organized by Jones

Lang LaSalle Meghraj. The workshop was organized on the theme of sustainability and unleashed creativity in the children.

#### Lending a Hand to a Needy School in Thailand

In early 2008, we helped a public primary school in Thailand build a new library and renovate toilets. Funds for this project were raised through our company's financial support and donations from our staff, clients, business partners and donation boxes placed in a number of office buildings managed by Jones Lang LaSalle.

Construction of the library and renovation of the toilets were completed in August 2008. During the official handover ceremony in September, we also contributed computers and new and used books donated by staff members to the school. Our staff, the students and their parents who attended the handover ceremony joined in planting young trees around the school's campus.



## Fundraising Activity for Health and Wellness Research

### Supporting the Juvenile Diabetes Research Foundation

Our people in Australia have made a multi-year commitment to the Juvenile Diabetes Research Foundation. JDRF is the leading charitable funder and advocate of juvenile diabetes research worldwide. The JDRF mission is to find a cure for diabetes and its complications by supporting research efforts. In 2008, 94 Jones Lang LaSalle employees participated in a JDRF walk. Joined by family and friends, they raised more than AUD 18,000.

## Community Outreach

### Walking with Salaam Baalak Trust

“Walk in the Streets of Delhi” was organized in collaboration with Salaam Baalak Trust, an NGO dedicated to working to uplift and rehabilitate street children. The walk took employees into the life of street



children and the struggle that they have to go through to survive. Fifteen volunteers from the Delhi office participated in the Street Walk, interacted with the children and spent time with them in the shelter home.

### Australian Mentoring Program

Our Australian business joins the Australian Business and Community Network to work with students at two high schools. As part of the program, Jones Lang LaSalle professionals conduct one-on-one monthly mentoring sessions with 14 to 16 year old students.

### Bringing Real Value to the Lives of Parikrama Children in India

The efforts of a small team of Jones Lang LaSalle Meghraj employees have ensured education sponsorship for 34 underprivileged children of Parikrama Humanity Foundation, Bangalore. By collecting and

contributing INR 1.2 million, Jones Lang LaSalle Meghraj ensured the foundation for the future of 34 promising citizens of their country.

### Light a Candle – “The NGO Way”

Jones Lang LaSalle Meghraj sourced client gifts during the Diwali holiday from various NGOs. This initiative generated sales worth INR 500,000 to the NGOs. The clients also appreciated the gifts, candles that were hand made by the underprivileged children, our commitment to CSR and our ability to engage and contribute to such causes.

### Leading the Way with CSR: Jones Lang LaSalle Meghraj – Chennai Team

Our Chennai team has been driving CSR in their city through contributions made to various NGOs. The initiatives include contributing and collecting funds for a two year old’s open heart surgery. At St. Thomas Mount Orphanage, where 25 infants were in need of milk and milk substitutes, the team met their needs in 24 hours. The team also took on providing hockey shoes for a hockey team of underprivileged children in South Chennai.

### Collaborating with Vatsalya Foundation, Mumbai



Our Mumbai team spent time with the children at Vatsalya Foundation. A painting competition was organized for the children, where our

staff teamed up with the young people while they painted. The event gave the team a first hand experience of the difficulties and challenges that are faced by the underprivileged children.

## Emergency Relief

### The China School Project: Earthquake Recovery

Generous donations from Jones Lang LaSalle and its employees around the world made a difference to 600 students affected in China after the May 2008 Sichuan





earthquake. Following the devastating earthquake, Jones Lang LaSalle and LaSalle Investment Management established the China School Project. Offices and individual employees donated approximately \$140,000 to fund a recovery effort to help rebuild a school in Chengdu.

In early 2009, with the support of the Chengdu government, we identified the JinJiang Elementary School, located in Chongzhou, around 80 km from Chengdu, as our beneficiary. Through our donations we committed to building the sports facilities (soccer field,

running track, basketball courts, etc.) and a library for the school. Late last year, our Chengdu PDS team (Jack Xu, Doubtfire Liu, and Petra Lv) volunteered their services to manage the overall construction.

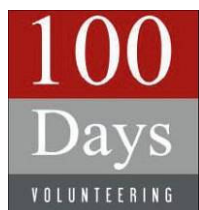
On January 15, 2010, an official ceremony was held in the school to 'open' the sports facilities and the library. Over 550 students and teachers, the JinJiang and Chongzhou government officials, the Chengdu Education Bureau officials, and our entire Chengdu team attended the celebration.



## COMMUNITY AND SOCIETY: EUROPE, MIDDLE EAST, AFRICA (EMEA)

### Charitable Giving and Volunteering

#### 100 Days Volunteering



This year our UK offices set an ambitious target of 100 Days Volunteering over 12 months. Jones Lang LaSalle introduced a volunteering policy encouraging staff to volunteer for a good cause of their choice during business hours. This target forms another key part in our approach to social sustainability and to supporting and partnering with the communities around us.

#### Making a Big Splash for Charity

A team from the Glasgow and Edinburgh offices embarked on a swimathon to raise money for Marie Curie Cancer Care's Big Build campaign. The 16-member team triumphed in their 'channel crossing' challenge by taking it in turns to swim 21 miles - the equivalent of the English Channel, from Dover to Calais. To date the team has raised in excess of £2,000 for Marie Curie.



#### Team Volunteers their Gardening Talents

Lucinda Liss, Rosie Hillier, Paul Jaffe, Vivien Williams, Daniel Trappler, Vanessa Muscara and Natasha Bromham, all from LaSalle Investment Management, put on their wellies and headed out of London to Berkhamsted.

The team spent the morning gardening at the Hospice of St Francis to help achieve Jones Lang LaSalle's commitment to 100 days of volunteering.



The enthusiastic volunteers were tasked by the hospice gardeners (all of whom are volunteers themselves) to dig a trench near the perimeter fence along the woodland trail so that they could plant hedging in there.

#### Leading Names in Property Unite to Rebuild Lives

In October 2009, Jones Lang LaSalle was joined by other companies from across the property industry to celebrate the launch of LandAid's Foundation Partner Scheme. The scheme is designed to support the industry charity's work in helping the young and disadvantaged to rebuild their lives and improve the physical environment. Jones Lang LaSalle has signed up to be a Foundation Partner for the next three years. As a member of the partnership, the firm will commit financial support, expert advice and training and education to the scheme which is expected to grow significantly as it gains widespread support across the industry.

#### Team Goes Armed to Make a Difference

It was a beautiful sunny day in November when 14 people from Jones Lang LaSalle's London office, armed with various gardening tools, kicked off Jones Lang LaSalle's 100 days volunteering initiative by helping out at St Christopher's Hospice, Sydenham. This volunteering project was particularly important as Her Royal Highness Princess Alexandra opened the new Anniversary centre in December. St Christopher's had recently finished a ground floor development within the hospice and the garden had become a little overgrown. The team set to work to turnover the soil to the front garden, put down new soil and clear leaves from around the gardens and car park.

#### UK Give As You Earn and Matching Payroll Giving

To help UK staff leverage their charitable contributions, we support a payroll giving scheme, Give As You Earn (GAYE) and offer a Matching Payroll Giving plan, which matches contributions to any registered UK charity.

With the GAYE scheme, our people choose how much to give to the charity or charities of their choice. The



donations are deducted before taxes are taken out, so individuals effectively pay less while contributing more to the charities they support. And when they enroll in the GAYE scheme, employees automatically become eligible for the company's Matching Payroll Giving plan. The company matches up to £250 of an individual's charitable contributions each calendar year, which is a great additional benefit to the charity.

### Payroll Giving Quality Mark Award

In the UK, we earned a Payroll Giving Gold Award for 2009. This award recognizes that more than ten percent of UK staff contribute to charitable causes through the company's Matching Payroll Giving program.

### Ireland Raises Money for Children's Sunshine Home in Dublin

JLL Ireland raised €20,000 for its charity in 2008, the children's Sunshine Home in Dublin. They did this through a number of events: in 2008 Christian Moore and a friend undertook a marathon, cycled part of the Tour de France and climbed Kilimanjaro. Individual staff members sponsored Christian and the company matched their contributions. JLL Ireland also entered a team in a 10K run sponsored by staff members.

### Supporting the United Fund of Belgium

Jones Lang LaSalle is one of the longest standing supporters of the United Fund of Belgium. In the early 1970s, Belgium saw the first American multinationals being established in the country. These businesses wanted to contribute to the development of the local communities which had welcomed them, so a number of "pioneer" companies set up a fund to raise money and select appropriate charity projects. In 1972, the United Fund for Belgium was born. For more than 35 years, it has been a success story allocating more than €18 million to over 2000 projects.

### Netherlands Support for the Uganda Red Cross

In our Netherlands business, we sponsor and participate in a Dutch initiative to help and support the Uganda Red Cross organization. The objective is to help the Ugandan Red Cross in a feasibility study, prepare

investment proposals and help with the implementation of projects.

### Supporting Charitable Organizations in Poland

In Warsaw, our team participates in a range of charity activities. Examples include providing financial support to local orphanages by requesting donations from employees for second hand clothes and organizing a "toy lottery" where our people buy toys and arrange for them to be delivered to the children. We have also provided financial support for a fund that organizes hot meals for children from poor families. Lastly, we have sponsored a drawing competition for children from a neighboring kindergarten, providing geographical atlases as prizes.

### Read and Recycle Book Sale

We regularly hold second hand book sales in our Hanover Square and Canary Wharf offices in London to support both our recycling and charitable initiatives. Employees are requested to donate any unwanted books, which are then made available at regular intervals throughout the year for staff to buy. All proceeds are then donated to our charity partner.

### Fundraising Activities for Health and Wellness Research

#### Competitors Fly By in First 5k Fun Run

More than 130 competitors faced bright and blustery conditions at the first ever Jones Lang LaSalle 5k Fun Run. The weather didn't stop them finishing in some very impressive times. As our first official event for our new charity partner, Help the Hospices, we raised more than £2,800, which is a fantastic start to the partnership.

#### The Great North Run

Congratulations to Katherine Maguire, Park Manager and Noel Cooper, Gym Manager, at Chesterford Research Park who completed the Great North Run in September 2009. The Great Run novices pounded the roads for charity conquering the course in a very respectable 2hrs 12mins and raised £1,600. This year,



54,000 people took part in what has been described as 'the most iconic half-marathon on the planet.'

### English Charity Partnerships

Since 1998, the English Business has engaged in a series of charity partnerships for consecutive terms of between 12 and 24 months. These have resulted in a cumulative total of some £400,000 being raised for causes such as Crisis (working for homeless people), Barnardo's (a children's charity), Sense (for disabled people), Macmillan Cancer Support and Whizz Kidz (supporting disabled children). The money is generated through a combination of employee fundraising, including several Jones Lang LaSalle organized events, and supporting company donations.

### English Charity Partner: Help the Hospices

Following a very successful partnership with the



Alzheimer's Foundation, a new charity partner was selected for 2009/2010: Help the Hospices.

Help the Hospices is a national charity for hospice care, providing support to member hospices which care for children and adults with cancer and other terminal illnesses. The care is given free of charge to patients and their friends and family, and is provided in patient homes, in hospices and in the community.

### Facing the Three Peaks Challenge

In May 2009, a 25 person team from England participated in the Three Peaks Challenge to raise money for the Alzheimer's Society. The challenge involves climbing the three highest peaks in England, Scotland and Wales within a 24-hour period. The team successfully raised more than £13,000.

### Building a Sensory Garden

In June 2009, five members of the Upstream Sustainability Services team in London visited the Bromley Branch of the Alzheimer's Society to help build a "sensory garden" for visitors to the day center. The

project involved building a small area where visitors could walk and enjoy colorful plants and aromatic herbs.

### Painting for Children

Our people at Jones Lang LaSalle Portugal have been painting or building schools for several organizations, working with Grace, an association which is a member of the Ethos Institute. Their latest effort in 2009 was painting and building the APCL Riding Centre, which is for children with cerebral palsy.

A team from Upstream in London painted a mural, decorated a "chill-out" room and cleared a garden area for Southrise Primary School as part of a "London Better Together Day".

### Team LaSalle Pedals from London to Paris

In June 2008, four Jones Lang LaSalle cyclists completed the 600 kilometer London to Paris Cycle Tour, a three day event. The team raised more than £4,000 from individual donations for the Alzheimer's Society.

### Cycling to MIPIM in Cannes

Five determined London-based employees participated in the 2008 Cycle to Cannes event, which saw 140 members of the property industry cycle in six days from Greenwich in southeast London to Cannes, approximately 1,500km away.

Facing freezing conditions and a range of terrain including mountains known to break even the most experienced Tour de France cyclists, the team was supported by French locals cheering them on in the final stretches. The warmer weather of the south of France made for the perfect finish as the five riders arrived in Cannes in time to start business at MIPIM, a leading industry event. The team raised just over £20,000 for a number of charities supported by this annual event.

### Spain Sponsors Paddle Competition

In Spain, we have been working with Aid in Action to sponsor an annual "paddle competition" (a game involving a bat and ball), which has raised nearly €400,000 over ten years to improve the future of



thousands of people in Bolivia, Ecuador, Ethiopia, El Salvador, Nicaragua and Peru. The money raised in the "Torneo de Padel Solidario" also goes to improve the conditions of people with Down Syndrome and others with brain damage in Spain.

### EMEA Research Climbs Ben Nevis



In May 2009, a team of 14 employees from the EMEA Research team climbed Ben Nevis, the UK's highest mountain. Facing thick snow and negative 14 degree wind-chill at the summit proved a shock for some when compared with the fair conditions at sea level. One colleague from the Hamburg office was faced with completing the climb in his socks after his shoes fell apart three quarters of the way up. This didn't stop him and he completed the challenge with the rest of his team.

### One Big Sporting Weekend

In July 2008, we held One Big Sporting Weekend in the UK. The weekend kicked off on a Friday with the King Sturge Property Triathlon, where 97 triathletes from the company completed the task. This was immediately followed by our first World Corporate Games, which drew a Jones Lang LaSalle team of 156 people from offices across England, Germany, Holland and Scotland.

The event took place in Leeds and featured more than 100 companies battling it out over three days in disciplines including tennis, golf, softball, hockey, football, netball, running and dragon boat racing. The Big Sporting Weekend raised over £5,000 for our local charity partner, the Alzheimer's Society.

### JP Morgan Chase Corporate Challenge

Employees at our Frankfurt office participate in the JP Morgan Chase Corporate Challenge, an annual running

event. The money collected during the event is donated to various social projects.

### Making Strides against Breast Cancer

In the UK, a team of five from Jones Lang LaSalle joined the 2008 Moonwalk for breast cancer awareness, raising £12,000 towards a total of £3 million in the whole of the UK.

### Holland Supports Alpe d'HuZes

In 2008, one of our Dutch colleagues discovered he was ill with acute leukemia. Along with another colleague, he decided to participate in the Alpe d'HuZes initiative of the Koningin

Wilhelmina Fonds (KWF/Dutch cancer research fund). Their goal was to



cycle, in a single day, at least six times up the Alpe d'Huez, a famous Tour de France stage goal, to raise funds for the KWF. Demonstrating exemplary teamwork, more than € 13,500 was raised for cancer research.

In 2009, the Netherlands continued to provide support to the Alpe d'HuZes initiative of the Koningin Wilhelmina Fund. The charity has so far raised approximately \$7.5 million for cancer research in 2009. The Jones Lang LaSalle team contributed about \$125,000 by using its marketing potential and its wide network in the real estate sector to attract hundreds of sponsors ranging from employees, alumni, competitors, suppliers, clients and members of the real estate press.

### Birmingham Raises Money for Cystic Fibrosis

England's Birmingham office took part in a charity darts match for the Cystic Fibrosis Trust in March 2008. Jones Lang LaSalle was joint sponsor of the tournament, which was held in memory of a former employee who passed away of the disease at a young age. The event was attended by nearly 200 people and



included an auction, which helped raise more than £5,000 for the charity.

### Joining forces with a Client for Comic Relief

In April 2009, sixteen teams competed in the inaugural Sainsbury's / Jones Lang LaSalle Comic Relief Challenge Cup five-a-side football tournament in London.

Joining forces with one of our clients, the leading British supermarket retailer, Sainsbury's, we organized the football competition in support of Comic Relief, which raises funds for projects in the UK and abroad. The competition was a huge success and contributed £5,000 to the Sainsbury's Property team's overall fundraising effort of £50,000 for Comic Relief 2009.

### A Christmas Fair for Alzheimer's Society

In November 2008, our London offices hosted its first Christmas Fair in support of the English Business charity partner, Alzheimer's Society. The event, which was staged at the Hanover Square office, raised more than £4,200 and was attended by more than 400 people, including 100 children.

### Trekking the Scottish Highlands for Charity

In 2009, three teams of employees from Scotland took part in the RBS Caledonian Challenge. In a 24-hour period, the teams trekked 54 miles through some of the most rugged countryside in Scotland. The participants set a fundraising target of



£8,000 for the Scottish Community Foundation. It was the fifth consecutive year in which Jones Lang LaSalle teams participated in the event.

## Community Outreach

### Supporting London's Homeless

For a number of years we have supported the Look Ahead Housing and Care by providing Christmas gifts for London's homeless. The charity seeks to provide immediate help to the homeless who wish to get off the streets and find a better life. Help is provided to find homes for individuals and the means to support themselves. Each year we ask staff to donate a new and useful Christmas gift, which is distributed to those who find that time of year particularly difficult.

### Supporting a Business School in Frankfurt

In Frankfurt, we support the International Real Estate Business School (IREBS) of the University of Regensburg, providing annual financial support in the amount of €15,000.

### Supporting Inner City Children in London

In August 2008, members of our City Investment Team in London spent a day of volunteer work for the Kids Company, a charity which provides practical, emotional and educational support to 12,000 vulnerable inner city children.

The team transformed the Kids Company therapy room at the Skinner School in North East London. The room was redecorated from scratch to make it a far more comfortable environment for the children who use it.

### Contributing to Business in the Community

Jones Lang LaSalle is a longstanding member of Business in the Community in the UK and an active participant in its ProHelp scheme, a network of 1,000 professional firms whose volunteers donate time and expertise to community groups and voluntary organizations.

ProHelp members donate approximately £5 million annually to fund long-term partnerships and individual projects.

In similar vein, the company is also a contributing member of the City of London Corporation's CSR networking forum, Heart of the City. Jones Lang



LaSalle's contributor status includes acting as a mentor to other member organizations seeking to establish or enhance their own CSR plans. Also in London, Jones Lang LaSalle is a member of the Isle of Dogs Community Foundation.

### "Making a Difference" in the UK

To consolidate, coordinate and then communicate our full range of community service activities in the UK, we developed the "Making a Difference" umbrella identity.

Areas ranging from charity partnerships and volunteering opportunities, to matching payroll giving and support of Pro Help London, are grouped under the "Making a Difference" banner.

*making a difference*

### Helping Children Learn at Shakespeare's Globe Theatre

In London we sponsored an educational project for Shakespeare's Globe Theatre, which aimed to introduce disadvantaged children to the theatre and the work of William Shakespeare.

Our sponsorship supports a project in which tutors work with young people to produce a Shakespeare play, providing an opportunity to build confidence and develop presentation skills, which will benefit them in the future.

### British Museum - Global Partner

In November 2008, we became a global partner with the British Museum. Based in London, the museum is the second most visited museum after the Louvre in Paris. Our partnership entitles our employees, their friends and family and our clients to access paying exhibitions for free, to attend private previews and enjoy extended museum privileges.

### Midweek Music in Mayfair

We provide support and encouragement to young musicians, most of whom are graduates of the Royal College of Music, as a part of Midweek Music in Mayfair, a program of music and events that takes place

throughout the year close to our Hanover Square office. We also provide office space to the organization's chairman and sponsor the annual reception for the Friends of Midweek Music in Mayfair and a special St George's Day concert.

### Individual Commitments to Communities around the World

#### On the Road Again (and Again, and Again...)

Adventure trail runner Simon Morris, Valuation Advisory, has successfully completed five of a series of seven



grueling marathons scheduled to take place between November 2009 and May 2010, and in the process has become the first person ever to

run on behalf of Down Syndrome International (DSi).

The Coastal Trail Series is a unique trail running event that spans seven months from November 2009 to May 2010. It entails completing seven of the toughest coastal trail marathons around the UK (possibly in the world) in seven consecutive months, with running times for the marathons averaging between four and six hours each.

#### Taking the Plunge for Haiti - Hope on a Rope

In February, 2010, under the newly launched 'Civil Service London' banner, civil servants in England abseiled down the eleven floors of Riverwalk House, home of the Government Office for London, to help save lives in Haiti. Paul Spencer, Jones Lang LaSalle's European Director, Birmingham who is currently on secondment to the Civil Service was 'roped in' to raise money for the Haiti appeal by, in his words, "throwing himself off a tall government building".

#### Tackling the Hardest Alpine Ski Race in the World

It has taken perseverance and determination throughout 12 months of training but in April 2010 Team GB, made up of Ben Grossmann, a Trainee Surveyor in National Investment and two friends, embarked on the hardest Alpine ski race in the world, the Patrouille des Glaciers.



This ski mountaineering race is organised by the Swiss Army and run every two years. The race, from Zermatt to Verbier, is over 53km in distance with a difference in altitude of over 2000



metres. Ben explained: "We have to complete the race in less than 18 hours!" The men are fundraising for two charities: Afrikids and the Army Benevolent Fund. To date, the team has collectively raised £7,000 for the Army Benevolent Fund.

**Congratulations to our London Marathon Runners!**

Every year a number of our employees sign up for the London Marathon to raise money for various charitable



causes. This April our London Marathon runners put their months of training into action as they faced the challenge of completing 26.2 miles

across the city of London. With a record number of

runners from Jones Lang LaSalle in 2010, the event is a massive fundraiser and our team supported a total of eleven charities with a fundraising total in excess of £33,000.

**Climbing Kilimanjaro to Support the Alzheimer's Society**

In January, 2009, two colleagues in our London office climbed to the top of Mount Kilimanjaro in



Tanzania to support the Alzheimer's Society. Kristy Anderson and Emma Cheetham walked 10-12 hours a day, usually in rain or snow, to summit the mountain. They joined 31 other intrepid adventurers to raise more than £100,000 for the society.

**Irish Volunteers Build Houses in South Africa**

In Ireland, we sponsored two employees to partake in the Niall Mellon Township Trust in South Africa in November 2007. They joined Irish volunteers to build 200 houses in Freedom Park, a township in Cape Town.







We are proud of our global reputation for integrity and ethical conduct

## Ethics and Corporate Governance

---

Jones Lang LaSalle stands for uncompromising integrity and the highest ethical conduct. In a service business, the integrity that our brand represents is one of our most valuable assets, which we are committed to protect. We adhere to a range of policies that everyone who does business on our behalf must understand and always follow.

We are committed to a corporate culture that embraces and promotes strong principles of business and professional ethics at every level. Ethical practices are inherent in our values, mission and strategy, and must guide all of our interactions with clients, customers, vendors and employees. Our Board of Directors and senior management take these responsibilities seriously, both for themselves and the rest of the organization.

### Ethisphere Institute

#### Ethics Inside™ Certification

In 2010, Jones Lang LaSalle received a renewal of its Ethics Inside™ Certification from the Ethisphere Institute. The Ethisphere Institute is a think tank dedicated to the research and promotion of profitable best practices in global governance, business ethics, compliance and corporate responsibility.

The Ethics Inside™ certification is the only independent verification of a company's ethics. The annual certification is granted exclusively to organizations that can prove the existence of a superior employee and leadership culture that promotes ethical business practices.

#### One of the "World's Most Ethical Companies"



The Ethisphere Institute has named Jones Lang LaSalle to its 2010 World's Most Ethical Companies list. This is the third year in a row we have received this important distinction. Researchers and analysts from the Institute reviewed more than 10,000 companies on six continents and completed a rigorous, multi-step evaluation process to

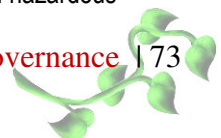
determine the finalists on the list. Their analysis included reviewing codes of ethics; litigation and regulatory infraction histories; investments in innovation and sustainable business practices, and corporate citizenship. The list recognizes 99 companies from around the world in 35 different industries. Jones Lang LaSalle was named to the list for the second year in a row and was the only company from the real estate industry to be included.

### Commitment to Integrity through Shared Beliefs

Jones Lang LaSalle recognizes its responsibility to the interests of the countries in which we do business. We always will strive to be a good corporate citizen wherever we operate.

### Environmental Hazards

We will comply with applicable environmental laws and regulations as they relate to our operations and those of our clients. We will diligently employ the proper procedures with respect to handling and disposal of hazardous and biohazardous waste. To comply with these laws and regulations, we must understand how our activities may impact the environment, adhere to all requirements for the proper handling of hazardous



materials, and immediately alert superiors of any situation regarding the discharge of a hazardous substance, improper disposal or any situation that may be damaging to the environment.

### Child Labor

We will not employ an individual under the age of 16 unless such employment is allowed by, and undertaken in accordance with, local law and ethical practice and does not interfere with that individual's health and well-being.

We will not engage in oppressive or unfair child labor practices or knowingly engage a supplier or agent, or enter into a joint venture with an organization that uses oppressive or unfair child labor practices. In project management appointments, we will bring any improper practices of third parties to the attention of our clients and advise them accordingly.

### Community Service

Jones Lang LaSalle and its employees provide generous financial and other support to many worthwhile community programs. Employees are free to support community charity and political organizations and causes of their choice, as long as they do not represent their views and actions as those of Jones Lang LaSalle. Employees should ensure that their outside activities do not interfere with their job performance. No Jones Lang LaSalle employee may coerce another employee to support a cause that is contrary to a personal belief or to contribute to or support political, religious or charitable causes.

### Corporate Political Contributions and Lobbying Activities

Because we are a diverse global organization that includes differing viewpoints, political activity is limited to very specific industry issues that would clearly benefit our business and our shareholders. Accordingly, we believe the corporation's annual spending on political contributions and campaigning is minimal. Any such spending is managed on a highly decentralized and local basis, and we have not historically tracked such expenditures on a global basis. Our current accounting

system is not set up to track separately political contributions by country.

Contributions by corporations to political parties, candidates or causes may be specifically regulated by the laws of the countries in which we conduct business. Employees cannot make any contributions to political parties, candidates or causes in the name of Jones Lang LaSalle because they may inadvertently be causing the firm to violate those laws, which can carry serious penalties. Employees must make sure that any political contributions proposed to be made on behalf of the Company and in which they may be involved are made with the appropriate internal approvals and legal review, have a valid business purpose and are made in compliance with applicable laws.

Similar to our political activities, our direct lobbying efforts are minimal and, if any, they would be restricted to very specific industry issues that would clearly benefit our business and our shareholders. Any lobbying efforts would be managed on a highly decentralized and local basis. We do not track expenditures on lobbying efforts, nor is our current accounting system set up to track any such expenditures on a global basis.

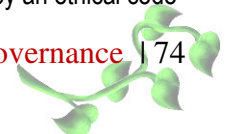
We also do not monitor globally the participation by our people in industry trade associations. Participation in such associations must otherwise comply with our Code of Business Ethics.

### Code of Business Ethics

The Jones Lang LaSalle Code of Business Ethics contains the ethics policies that all our people, and everyone who does business on behalf of our company, must follow. Employees review and commit to follow the Code annually. We have processes in place to identify and report possible violations under the code.

### Ethics Everywhere

Recent instances of unethical and illegal behavior at other prominent companies indicate the enormous damage to careers, large organizations and even local and national economies that can result from the bad acts of just a few individuals. They also highlight the continuing need for education, training and resources for employees to use to help them abide by an ethical code.



and to foster and maintain an environment of integrity and mutual respect. In addition to our published Code of Business Ethics, Jones Lang LaSalle maintains an ethics compliance program, *Ethics Everywhere*, designed to promote the high ethical standards by which all Jones Lang LaSalle employees must conduct themselves in all business situations. Through this program, we provide the policies and procedures that enable our employees to contribute to the maintenance of a highly ethical culture. Ethical behavior is a core responsibility of each and every Jones Lang LaSalle employee.

The assistance of the Company's Ethics Officers may be sought at any time, and their assistance is encouraged as early as possible in the process of dealing with a serious ethical problem. Employees may contact the Chief Ethics Officer or any of our Regional Ethics Officers directly through contact information published on our company intranet, or they may call the Ethics Hotline (+1 877 540 5066) in any of the major languages. Information provided to the Hotline operator will be forwarded to the Chief Ethics Officer, who will refer calls to one of the regional Ethics Officers. Calls to the Hotline may also remain anonymous. Additionally, anonymous complaints may also be made electronically at [www.jllethicsreports.com](http://www.jllethicsreports.com).

### Vendor Code of Conduct

Since their business practices can significantly reflect on our people and reputation, we expect our vendors to share our commitment to integrity. We require, as a result, that vendors who work for us, or through us for our clients, adhere to the Jones Lang LaSalle Vendor Code of Conduct.

Our Vendor Code of Conduct is available in many major languages at our public website. We have also developed a process for identifying and reporting potential violations of the Vendor Code of Conduct.

### Policy against Corruption, Bribery, Money Laundering

At Jones Lang LaSalle we have committed to uphold the highest standards of integrity in our business practices around the world, and we do our part to foster a fair and competitive marketplace. Our employees must adhere to

our anti-corruption policies and procedures. Our people must not offer, make or promise to make any illegal, improper or questionable payments or commitments of personal or company funds or other valuable consideration to clients, vendors, governmental officials or other entities or individuals anywhere in the world for the purpose of obtaining or retaining business or securing any improper advantage, directly or indirectly.

The Organization for Economic Co-Operation and Development has adopted an agreement entitled the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. Many countries in which we operate are party to this agreement, which requires them to adopt laws prohibiting bribery of foreign officials and requiring the maintenance of accurate books and records. For example, the law in the United States is known as the Foreign Corrupt Practices Act. The laws that have been adopted in this regard apply to our operations throughout the world. We comply with these laws, as well as any local anti-bribery laws that apply in the countries in which we do business

At Jones Lang LaSalle our anti-bribery policies apply to our own people and to consultants and other agents, no matter where they are doing business. An employee who retains a consultant or other agent who will be acting on behalf of Jones Lang LaSalle in dealing with third parties must receive written confirmation from that agent or consultant that he or she will comply with the requirements of applicable anti-bribery laws. Financial records must accurately reflect transactions, assets and liabilities and conform to generally accepted accounting principles. No entry may be made on the firm's books and records which hides or disguises the true nature of any transaction. No undisclosed or unrecorded funds or assets may be established or maintained.

Additionally, we comply with all applicable anti-money laundering laws. We will never knowingly participate in a scheme to launder money, under-report the size of a cash transaction or wrongfully avoid tax liability. Furthermore, our policy is to make reasonable efforts to become familiar with our clients to decrease the possibility that we will be unwittingly used to assist in money laundering. "Willful ignorance" of money laundering on our part will not be tolerated.



## Compliance and Committees: A Check on Ourselves

### Corporate Governance

Jones Lang LaSalle publishes key information about our corporate governance guidelines on our public Web site. We are proud of the rigor and quality of the company's corporate governance and the benefits these policies produce for our stakeholders.

We comply with the laws of the world's most stringent regulatory authorities. These include the New York Stock Exchange, the U.S. Securities and Exchange Commission, the UK Royal Institute of Chartered Surveyors, and financial services authorities in the UK, Japan, Hong Kong, Singapore, Australia and other countries.

Additionally, Jones Lang LaSalle values input from our shareholders and our employees. Shareholders can submit proposals for actions to be presented at our Annual Shareholders' Meeting. Employees are encouraged to submit their recommendations for the company. Employees are always free to contact our regional and global Ethics Officers with any comments or concerns. Moreover, Jones Lang LaSalle has an open-door policy where employees can make recommendations directly to their managers or further up the chain of command to senior management.

### Board of Directors

Our Board of Directors has ultimate responsibility for the management of 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 our company's long-term value.

The Board performs many of its functions through three committees comprised of non-executive, independent directors: the Audit Committee, the Compensation Committee and the Nominating and Governance Committee. A description of each follows:

**The Audit Committee:** The Audit Committee monitors the integrity of the company's financial statements, the quality of its internal disclosure controls, its enterprise

risk management processes, compliance with the U.S. Sarbanes-Oxley statute, the performance of the company's internal audit function and its independent registered public accounting firm and the company's compliance with legal and regulatory requirements.

**The Compensation Committee:** The Compensation Committee reviews the performance and determines the compensation of our Chief Executive Officer and the other officers who serve on our Global Executive Committee, and it oversees various aspects of our compensation and equity incentive programs for our employees generally.

**The Nominating and Governance Committee:** The Nominating and Governance Committee identifies and recommends qualified candidates to serve as members of the Board, recommends directors for membership on Board committees, develops our corporate governance guidelines and leads the Board in its annual review of its own performance (which includes soliciting feedback from members of senior management on how to enhance the effectiveness of the Board).

The Board of Directors takes an active role in the oversight of the company's corporate social responsibility efforts and disclosure. We have chosen not to establish a separate committee for this purpose, which results in the entire Board being involved and engaged. Jones Lang LaSalle's Chief Operating and Financial Officer serves as the liaison to the Board with respect to sustainability and energy management matters. This partnership allows for open communication and regular reports on the company's efforts, both with respect to our own conservation measures and the services we provide to clients.

### Size of the Board

The Board currently has 9 directors, 6 of whom are Independent Directors. The Board has determined that the current number of directors constitutes an appropriate size that is large enough to permit diversity of experience and small enough to foster effective discussion and promote individual accountability. The Board will periodically review the size of the Board and determine the size that is most effective in relation to the then current business operations of the Company.



## Process for Determining Qualifications of Board Members

Because Jones Lang LaSalle has a modest-sized board, and we believe that corporate social responsibility is very important, the entire board is engaged in sustainability guidance and oversight. The Nominating and Governance Committee, comprising of all of the non-executive directors serving on the Board at any time, works with the Board as a whole on an annual basis to determine the appropriate characteristics, skills and experience for the Board overall and its members individually.

When determining the qualifications and expertise of a Board member, the Committee takes into account a variety of factors for potential candidates. Among other attributes that may be appropriate, the members of the Board should possess the acumen, education and experience to make a significant contribution to the Board. Additionally, within the context of the global nature of the Company's business, the composition of the Board as a whole and the perceived needs of the Board at a particular time, a member of the Board should bring to the Board a diverse range of skills, perspectives and experience. Importantly, each member of the Board must have the highest ethical standards, a strong sense of professionalism and be prepared to serve the interests of the shareholders. Therefore, a member of the Board should exhibit independence, objectivity and a commitment to the Company's Corporate Governance Guidelines and its Code of Business Ethics.

## Independence of the Board

The Board is comprised of a majority of directors who qualify as independent directors (the "**Independent Directors**") under the listing standards of the New York Stock Exchange (the "**NYSE**") and the Securities Exchange Act of 1934. No more than one-third of the total number of directors serving on the Board at the same time may be management executives who are employed by the Company.

The Board reviews annually (or sooner if the disclosure of facts so warrants) the relationships that each director has with the Company (either directly or as a partner,

shareholder or officer of an organization that has a relationship with the Company). Following each such review, only those directors who the Board affirmatively determines have no material relationship with the Company (either directly or as a partner, shareholder, director or officer of an organization that has a relationship with the Company) will be considered Independent Directors, subject to additional qualifications prescribed under the listing standards of the NYSE.

## Evaluation of Board Performance

The Nominating and Governance Committee sponsors annual self-assessments of the performance of each of the Chairman, the Board and each Committee, the results of which are discussed with the full Board. The Committee is responsible for establishing the evaluation criteria, implementing the process for such evaluations, as well as considering other corporate governance or corporate social responsibility principles that may, from time to time, merit consideration by the Board. These assessments include a review of any areas in which the Board or any of its Committees can make a better contribution to the governance of the Company; the purpose of the review is to improve the effectiveness of the Board and its Committees overall.

## Conflicts of Interest

A "conflict of interest" occurs when an individual's personal or individual interest interferes in any way with the interests of the corporation as a whole. A conflict situation can arise when an employee, officer or director takes actions or has personal interests that may make it difficult to perform his or her company work objectively and effectively. Conflicts of interest also arise when an employee, officer or director, or a member of his or her family, receives improper personal benefits as a result of his or her position in the firm.

For the Board of Directors, if an actual or potential conflict of interest develops, a director should immediately report such matter to the Chairman for evaluation and appropriate resolution in consultation with the remaining members of the Board.

If a director has a personal interest in a matter before the Board, the director shall disclose the interest to the



Board, excuse himself or herself from participation in the relevant discussion and shall not vote on the matter.

Additionally, none of our employees, officers or directors may compete with Jones Lang LaSalle businesses or let their dealings on behalf of any of our businesses be influenced, or appear to be influenced, by personal or family interests. Exceptions may only be made after full disclosure to the Global or a Regional Chief Executive Officer and upon the written consent of that person.

Where there is a potential conflict of interest for an employee, it must first be referred for approval to the employee's manager and disclosed to the Chief Global Ethics Officer or a Regional Ethics Officer. The approval of the Nominating and Governance Committee of the Board of Directors, the Chief Executive Officer or one of the Regional Chief Executive Officers may be required before it can be determined whether approval will be granted.

## Management Approach

### Identifying Risk Factors

The complex, dynamic and international scope of our operations overall, and of our operations in particular regions and countries, involves a number of significant risks for our business. If the risks associated with the services we provide, our operations in particular regions and countries or the international scope of our operations cannot be or are not successfully managed, our business, operating results and/or financial condition could be materially and adversely affected.

One of the challenges of a global business such as ours is to be able to determine in a sophisticated manner the enterprise risks that in fact exist and to monitor continuously those that develop over time as a result of changes in the business, laws to which we are subject and various other factors including those affecting sustainability and corporate social responsibility. We must then determine how best to employ available resources to prevent, mitigate and/or minimize those risks that have the greatest potential (1) to occur and (2) to cause significant damage from an operational, financial or reputational standpoint. An important dynamic that we must also consider and appropriately

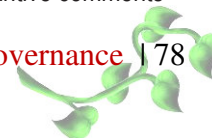
manage is how much and what types of commercial insurance to obtain and how much potential liability may remain uninsured consistent with the infrastructure that is in place within the organization to identify and properly manage it. While we attempt to approach these issues in an increasingly sophisticated and coordinated manner across the globe, our failure to identify or effectively manage the enterprise risks inherent within our business could result in a material adverse effect on our business, results of operations and/or financial condition.

We govern our enterprise risk program primarily through our Global Operating Committee, which is chaired by our Global Chief Operating Officer and includes the Chief Operating Officers of our four reported business segments and the leaders from certain corporate staff groups such as Finance, Legal, Insurance, Human Resources and Information Technology. The Global Operating Committee coordinates its enterprise risk activities with our Internal Audit function, which performs an annual risk assessment of our business in order to determine where to focus its auditing efforts.

### The Board's Role in Enterprise Risk Oversight

The Board and its Committees take active roles in overseeing management's identification and mitigation of the Company's enterprise risks.

As a standing agenda item for its quarterly meetings, the Audit Committee discusses with management an enterprise risk management report that reflects (1) the then current most significant enterprise risks that management believes the Company is facing, (2) the efforts management is taking to avoid or mitigate the identified risks and (3) how the Company's internal audit function proposes to align its activities with the identified risks. The management representatives who regularly attend the Audit Committee meetings and participate in the preparation of the report and the discussion include our (1) Chief Operating and Financial Officer, who chairs our Global Operating Committee, which is the internal management committee that is responsible for overseeing our enterprise risk management process, (2) General Counsel and (3) Director of Internal Audit. At the meetings, the Audit Committee asks questions about the conclusions drawn in the enterprise risk management report and makes substantive comments



and suggestions. Additionally, during the course of each year, the Audit Committee (or sometimes the full Board) meets directly on one or multiple occasions with the senior-most leaders of our critical corporate functions, including Finance, Accounting, Information Technology, Human Resources, Tax, Legal and Compliance, and Insurance, to consider, among other topics, the enterprise risks those internal organizations face and how they are managing and addressing them.

At each Board meeting, the Chairman of our Audit Committee reports to the full Board on the activities of the Audit Committee, including with respect to enterprise risk management. Additionally, the enterprise risk management report is provided to the entire Board.

As a regular part of its establishment of executive compensation, the Compensation Committee considers how the structuring of our compensation programs will affect risk-taking and the extent to which they will drive alignment with the long-term success of the enterprise and the interests of our shareholders.

In the normal course of its activities, our Nominating and Governance Committee reviews emerging best practices in corporate governance and stays abreast of changes in laws and regulations that affect the way we conduct our corporate governance, which represents another important aspect of overall enterprise risk management.

Moreover, as part of its consideration of our Annual Report to Shareholders, our Board reviews and comments on our Risk Factors, which is another way in which it participates in the consideration of the significant enterprise risks the Company faces and how the Company attempts to manage them in an appropriate way.

### Relationship between Compensation Structure and Risk-Taking

We have considered whether our compensation policies may be reasonably expected to create incentives for our people to take risks that are likely to have a material adverse effect on either our short- or longer-term financial results or operations. We believe that they do not. We also have not identified historical situations where we believe that our compensation practices drove

behaviors or actions that resulted in material adverse effects on our business or prospects.

Broadly speaking, we take two different approaches to compensating our people within the three regions that provide Investor and Occupier Services:

- for predominantly revenue producing positions (such as brokers), minimal base salaries and commissions or shares in annual incentive pools that relate to financial production results according to individual transactions; and
- for positions that are oriented more toward longer-term client relationship businesses (such as in our corporate outsourcing businesses) or that are internal staff positions (such as in marketing or human resources), base salaries and shares in annual incentive pools that are determined from different combinations of overall corporate or business unit financial results, achievement of key performance indicators on individual client accounts, client survey results and achievement of individual performance goals.

In our LaSalle Investment Management business, we use base salaries and annual incentive pools that relate to overall global performance of the business as well as the achievement of individual objectives relating to specific performance of investments, fund raising and other metrics and activities that support the success of the business. The long-term incentive plan for the senior leadership of the business relates primarily to the strength of cash-flow annuity income rather than incentive fees. Since incentive fees relate to the performance over longer periods of time of investments made for clients, there is inherently a significant alignment with client interests.

We believe these different approaches are appropriate to their circumstances and aligned with both near- and longer-term shareholder interests. Straight commissions are restricted to transactions that are completed and therefore do not have significant future risks of negative returns to the firm. Annual incentive pools and longer-term compensation are generally related to the satisfaction of clients over time, and will be adversely



impacted in the event of negative client experiences or relationships.

Where we use them, our restricted stock programs have fairly significant vesting periods of up to five years, and therefore are designed to promote behaviors that are in the longer-term interests of our shareholders.





## DISCLOSURES ON MANAGEMENT'S APPROACH TO SPECIFIC ISSUES:

### Environmental

To institutionalize our commitment to sustainability, the Jones Lang LaSalle Environmental Sustainability Board continues to be the main governance body responsible for developing and managing our comprehensive sustainability strategy. Board members collaborate to develop and implement coordinated, globally consistent environmental sustainability and energy management services and practices. In September, 2008, the Board launched the formation of global committees. The committees were formed to further develop and drive the Board's global objectives around six key functions:

- Energy and Sustainability Services
- Energy and Sustainability Technology
- Sustainability Knowledge Management
- Sustainability Marketing
- Sustainability Internal Program: ACT
- Jones Lang LaSalle Corporate Carbon Footprint

We are committed to creating and contributing to a more sustainable environment.

Jones Lang LaSalle's service capabilities and position as industry leader give us the opportunity to drive change that minimizes the impact of commercial real estate on the environment. That means making careful decisions that protect and enhance the environment while serving the economic requirements of a successful business enterprise.

Buildings generate 40 percent or more of greenhouse gas emissions in developed countries. We will help reduce emission levels significantly by taking a leadership position to promote change in our industry. We will apply our global project management capabilities to the more than one billion square feet of property we manage, delivering leading sustainability solutions to investors and occupiers throughout the

world. And we will reduce the environmental impacts of our own operations.

We will deliver real value in a world where energy management and sustainability are assuming ever greater importance to our clients and our own people. At Jones Lang LaSalle, we are committed to lead the transformation of the property industry by reducing the environmental impact of commercial real estate. We will increase our investment in energy and sustainability. Furthermore, our goal is to 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 materials use.

### Human Rights

Jones Lang LaSalle's approach to protecting Human Rights is embodied by our Code of Ethics and our commitment to integrity. We are committed to align our policies with international conventions and declarations, and we observe internationally recognized standards for the respect and protection of human rights. Employees at JLL must comply with our human rights policies and our policies against harassment and discrimination.

We have strong policies against forced or compulsory labor and against child labor. Our employees are not members of any labor unions with the exception of approximately 990 directly reimbursable property maintenance employees in the U.S. 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. At Jones Lang LaSalle, we value and respect the rights of all of our workers, and we are committed to social responsibility and the protection of human rights. Additional information about our human rights policies can be found in our Code of Ethics.



## Labor Practices and Decent Work

We respect the differences of our people from around the world, and we encourage diversity within the organization. Our commitment to diversity and equal opportunity is a quality that we feel represents our values.

One of our goals at Jones Lang LaSalle is to be the employer of choice in the real estate industry. At Jones Lang LaSalle, diversity and inclusion are important values of the company. It means creating a culture in which people of different backgrounds and points of view are valued and are integral to how we collaborate and deliver our best work to clients. At Jones Lang LaSalle, we pride ourselves in the inclusive culture we create, and we believe that our ideals mirror the value that all of our employees bring to work. We appreciate diversity, and we promote equal opportunities in all aspects of our business.

Jones Lang LaSalle actively promotes a healthy workplace and a safe work environment. We and our employees are responsible for maintaining a safe workplace by establishing and following safety and health rules and policies. Employees are trained in necessary procedures and protocols and to immediately report accidents, injuries and unsafe working conditions to a designated workplace safety officer or an Ethics Officer. Additional information about our approach to diversity and labor practices can be found in our Diversity Statement and our Code of Ethics.

## Society

Jones Lang LaSalle is a global citizen. Our social responsibility and societal and management approach is driven by our Code of Ethics and our commitment to being a responsible member of the community. We have committed to uphold the highest standards of integrity in our business practices around the world, and we do our part to foster a fair and competitive marketplace.

It is JLL's practice that our procedures and policies strictly comply with both domestic and international laws prohibiting bribery, corruption and money laundering. Our Code of Business Ethics contains the ethics policies that all our people, and everyone who does business on behalf of our company, must follow. Additionally,

employees review and commit to follow the Code annually.

Our employees consistently commit to show their support of, and give back to our global and local communities. Our corporate policy is to leave community efforts and charitable activities decentralized so that they can address the local needs of the communities in which we operate and the talents and interests of our diverse workforce. We see this as one of the strengths of our social policy. The members of local communities can tell us what they need, and our employees participate in the charities that will offer those local communities the most benefits. We are determined to be a socially responsible global citizen and an industry leader when it comes to promoting and supporting global and local communities. We strive to better society both from within our organization as well as externally through philanthropic activities. We are committed to eliminating corruption, and we make every effort to promote the well being of society. For more information about our organizational commitment to society, please refer to our Code of Ethics.

## Service Responsibility

At Jones Lang LaSalle, our management approach toward service responsibility is to focus on the real value that we deliver to our clients and customers. Our mission is to deliver exceptional strategic, fully integrated services and solutions for real estate owners, occupiers and investors worldwide. We are committed to providing consistently high quality services which in turn creates strong client relationships, and we work to create value that is relevant to each client. Our commitment to compliance includes the laws and standards related to marketing communications, advertising, promotions, and customer privacy. Our actions, as individuals and as an organization, create an impact on the world around us. Our services make a difference not just for our clients but for the greater good of the world and for the sustainability of our planet. Additional information about our services can be found in our Annual Report.



## Economic

Jones Lang LaSalle has established a firm presence in the real estate market, and our intimate knowledge of the industry creates real value for our clients and stakeholders in a perpetually changing and evolving world. Our ability to create and deliver this value drives the success of our business and enables us to improve profitability, strengthen our market presence, and benefit our stakeholders. Our strategic priorities, referred to as the Global Five Priorities, or the “G5,” build on our strengths and communicate a clear path forward. Our goal has been to expand and extend our global

leadership position in the G5 which will in turn drive our economic development. Our strategy has helped us weather the current financial storm, continue to grow market share, take advantage of new opportunities created by the current market conditions, and look towards investing in the future. We believe that our policies will give us a competitive advantage and will help us maintain and expand our position as a leader in the industry. Additional information about the G5 and our economic management approach can be found in our Annual Report.





We welcome your feedback

## Contact Us

---

We invite you to contact us for more information about Corporate Social Responsibility at Jones Lang LaSalle.

Jones Lang LaSalle  
200 East Randolph Drive  
Chicago, IL 60601  
+1 312 782 5800

[www.joneslanglasalle.com](http://www.joneslanglasalle.com)

© Copyright 2010 Jones Lang LaSalle



Jones Lang LaSalle  
 Global Reporting Initiative  
 G3 Content Index  
 Standard Disclosures Part I: Profile Description

Profile Disclosure	Description	Chapter Reference	Subsection	U.N. Global Compact Principle
--------------------	-------------	-------------------	------------	-------------------------------

### 1. Strategy and Analysis

1.1	Statement from the most senior decision-maker of the organization	From our Chairman and CEO	From our Chairman and CEO	
1.2	Description of key impacts, risks, and opportunities	From our Chairman and CEO / Environment / Ethics and Corporate Governance	From our Chairman and CEO / Environment: Public Disclosure, Environment: Emissions Accounting, Environment: Strategic Planning / Identifying Risk Factors	

### 2. Organizational Profile

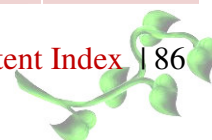
2.1	Name of the organization	About Us	About Us	
2.2	Primary brands, products, and/or services	About Us	About Us	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	About Us	About Us	
2.4	Location of organization's headquarters	About Us	About Us	
2.5	Number of countries where the organization operates, and names of countries with either majors operations or that are specifically relevant to the sustainability issues covered in the report	About Us / Environment	Our Diverse Global Community / Environment	
2.6	Nature of ownership and legal form	About Us	About Us	



Profile Disclosure	Description	Chapter Reference	Subsection	UNGC Principle
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	About Us	About Us	
2.8	Scale of the reporting organization	About Us	Scale of the Organization, Financial Highlights	
2.9	Significant changes during the reporting period regarding size, structure, or ownership	About This Report	Corporate Expansion and Boundary of the Report	
2.10	Awards received in the reporting period	About Us / Environment / Workplace	Awards / A Record of Innovation and Leadership, Environmental Awards and Recognition / Awards and Recognition	

### 3. Report Parameters

3.1	Reporting period (e.g. fiscal/calendar year) for information provided	About This Report	About This Report	
3.2	Date of most recent previous report	About This Report	About This Report	
3.3	Reporting cycle (annual, biennial, etc.)	About This Report	About This Report	
3.4	Contact point for questions regarding the report or its contents	Contact Us	Contact Us	
3.5	Process for defining report content	About This Report	Process for Defining Report Content	
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	About This Report	Corporate Expansion and Boundary of the Report	
3.7	State any specific limitations on the scope or boundary of the report	About This Report	Corporate Expansion and Boundary of the Report	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other	About Us / About This	About Us / Corporate Expansion and	



Profile Disclosure	Description	Chapter Reference	Subsection	UNGC Principle
	entities that can significantly affect comparability from period to period and/or between organizations	Report	Boundary of the Report	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	About this Report / Environment	About This Report, Process for Defining Report Content / Environment: Emissions Accounting	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	None		
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	No significant changes in methods applied		
3.12	Table identifying the location of the Standard Disclosures in the report	G3 Content Index	G3 Content Index	
3.13	Policy and current practice with regard to seeking external assurance for the report	About This Report	External Assurance	

#### 4. Governance, Commitments, and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	Environment / Ethics and Corporate Governance	Board Oversight / Compliance and Committees: A Check on Ourselves	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Ethics and Corporate Governance	Board of Directors	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Ethics and Corporate Governance	Size of the Board, Independence of the Board	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Ethics and Corporate Governance	Compliance and Committees: A Check on Ourselves	



Profile Disclosure	Description	Chapter Reference	Subsection	UNGC Principle
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	Ethics and Corporate Governance	Process for Determining Qualifications of Board Members, Evaluation of Board Performance	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Ethics and Corporate Governance	Conflicts of Interest	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	Ethics and Corporate Governance	Process for Determining Qualifications of Board Members	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	Environment / Community and Society / Ethics and Corporate Governance	Environment, Our Environmental Sustainability Policy, Jones Lang LaSalle Global Sustainability Commitment / Community and Society / Commitment to Integrity through Shared Beliefs	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	Environment / Ethics and Corporate Governance	Board Oversight, Management Execution / Board of Directors, Identifying Risk Factors	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Ethics and Corporate Governance	Evaluation of Board Performance	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Ethics and Corporate Governance	Identifying Risk Factors	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Environment / Diversity / Community and Society	Copenhagen Communiqué on Climate Change, Sample of Global	





Profile Disclosure	Description	Chapter Reference	Subsection	UNGC Principle
			Successes / Hiring and Partnering Strategies that Encourage Diversity / Community and Society	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has position in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic	Environment / Diversity / Community and Society	A Record of Innovation and Leadership, Copenhagen Communiqué on Climate Change, Public Disclosure, JLL and ENERGY STAR: A Winning Partnership / Hiring and Partnering Strategies that Encourage Diversity / Community and Society	
4.14	List of stakeholder groups engaged by the organization	About This Report	Process for Defining Report Content	
4.15	Basis for identification and selection of stakeholders with whom to engage	About This Report	Process for Defining Report Content	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	About This Report	Identifying Stakeholders	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	About This Report	Identifying Stakeholders	



## Standard Disclosures Part II: Performance Indicators

Performance Indicator	Description	Chapter Reference	Subsection	U.N. Global Compact Principle
<b>Environmental</b>				
EN5	Energy saved due to conservation and efficiency improvements	About Us / Environment	2008 Global Carbon Footprint: Saving 10 times more for clients than we generated / Environment, Environment: Strategic Planning	8, 9
EN6	Initiatives to provide energy efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Environment	Environment: Strategic Planning	8, 9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Environment	Environment: Public Disclosure, Environment: Emissions Accounting, Environment: Strategic Planning	8, 9
EN16	Total direct and indirect greenhouse gas emissions by weight	Environment	Environment: Emissions Accounting	8
EN17	Other relevant indirect greenhouse gas emissions by weight	Environment	Environment: Emissions Accounting	8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Environment	Environment: Emissions Accounting, Environment: Strategic Planning	7, 8, 9
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact	Environment	Environment: Strategic Planning,	7, 8, 9



Performance Indicator	Description	Chapter Reference	Subsection	UNGC Principle
	mitigation		Environment: Services, Environment: Internal Programs	
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Environment	Environment: Emissions Accounting	8

### Human Rights

HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Workplace	Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs	1, 2, 3, 4, 5, 6
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Ethics and Corporate Governance	Disclosures on Management Approach – Human Rights	1, 2, 3
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	Ethics and Corporate Governance	Commitment to Integrity through Shared Beliefs, Disclosures on Management Approach – Human Rights	1, 2, 5
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	Ethics and Corporate Governance	Disclosures on Management Approach – Human Rights	1, 2, 4

### Labor Practices and Decent Work

LA1	Total workforce by employment type, employment contract, and region	About Us	Scale of the Organization, Our	
-----	---	----------	--------------------------------	--



Performance Indicator	Description	Chapter Reference	Subsection	UNGC Principle
			Diverse Global Community	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Workplace	Addressing Employees' Needs, Health and Wellness	
LA4	Percentage of employees covered by collective bargaining agreements	About Us	Scale of the Organization	1, 3
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their family members, or community members regarding serious diseases	Workplace / Community and Society	Health and Wellness / Community and Society	1
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Workplace	Learning and Training, Encouraging Employee Engagement, Assessing Employees' Needs, Health and Wellness	
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group, and other indicators of diversity	Diversity	Diversity	1, 6

## Society

SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Environment, Community and Society	Jones Lang LaSalle Global Sustainability Commitment, Employee Training, Environment: Internal Programs / Community and Society	
SO2	Percentage and total number of business units analyzed for risks related to corruption	Ethics and Corporate Governance	Policy Against Corruption, Bribery and Money	10



Performance Indicator	Description	Chapter Reference	Subsection	UNGC Principle
			Laundering	
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	Ethics and Corporate Governance	Policy Against Corruption, Bribery and Money Laundering	10
S05	Public Policy positions and participation in public policy development and lobbying	Ethics and Corporate Governance	Corporate Political Contributions and Lobbying Activities	

### Product Responsibility

PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Environment / Workplace	Comprehensive Sustainability Services for Clients, Investing in Sustainability Service Providers, Award Winning Tools and Technologies / Encouraging Employee Engagement	
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotions, and sponsorship	Ethics and Corporate Governance	Disclosures on Management Approach – Product Responsibility	

### Economic

EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Environment / Ethics and Corporate Governance	Environment: Management Execution, Environment: Strategic Planning / Identifying Risk Factors	7
EC8	Development and impact of infrastructure investments and services provided primarily for	Community and Society	Community and Society	



Performance Indicator	Description	Chapter Reference	Subsection	UNGC Principle
-----------------------	-------------	-------------------	------------	----------------

	public benefit through commercial, in-kind or pro bono engagement			
--	---	--	--	--

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\*Sector supplement in final version



**United Nations Global Compact  
UNGC Principles Index**

U.N. Global Compact Principle	Description	Chapter Reference	Subsection
-------------------------------	-------------	-------------------	------------

**Human Rights**

<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights	About Us / Workplace / Diversity / Community and Society / Ethics and Corporate Governance	Scale of the Organization / Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs, Health and Wellness / Diversity / Community and Society / Commitment to Integrity via Shared Beliefs
<b>Principle 2</b>	Businesses should make sure that they are not complicit in human rights abuses	Workplace / Ethics and Corporate Governance	Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs / Commitment to Integrity via Shared Beliefs

**Labor**

<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	About Us / Workplace	Scale of the Organization / Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs
<b>Principle 4</b>	Businesses should uphold the elimination of all forms of forced and compulsory labor	Workplace	Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs



UNGC Principle	Description	Chapter Reference	Subsection
<b>Principle 5</b>	Businesses should uphold the effective abolition of child labor	Workplace / Ethics and Corporate Governance	Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs / Commitment to Integrity via Shared Beliefs
<b>Principle 6</b>	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Workplace / Diversity	Learning and Training, Encouraging Employee Engagement, Addressing Employees' Needs / Diversity

## Environment

<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	Environment / Ethics and Corporate Governance	Environment: Management Execution, Environment: Emissions Accounting, Environment: Strategic Planning, Environment: Services, Environment: Internal Programs / Identifying Risk Factors
<b>Principle 8</b>	Businesses should undertake initiatives to promote greater environmental responsibility	About Us / Environment	2008 Global Carbon Footprint: Saving 10 times more for clients than we generated / Environment, Environment: Public Disclosure, Environment: Emissions Accounting, Environment: Strategic Planning, Environment: Services, Environment: Internal Programs
<b>Principle 9</b>	Businesses should encourage the development and diffusion of environmentally friendly technologies	About Us / Environment	2008 Global Carbon Footprint: Saving 10 times more for clients than we generated / Environment, Environment: Public Disclosure, Environment: Emissions Accounting,





UNGC Principle	Description	Chapter Reference	Subsection
----------------	-------------	-------------------	------------

			Environment: Strategic Planning, Environment: Services, Environment: Internal Programs
--	--	--	--

## Anti-Corruption

<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	Ethics and Corporate Governance	Policy Against Corruption, Bribery and Money Laundering
---------------------	---	---------------------------------	---

