

*Our cities.  
Our future.*





## Key highlights from the year

### Awards & recognition

JLL is frequently recognized for our sustainability efforts through high-profile awards such as those received in 2014 and early 2015.

We received the ENERGY STAR Sustained Excellence Award for the fourth consecutive year for our dedication to driving energy efficiency in both our corporate and client portfolios. We were also recognized as one of the World's Most Ethical Companies for the eighth consecutive year by the Ethisphere Institute in 2015. Fortune Magazine named us as one of the World's 100 Most Admired Companies in 2015 and JLL was named one of the 100 Best Corporate Citizens by Corporate Responsibility Magazine. In total, we received 24 local, national and global sustainability-related awards in 2014.

Cover image: Blue Cross Blue Shield Tower, Chicago

Global law firm Baker & McKenzie LLP engaged JLL to develop and execute a strategic real estate plan for its founding office in Chicago. Looking beyond space itself, Baker wanted a new office that served a deeper purpose, with key goals including flexibility for growth and varying work styles, a reduction in occupancy costs per attorney and an office space that demonstrates their commitment to sustainability.

JLL's Tenant Representation team secured a lease for the firm's 237,000 square foot office in Chicago's Blue Cross Blue Shield Tower, the last space available in the Tower's 24 story vertical expansion. Our Project and Development Services team stepped in to help Baker & McKenzie create their ideal workspace, which won recognition from Crain's Chicago Business as one of Chicago's Coolest Offices. Upgrades helped the office achieve LEED-Commercial Interior Gold certification for its emphasis on sustainable design.



1,531

SUSTAINABILITY  
ACCREDITED  
PROFESSIONALS

EMPLOYEES  
TAKING IN-PERSON  
ETHICS TRAINING

3,577



24

SUSTAINABILITY  
AWARDS WON



62,650 METRIC TONS CO<sub>2</sub>  
AVERTED BY ADVISING ON  
RENEWABLE PROJECTS



27%

DIRECTORS  
ARE WOMEN



4,590

EMPLOYEE  
VOLUNTEERING  
DAYS

HOURS OF  
SUSTAINABILITY  
TRAINING

9,455





# Introduction from the CEO



**T**he first chapter of the JLL story was written when John Player set up shop as a surveyor in Bristol in 1760. Since that time, the world has changed, and we have too, but our values have endured.

JLL has grown into a Fortune 500 worldwide organization employing more than 58,100 employees and serving clients in over 80 countries. We have been able to achieve this growth through an exceptional understanding of our industry and our ability to meet and exceed the needs of our clients. These efforts are enhanced through our commitment to sustainability. By this we mean the actions we take to promote and protect the economic, social and environmental interests of current and future stakeholders. As a good corporate citizen, we seek to have a positive impact on the world around us and to contribute to its prosperity over the long term. This also means sustaining JLL successfully well into the future, as we have done for the past 250 years.

We understand that sustainability can and should impact all aspects of our organization, whether our people, our bottom line, or our relationship with the communities in which we operate. We understand that sustainability should be embedded into our organization's strategy and culture rather than bolted on as an afterthought. Superior client service, teamwork and collaboration, and high ethical standards define our culture, drawing us closer to each other and to our clients.

We also understand that sustainability is a driver for improved performance, allowing us to extend better service offerings to our clients, better value to our shareholders and better career opportunities to our employees. It is this understanding that informs our commitment to maintain and improve our role as a responsible corporate citizen.

This understanding has driven our aspiration to adopt Integrated Reporting practices in an increasingly foundational way. In 2014, we undertook a project that identified and investigated a number of medium to long-term global megatrends with the potential to impact our business. In line with the advice from the International Integrated Reporting Council, this review had a strong focus on non-financial trends as potential future challenges. In the end, we identified 21 trends as being significant for the business in the medium to long term. It is these trends that will inform our Integrated Reporting activities going forward.

As a professional services firm specializing in commercial real estate services and investment management, the biggest positive impact we can make is through the services we provide to our clients. Real estate accounts for about 40% of global energy consumption so our sector has a key role to play in tackling climate change. We contribute to these efforts largely through industry-leading energy reduction strategies and the leading edge tools and technologies that we provide to our clients and apply to our own operations. We estimate that these measures have allowed us to save our US clients more than \$47 million and 278,000 metric tons of CO<sub>2</sub>. Within JLL, we have worked to cut our greenhouse gas emissions per employee from our own offices by more than 6% since 2012. These reductions are largely due to energy efficiency initiatives and our occupation of more efficient buildings.

The focus on energy reduction and green buildings represents only a portion of our sustainability activities. Our other key focus areas reflect our ongoing dedication to enhancing the communities where we operate and to ensuring that JLL is a

safe, rewarding and diverse place to work. We can also use our influence to improve the real estate markets in which we operate by conducting our business in accordance with the very highest ethical standards and being a vocal thought leader in worthwhile external organizations like the Ethisphere Institute, The World Economic Forum's Partnering Against Corruption Initiative, the United Nations Global Compact and the Boston College Center for Corporate Citizenship.

Sustainability is everybody's responsibility at JLL. My own role includes serving as executive sponsor of both our Energy and Sustainability Services business line and our Corporate Sustainability activities. I seek to ensure that sustainability is increasingly embedded across both our services to clients as well as in our own operations. I am accountable for both pillars with our Global Executive Board and our Board of Directors.

As we look to the future, we will continue to work to enhance our reputation as a sustainable business attracting and retaining the best talent, offering an unparalleled level of service and integrity to clients and working to reduce real estate's impact on the environment.

Thank you for your continued interest in JLL.

## Colin Dyer

President & Chief Executive Officer  
Executive Sustainability Sponsor



## Who we are

**F**or more than 250 years, JLL has been changing the way people and cities think about real estate.

JLL is a Fortune 500 professional services and investment management firm specializing in real estate. We offer integrated services worldwide to clients seeking increased value by owning, occupying, developing or investing in real estate. We are a publicly-owned company that is incorporated in the state of Maryland. Shares of Jones Lang LaSalle Incorporated are traded on the New York Stock Exchange (NYSE:JLL).

With 2014 fee revenue of more than \$4.7 billion and gross revenue of \$5.4 billion, our 58,100 colleagues serve clients in more than 80 countries from more than 230 corporate offices. We are an industry leader in property and corporate facility management services, with a portfolio of 3.4 billion square feet worldwide. During 2014, we completed 33,500 transactions for clients, representing 662 million square feet of space. We provided capital markets services for \$118 billion of client transactions.

LaSalle Investment Management, our investment management business, is one of the world's largest and most diverse in real estate with \$53.6 billion of assets under management.

### Key financial information

|                                  | 2012  | 2013  | 2014  |
|----------------------------------|-------|-------|-------|
| Gross revenue (USD millions)     | 3,933 | 4,462 | 5,430 |
| Net income (USD millions)        | 208   | 269   | 386   |
| Earnings (USD per diluted share) | 4.63  | 5.98  | 8.52  |
| EBITDA (USD millions)            | 391   | 476   | 606   |

**3.4 BILLION ft<sup>2</sup>**  
PROPERTY & FACILITY  
MANAGEMENT PORTFOLIO

**230**  
CORPORATE  
OFFICES

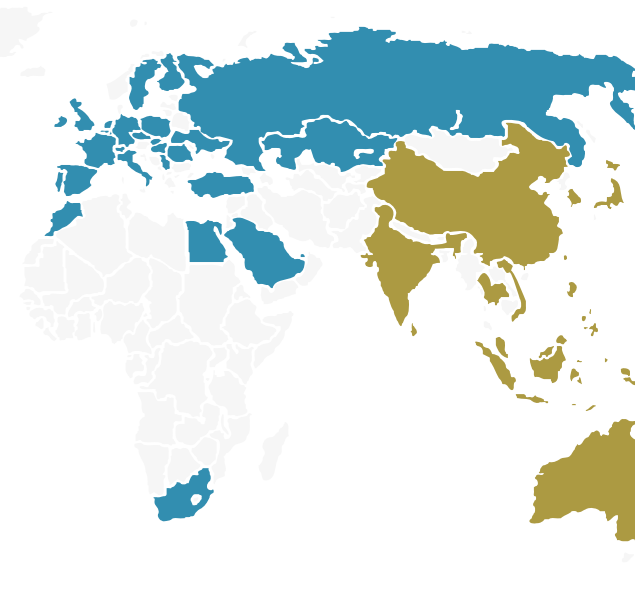
AMERICAS



**\$118 BILLION**  
OF CLIENT TRANSACTIONS FOR  
CAPITAL MARKETS SERVICES

**80**  
COUNTRIES WHERE  
JLL SERVES CLIENTS

EMEA



**\$53.6 BILLION**  
OF ASSETS UNDER  
MANAGEMENT BY LASALLE  
INVESTMENT MANAGEMENT

**58,100**  
EMPLOYEES  
GLOBALLY

ASIA PACIFIC





# About this report

**H**ow we approach being a more sustainable business for our clients, shareholders, employees and the wider community.

Welcome to JLL's 2014 Global Sustainability Report. In this document you can read about our efforts over the 2014 calendar year to tackle our biggest sustainability challenges, some of the successes we have achieved and the areas of improvement we have identified.

## The scope of this report

This report covers JLL's services and operations across three geographic business segments: the Americas; Europe, the Middle East and Africa (EMEA); and Asia Pacific. It also covers the global activities of LaSalle Investment Management. LaSalle has published detailed information on their sustainability approach and performance on their [website](#).

Unless otherwise stated, this report covers 98% of our corporate offices, activity related to our Energy and Sustainability Services and certain activity from sustainability advice embedded into other services.

The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. The data in this report has undergone internal verification by our Global Corporate Sustainability team. Through this process we occasionally identify better quality historical data. We are continuously working to improve our data processes, although due to the

decentralized nature of our organization this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication. All financial figures are reported in US dollars.

## Integrated reporting

JLL was one of the pilot companies participating in the International Integrated Reporting Council (IIRC) and we now sit on the IIRC's Business Network. JLL supports the general principles designed to promote communications about how an organization's strategy, governance, performance and prospects lead to the creation of value over the short, medium and long term. This Sustainability Report focuses on our sustainability strategy and performance. Our Annual Report focuses on our business strategy and our financial performance. Our governance and remuneration practices are reported primarily in the Proxy Statement for our Annual Meeting of Shareholders.

This report seeks to provide an overview of our programs and our philosophy. More detailed information and analysis on JLL's sustainability performance, including a full data summary and notes, compliance with reporting standards such as the GRI G4 guidelines, the International Integrated Reporting Council's <IR> Framework and the results of JLL's most recent materiality assessment, are available on the [sustainability section](#) of the JLL.com website.





# Our sustainability strategy

**A**t JLL we increasingly believe that sustainability is the responsibility of everyone within our firm, not just our team of experts. We seek to embed sustainability within our internal and external practices. We believe this approach gives us an advantage and drives value for our business and our clients.

Sustainability in its broadest sense covers every aspect of an organization's operations and management – literally all of the elements that a complex organization needs to sustain itself over the long term. In order to clearly prioritize our sustainability issues, JLL has built on its inaugural 2010 materiality assessment through a review in 2014. This process has enabled us to identify those areas where we have the biggest impact, and therefore the biggest opportunities to improve the way we do business. This assessment involved input from key executives and employees as well as an examination of investors' priorities and the sustainability landscape in the real estate and professional services sectors.

In line with the findings of our 2010 materiality review, JLL's five focus areas shape the structure of this report and form the basis for our [Global Sustainability Commitment](#). The 2014 materiality review further refined and updated our strategy resulting in a prioritized list of sub-issues within each focus area.

Reflecting the holistic nature of sustainability, the focus areas cut across the two pillars of our operations and services. The first pillar focuses on operational efforts related to our own people and offices that ensure we 'walk the talk' as a sustainable corporation. The second pillar represents the services we provide to clients through our Energy and Sustainability Services business and our LaSalle Responsible Investing program. We are also increasingly focused on integrating sustainability principles across all of our real estate services, thereby providing embedded sustainability advice.

## Our sustainability focus areas





# Sustainability governance

**A** strong governance framework supports our success as a business, enables the delivery of our key objectives and provides assurance to our clients, shareholders and employees.

We recognize that to be truly sustainable, we need to embed the principles of sustainability not only in the way we operate as a business, but also in the services that we offer to our clients. This recognition defines our approach to sustainability and is reflected in our governance arrangements.

Colin Dyer, our CEO, is the executive sponsor for sustainability within JLL. He provides a strong link to our Board of Directors and together they actively oversee the company's sustainability activities.

## Governance for our operations

Our efforts to address sustainability within our internal operations are overseen by the Global Corporate Sustainability (GCS) Board. The remit of the GCS Board covers our internal sustainability goals; performance, strategy and reporting; and our adoption of a consistent approach to sustainability across our global operations. The Board is comprised of the Heads of Finance, Human Resources, Legal Services, Energy and Sustainability Services (ESS) and Corporate Sustainability, among others, and reports into our Global Operating Board.

## Governance for our services

The Global ESS Board has responsibility for developing and delivering a strong and consistent

sustainability service offering to our clients around the world. The Board is comprised of regional heads of JLL's ESS functions and is led by the Chairman of ESS.

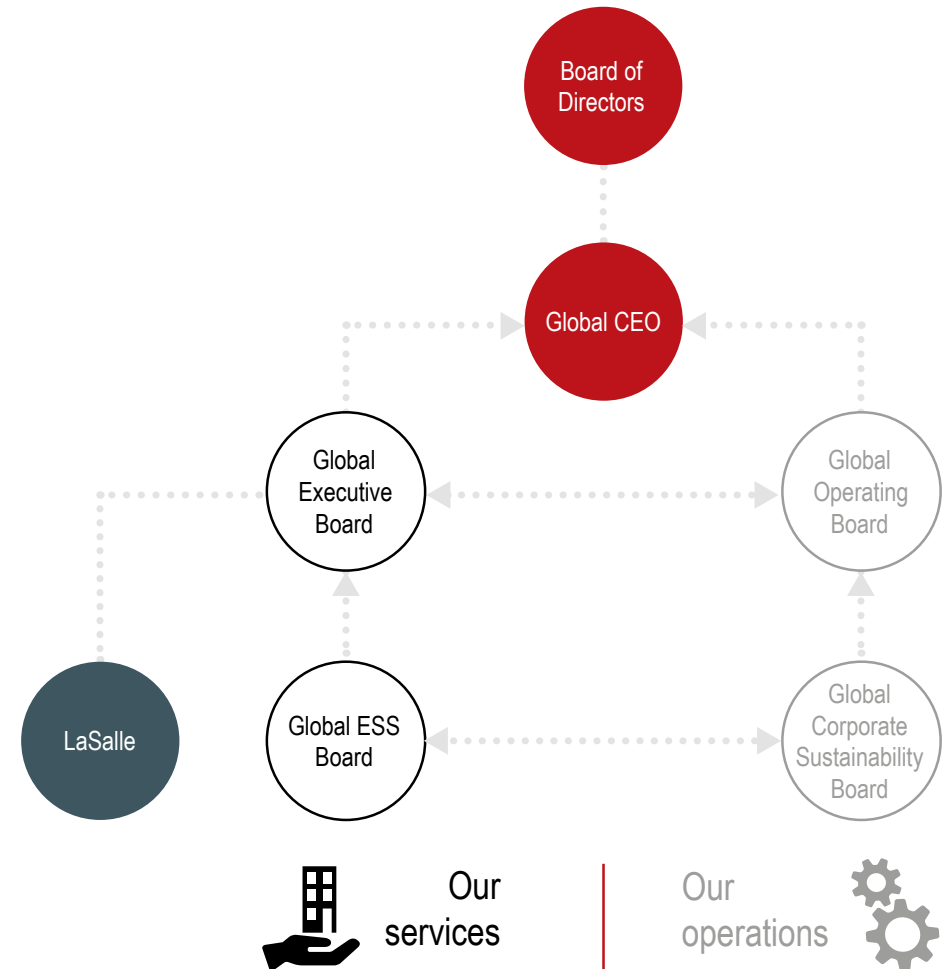
In addition, LaSalle's own sustainability activities are overseen by their Global Sustainability Committee in accordance with the [Policy on Sustainability and Responsible Investing](#). The Board is chaired by LaSalle's non-executive Chairman and consists of senior leaders from all global businesses ensuring best practice on sustainability is shared company wide.

## Roles and responsibilities

Reporting into the GCS Board, the Corporate Sustainability Committee meets every quarter to share best practices. The Committee consists of employees whose functional responsibilities formally include sustainability at the global, regional or local level. In 2014, a team of three and a half full-time equivalent employees sat in the JLL Global Corporate Sustainability team and oversaw the company's approach to corporate sustainability at a global level. This team is complemented by 23 regional and local roles. These figures do not include the many voluntary contributions made by our employees around the globe. In fact, 53% of our country-level operations have formal internal sustainability programs.

In terms of our service offering, we have a dedicated team of 227 sustainability professionals. The majority of these professionals are from our ESS group, which generated revenue of \$18.7 million in 2014 as a result of our work with 467 clients over the same period.

## Our governance structure for sustainability





### Sustainability at LaSalle Investment Management

LaSalle Investment Management's top priority is to deliver superior investment results for its clients; sustainability is a key tool in enabling the firm to do this. LaSalle's approach to sustainability is to set policy and strategy at a global level and then empower action at a local level through a network of Regional Sustainability Officers. This network oversees the delivery of local sustainability goals within each specific region and has responsibility for performance management and reporting.

LaSalle has a range of tools such as Due Diligence Guidelines, ESG Portfolio Management Guidelines and their [GreenGuide](#), which detail how it incorporates sustainability into its investment decision-making and management. Asset managers and fund teams are responsible for implementing and reporting to clients on the sustainability programs within their funds.

### Corporate governance

JLL conducts its corporate governance according to the standards of the NYSE. The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman,

Chief Executive Officer and Chief Financial Officer as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business to enhance long-term value.

We provide shareholders with the highest level of governance including: annual voting for Directors; majority voting for Directors; enhanced abilities to call for special meetings; and annual advisory voting on executive compensation. At the most recent shareholder annual meeting, over 99% of the votes cast were in favor of each Director and 99% of the votes cast were in favor of our executive compensation.

Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders. The Ethisphere Institute has published statistics showing that an index of the World's Most Ethical Companies has outperformed the S&P 500 by 4% on an annual basis over a ten-year period.

Additional information about our corporate governance can be found on our [website](#).







## *Client service excellence*



Tokyo

Client service excellence is central to our mission to deliver fully integrated, innovative solutions for real estate owners, occupiers, developers and investors across the globe.



## Client service excellence

*Delivering excellent client services through our focus on ethics, thought leadership and innovative technology*



**43** SUSTAINABILITY THOUGHT LEADERSHIP PIECES PRODUCED



**3,577** EMPLOYEES TAKING IN-PERSON ETHICS TRAINING



**160,537** BUILDINGS WITH DATA ON OUR SUSTAINABILITY PLATFORMS



**58** SUSTAINABILITY INITIATIVES & ORGANIZATIONS ENGAGED WITH

JLL puts the quality of the service offering we extend to our clients at the very heart of what we do. Our dedication to the highest ethical standards, thought leadership and innovative technology has helped make this vision into a reality. We have worked hard to be recognized as being among the best in the business. By maintaining our excellent client service offering through our culture of integrity and connectivity, we hope to further secure this position over the long term.

### Ethics and integrity

Our commitment to the highest standards of ethics and integrity is reflected in our [Code of Business Ethics](#). We are determined to further enhance our global reputation for ethical conduct, a reputation recognized by Ethisphere Institute's list of the 'World's Most Ethical Companies 2015' for the eighth year in a row.

These efforts hold true with our employees as well. In our last full Global Employee Engagement Survey, 95% of employees reported that they fully

understood their obligations under our Code of Business Ethics and a further 87% recognized JLL's commitment to ethical business decisions and conduct.

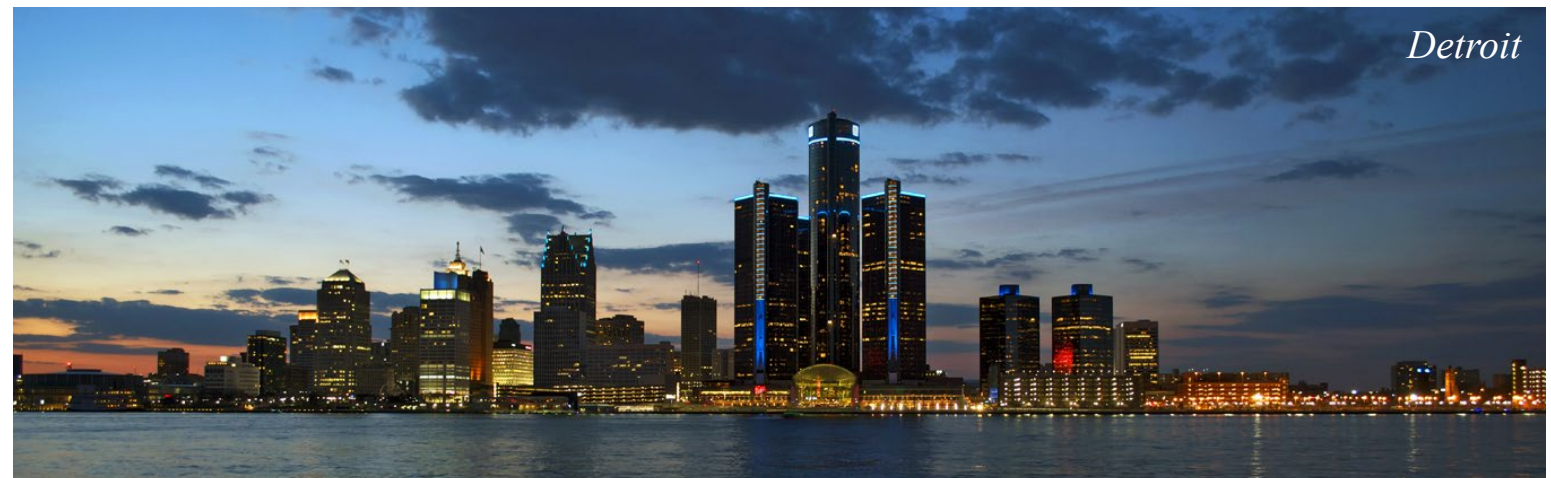
JLL's [Ethics Everywhere](#) program establishes a framework for the various activities we undertake in order to maintain compliance with our Code of Business Ethics. The program aims to embed ethical corporate behavior deep within the company's corporate culture. As part of this program, we offer comprehensive training to our employees on ethics, HR and anti-corruption. In 2014, 3,577 of our employees undertook in-person training relating to legal, ethics or compliance matters. These efforts are supported by our network of 27 ethics officers worldwide. In 2014, 0.57% of our staff was investigated for an ethical violation. Of these investigations, 83% resulted in action being taken.

### Leading on sustainability thinking

JLL undertakes industry-leading research to ensure that our clients' investment and occupation

strategies are as effective as possible, and sustainability is a key part of this effort. In 2014 we produced 43 pieces of sustainability thought leadership in addition to our [Global Sustainability Perspective](#), [Green Blog](#) and [Real Views](#) covering topics as diverse as climate change adaptation, sustainable building design and productivity, and workplace economics.

In 2014, JLL engaged with 58 global and local sustainability organizations and initiatives such as the Global Real Estate Sustainability Benchmark (GRESB) and the World Green Building Council. JLL is also actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum Partnering Against Corruption Initiative and the International Integrated Reporting Council. Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and has made a commitment to report on the progress toward the PRI's six principles of responsible investing.





# Client service excellence

*Delivering excellent client services through our focus on ethics, transparency and innovative technology*

## We know cities

Cities are part of JLL's DNA. 3.5 billion people live in cities, half of the world's population. This is expected to increase to 60 percent of the population by 2030. While cities cover just two percent of the planet's land, they are responsible for between 60 and 80 percent of global energy consumption. These expanding urban centers can put a strain on the environment, water supplies and well-being. However, they also bring efficiency gains resulting from their high density.

Creating sustainable cities is crucial for our future. So we continuously renew and add to our urban expertise through such resources as our award-winning [Cities Research Center](#), our [Cities Momentum Index 2015](#) and our [Global 300](#), which identifies the 300 cities we predict will account for the bulk of economic and commercial real estate activity over the next decade.

## Use of innovative technology

JLL makes use of a number of in-house technology platforms to help us offer the very best service to our clients. Our OneView Energy and Sustainability Analytics (OVESA) platform is used to manage the ever-increasing volumes of complex sustainability data on behalf of our clients. This system, along with our other platforms such as the Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP), reflects our expertise in creating and deploying flexible technology solutions to help both our clients and JLL itself measure, manage and improve environmental impacts. We currently hold information for 160,537 buildings on these platforms.

## Leading the call for a more sustainable future

On April 10, 2014, Colin Dyer, JLL's President and CEO, was invited to Washington, D.C. to speak in front of the Senate Bicameral Task Force on Climate Change. Colin was joined by representatives from five other major corporations that are committed to acting on climate change for a roundtable discussion in the Capitol. Each of the companies has signed onto the Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration.

BICEP is an advocacy coalition of businesses committed to working with policy makers to pass meaningful energy and climate legislation with a view to transitioning to a low-carbon economy. Not only will this serve to protect the planet's fragile climate, it will create new jobs and stimulate economic growth.

JLL joined BICEP in 2010 and since then has been actively engaged in encouraging sustainable economic legislation. In 2013, JLL demonstrated its leadership in sustainability by being one of the

first 30 companies to sign the Climate Declaration, which has now been signed by more than 750 companies. The Climate Declaration calls on US Congress to address climate change by promoting clean energy, boosting efficiency and limiting carbon emissions.

In addressing the panel, Colin highlighted JLL's commitment to sustainability:

- From 2007-2013, JLL has helped US clients make cumulative reductions to their greenhouse gas emissions of nearly 12 million metric tons and an estimated cumulative saving in energy costs of \$2.5 billion.
- JLL's use of innovative technology such as IntelliCommand, our building management platform, to help clients increase their operating efficiency.
- Our goals to reduce office greenhouse gas emissions and energy per employee by 10 percent, and reduce occupied space by 8 percent.





## *Workplace, well-being & diversity*





# Workplace, well-being & diversity

*Striving to be an employer of choice that attracts, rewards and develops diverse talent to better serve our clients*



**80%** OF COUNTRIES PARTICIPATED IN HEALTH, WELL-BEING & SAFETY INITIATIVES



**\$263** SPENT ON TRAINING PER EMPLOYEE



**65%**

TOTAL EMPLOYEES



**35%**

**73%**

INTERNAL DIRECTORS

**27%**

**70%**

BOARD MEMBERS

**30%**

## Health, well-being and safety of employees

The safety of our employees is of paramount importance. Our goal is 'no harm to people or property' and all of our employees have a role to play in achieving this aim. JLL's [Global Health and Safety Policy](#) sets out the minimum standards expected of employees who work in client facilities in our Integrated Facilities Management and Property and Asset Management divisions.

We aim to support a healthy work-life balance for all our employees and to provide a comfortable and productive working environment. In 2014, 80% of countries reported that they were undertaking at least one health, safety and well-being initiative. Our Recordable Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, remained stable at 0.6 in 2014. Days Away, Restricted Duty and Transfer (DART), a measure of recordable illness and injury per 100 full-time employees per year that resulted in days away from work, was 0.3 in 2014.

## Engagement and Compensation

We undertake regular surveys of our employees to better understand how they view the company and their roles within it. The 2013 interim Global Employee Engagement Survey found that 81% either agree or strongly agree that they are extremely satisfied with JLL as a place to work. This score is six percentage points up from the previous full survey which was run in 2012 and ten percentage points up from the global norm, as

measured by our survey administrator Kenexa.

We seek to attract and retain the best talent and maintain our position as an employer of choice. One of the ways that we seek to do this is through our Total Rewards program in the US. This is a selection of financial and non-financial programs designed to reward, recognize and motivate employees. In the past, employee reward and recognition have been identified as a challenge. JLL has won numerous awards in recognition of being an excellent place to work, including being recognized as the best employer in the real estate sector by Immobilien Zeitung, Germany's foremost real estate journal, in 2014.

## Diversity and inclusion

At JLL, diversity is a core component of our value system and a strategic imperative for the way we do business. We recognize that having a range of experiences, backgrounds and perspectives allows us to find new ways of doing things, leading ultimately to the creation and delivery of the best possible services to our clients. To achieve this aim, we foster a workplace culture that encourages and empowers all our employees to fulfil their potential.

We are making strong headway: local leaders are at the helm of the majority of our country operations avoiding the need to import talent. A network of Employee Resource Groups supports these efforts with the aim of inspiring, supporting and mentoring employees from

diverse backgrounds. At a country level, we are engaged with organizations such as Diversity Best Practices in the US and the Changing the Face of Property campaign in the UK.

## Training and career development

At JLL we recognize that meeting the development needs of our employees benefits the individual, the organization and our clients. In 2014 we spent \$263 per employee on training compared to \$235 in 2013. This was in addition to the substantial local training expenditures that we are not able to capture. Much of this training was delivered through My Skills, JLL's learning management system designed to support employees by enabling and empowering them to effectively progress their career within our business.

JLL's own Sustainability University provides technical sustainability training for our employees focusing particularly on areas such as green building certifications. The University also offers broader sustainability training for those seeking to increase their understanding around topics such as energy management. In 2014, the EMEA region rolled out a sustainability training course for employees designed to promote an understanding of sustainability, with a view to embedding the core principles into all of our services and operations.

Over the last year we delivered more than 9,455 hours of sustainability training to employees globally, including 5,242 delivered through the Sustainability University alone.



Mumbai



# Workplace, well-being & diversity

*Striving to be an employer of choice that attracts rewards and develops diverse talent to better serve our clients*

## ● JLL supports United States veterans

Last November, JLL launched VetNet, an Employee Resource Group (ERG) focused on recruiting and supporting veterans. With one million military veterans expected to return from active service by the end of 2015, JLL wants to create opportunities for the new talent pool, which offers unique skills that align with our diverse hiring requirements. VetNet will contribute to creating an environment that helps veterans succeed in the civilian workforce.

“Getting the private sector involved with our military and veterans is going around the country

in a very healthy way, and JLL is at the heart of it,” said JLL Board Member and Americas Executive Chairman Roger Staubach, who also served in the US Navy. “Veterans represent the best of all of us: they understand teamwork, loyalty, trust, hard work and perseverance. We at JLL are very fortunate that we are able to attract veterans to our great organization, and we are able to do it because we value the qualities veterans have.”

As further testament to the institution, Barry Scribner, Co-President of Public Institutions remarked: “VetNet is a critically important

Employee Resource Group. It cuts across all other ERGs within the firm, and is focused on assisting members transitioning from military service to the private sector. A fundamental goal is to go beyond simply recruiting veterans and actually provide them with opportunities for growth and success at JLL. Included in our set of goals is the plan to track promotion and retention of our veterans, just as we do with other demographic groups within the firm.”





## *Community & supply chain*



At JLL, we believe that the communities where we live, work and operate are vital to our success as an organization. We aim to actively support these communities wherever possible, both directly through our own actions and indirectly through our supply chain.



# Community & supply chain



## For our services

*Making a positive impact through our procurement decisions and our supply chain influence*

### Responsible procurement for our clients

JLL is responsible for significant client expenditures for the properties that we manage, covering both goods and services at these locations. Many of our clients are increasingly interested in integrating sustainable procurement principles into their operations. We are able to meet this demand through the provision of a specialized range of services; from providing environmental assessment ratings for various products and services to providing education on real estate procurement best practices.

We include general and industry-specific sustainability criteria in supplier proposals and questionnaires for centrally-managed, multi-client contracts. Many of our suppliers are small and medium-sized enterprises. JLL employs a dedicated supplier diversity manager in the US to oversee the \$150 million we spend on average each year with small suppliers and contractors. We have also recently hired a new head of our global procurement initiatives.

We run an award initiative called Suppliers of Distinction to recognize those suppliers that have helped us in our aim of delivering exceptional services to our clients. Additionally, we make use of Ethisphere's Supplier Risk Index for both ourselves and our clients, which is an online tool to assist organizations in identifying and managing supply chain risk by providing information on sustainability practices.

### Identification of socio-economic impacts for our clients

JLL offers clients a bespoke service to evaluate the socio-economic impacts of their buildings and activities. This helps clients to better understand and improve their impact on the economy and society, while at the same time enhancing their:

- relationships with key stakeholders;
- understanding of how their buildings operate; and
- design of future projects.

Through this service we have undertaken a number of innovative projects including assessing the socio-economic impacts of an award-winning

office building in London that helped our client keep and increase the support of the local government for similar projects in the same area. We have also delivered a socio-economic forecasting model for Hammerson, a major European shopping center investor/developer, based on detailed assessments of two of their largest assets. The tool assesses 45 indicators, such as the number and nature of jobs that will be created, and is used by Hammerson to engage with stakeholders during the planning process and build support for future retail developments.







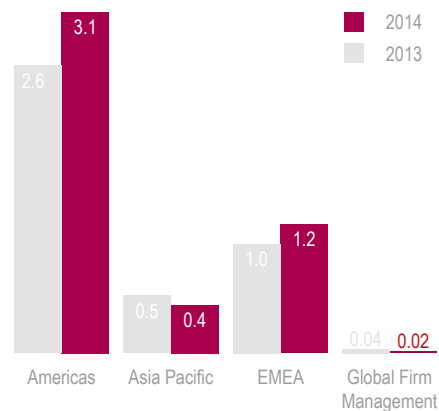
# Community & supply chain



For our operations

*Serving as a responsible corporate citizen*

JLL total charitable contributions (USD millions)



 **\$4.8m** TOTAL CHARITABLE CONTRIBUTIONS

## Supply chain engagement

Our supply chain presents JLL with an opportunity to encourage and influence suppliers on a large scale by ensuring that they reflect our own ethical standards and values. We strive to improve both our own and our suppliers' sustainable procurement practices. We expect all of our suppliers, whether they provide goods or services directly to JLL or indirectly via our clients, to follow our [Vendor Code of Conduct](#). We apply sustainability criteria to our own procurement practices with a focus on the top items by spend, which includes office, kitchen and printing supplies. We have also specified the selection of energy efficient IT equipment wherever possible.

## Community support

JLL seeks to capitalize on the skills, expertise and interests of our diverse global workforce to make a tangible difference to the needs of our communities.

A key indicator of how successful we have been with this endeavor comes from the level of voluntary donations we have made in funds and time as well as other benefits in kind. In 2014, JLL recorded total charitable contributions of \$4.8 million from both corporate and employee donations. Our corporate donations of \$4.1 million are equivalent to 0.8% of our pre-tax profits, compared to the London Benchmarking Group's benchmark of 1.2%. Overall, our corporate donations have increased year on year in absolute terms but have declined as a percentage of our pre-tax profits.

Furthermore, our employees volunteered more than 4,590 days of their time to support charitable causes, compared to 2,821 in 2013, an increase of 63%. We continue to improve our monitoring systems and believe that these figures underestimate our positive role in the community.

## Scaling new heights in Singapore

JLL staff based in Singapore teamed up with students from a local secondary school for a rock climbing event in October. 35 of our colleagues were joined by students from the Delta Senior School, a post-secondary school that provides vocational training for persons with special needs. The school is operated by the Association for Persons with Special Needs (APSN), a JLL sponsored charity that aims to provide education, training and support for people with special needs to prepare them for employment and life-long learning.

With the help of experienced rock climbing instructors, both the students and our own volunteers overcame their initial fears and managed to pick up the activity within a short period of time. The event culminated in a friendly competition with two winners, one of whom took less than two minutes to conquer the 12-meter wall. The students and volunteers built a strong rapport over the day, further strengthening the ties between our two organizations.





# Community & supply chain



For our operations

*Serving as a responsible corporate citizen*

## ● Give & Gain Day 2014

UK-based JLL employees teamed up with Business in the Community to take part in the charity's annual Give and Gain Day: 24 hours of global volunteering to celebrate the talent, skill and energy found in business and the role it can play in helping communities prosper. For the second year running, employees made a strong contribution to the event with more than 300 UK-based employees from the Property and Asset Management division volunteering their time to contribute to seven different activities for six different organizations in four cities across the country.

Colleagues in Cardiff took to the streets to raise money for Samaritans, while those in Norwich visited the charity's headquarters before heading out to promote the new charity store in the city center. Elsewhere in Norwich, a team spent the day undertaking a variety of activities at Thornage Hall, a center for people with special needs. Employees in London gave their time to volunteer at a sheltered housing scheme, help out at a play and learning center for young people, and gardening at an educational center. And in Birmingham, a team of JLL volunteers spent the day at a historic smallholding that supports special needs children and adults.

Luke Wellock, Employee Volunteering Manager, at Business in the Community said: "Give and Gain Day is a celebration of the power of employee volunteering and the difference it can make to both businesses and communities. By involving more of its people in more places than ever before, JLL is a shining example of what can be achieved with a concerted effort. They have made a statement that employee volunteering is part of their fabric, and I hope it inspires others to follow their lead."



## ● Working with the Chicago Community

We have the ability to make a big impact, as individuals and as a firm. This ability is something that our Chicago office put into practice when it held its first ever Service Day.

Nearly 250 JLL employees from the Chicago area made a big impact by giving back more than 960 hours of their time to their community. Volunteers spent the afternoon completing hands-on facilities improvement and beautification projects at Reavis Elementary School to help expand student opportunities, boost school pride and to promote Reavis as an exciting place to learn. In addition to volunteering at the school, JLL employees raised more than \$2,300 to help Reavis Elementary purchase supplies needed to improve the learning environment.

The Chicago chapter of the Women's Business Network hosted JLL's Service Day in partnership with local volunteer organization, Chicago Cares. The African American Business Network, Latino Employee Resource Network and Building Pride co-sponsored the event.





## *Energy & resources*



*São Paulo*

With buildings accounting for around a third of global emissions, cutting energy use doesn't just make business sense; it is the right thing to do. Climate change presents a challenge of an unprecedented scale and complexity, and business has a key role to play in providing solutions. We work to mitigate risk and capitalize on opportunity for our clients' portfolios and our own.



## Energy & resources



### For our services

*Working with clients to reduce their environmental footprints*

#### US client project savings in 2014



# 47m

MONETARY SAVINGS (USD)

2012: 176 | 2013: 39



# 477m

ENERGY SAVINGS (kWh)

2012: 1,664 | 2013: 377



# 278,000

GHG EMISSIONS SAVINGS (metric tons of CO<sub>2</sub>)

2012: 913,000 | 2013: 220,000

Similar to other professional services organizations, the biggest positive impact JLL can make when it comes to the environment is through the advice we provide our clients in reducing their own energy consumption and greenhouse gas emissions. These measures also serve to reduce their costs and to improve efficiency. Because of this impact, we invest significant resources in developing world-class energy management strategies for our clients.

#### Energy management for our clients

JLL's Energy and Sustainability Services teams help to deliver savings and efficiencies for our clients. We provide a range of services covering the construction, operation and maintenance of their facilities as well as advice on occupier behavior and location. We also provide a range of strategic solutions such as portfolio energy management and energy reduction programs that aim to deliver lasting improvements in the efficiency of our clients' portfolios.

During 2014, we helped deliver energy savings for US clients of 477 million kWh (278,000 metric tons of CO<sub>2</sub>), equating to estimated cost savings of \$47 million. This reduction in energy use is roughly equivalent to the average annual energy consumption of more than 30,000 homes. These energy savings have risen by 27% compared to the previous year.

#### Energy advice at LaSalle Investment Management

LaSalle Investment Management also has a significant opportunity to embed sustainability best practice in the \$53.6 billion of assets that it acquires and manages for clients. One of LaSalle's five guiding principles is to reduce the environmental impact and monitor the effects of climate change on clients' properties. Accurate measurement and benchmarking are fundamental to achieving

this goal. LaSalle participated in the Greenprint Foundation, a worldwide alliance of real estate owners, investors, financial institutions and other industry stakeholders committed to reducing carbon emissions across the global property industry. In 2014, more than 300 assets were submitted to the Greenprint Foundation Carbon Index for benchmarking and tracking.

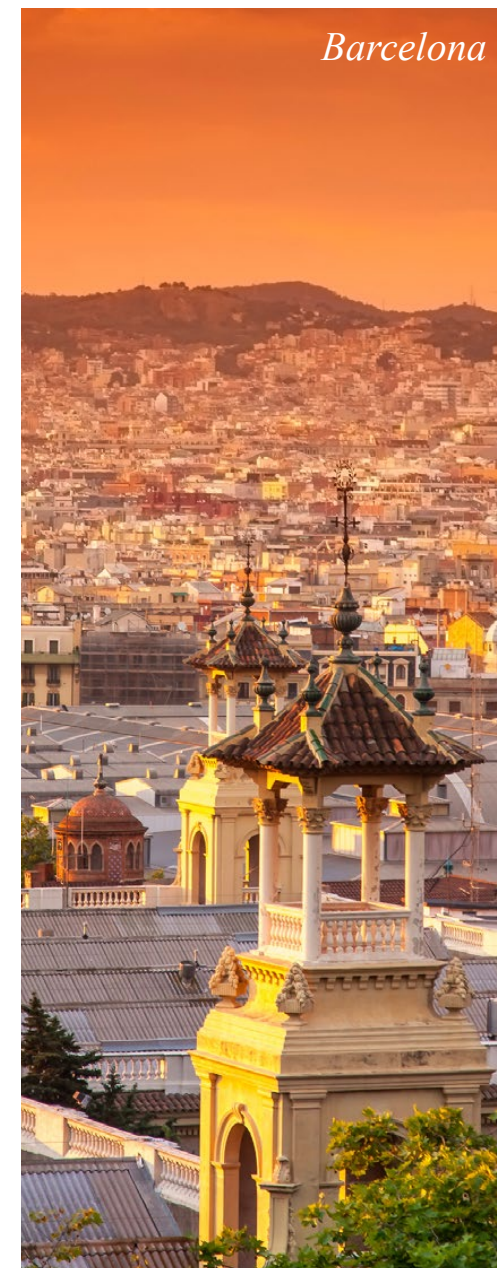
LaSalle is committed to reducing energy and has set targets for core funds where it has management control. LaSalle follows environmental, social and governance portfolio guidelines to complement its performance monitoring and further integrate sustainability issues into internal investment decisions and with business partners.

#### Renewable energy for our clients

JLL has expertise in a wide range of renewable energy technologies such as solar photovoltaic, wind and biomass. Our proficiency in these areas allows us to design and implement bespoke energy solutions for our clients at the local, regional and global level. For example, our Renewable Energy Capital Group in the UK assists with raising capital, identifying investment opportunities and provides financial and commercial expertise to clients across every major renewable energy technology category.

The total GHG emissions averted from installed or consented renewable energy projects we advised on in 2014 was more than 62,000 metric tons of CO<sub>2</sub>. There is the potential to avert a further 1.6 million metric tons if the renewable energy projects we advised on last year achieve planning consent or successful development. There has been a significant increase in the emissions averted through projects that have either been installed or received consent by more than 44,000 metric tons since 2013.

### Barcelona





## Energy & resources



For our services

*Working with clients to reduce their environmental footprints*

### Client renewable energy projects

|                    | Installed or consented | Planning & feasibility | Total            |
|--------------------|------------------------|------------------------|------------------|
| Capacity (MW)      | 42                     | 1,095                  | <b>1,137</b>     |
| Averted emissions* | 62,650                 | 1,628,426              | <b>1,691,077</b> |

\*(metric tons of CO<sub>2</sub>)

### ● Driving energy efficiency for our clients

Upstream is JLL's UK-based sustainability services team, which is one of the largest and most experienced in the property industry. In 2012, it launched the Energy Reduction Program (ERP), the purpose of which is to deliver concrete and lasting energy efficiency improvements across our clients' portfolios. As well as supporting our clients in meeting their own environmental objectives, these efficiencies contributed to reductions in operational costs, reduced Carbon Reduction Commitment liabilities and increased tenant satisfaction.

The ERP is delivered through three key stages: a baseline review of building performance; analysis of energy data; and, quarterly engagement with onsite teams. This approach allows us to get to know the building, determine the current condition of the building and, most crucially, understand where energy is being consumed. We are then able to provide advice and support to help facility and property managers identify, implement and regularly monitor efficiency measures.

The ERP has so far delivered savings of more than 29 million kWh equating to financial savings of approximately \$2.7 million and a reduction of 9,250 metric tons of CO<sub>2</sub>; the equivalent of approximately 18% of the JLL's own greenhouse gas emissions for 2014. Furthermore, the results have given clients an improved understanding of the energy efficiency of their existing buildings, allowing them to make more informed decisions impacting building operating practices, refurbishments and development.





# Energy & resources



For our operations

*Managing our own environmental footprint*



**1.5** GHG EMISSIONS  
PER OFFICE EMPLOYEE  
metric tons CO<sub>2</sub>e

**3.7** ENERGY USE  
PER OFFICE EMPLOYEE  
MWh

**162** TOTAL RENTED AREA  
PER OFFICE EMPLOYEE  
sq ft

**51,960** TOTAL  
CARBON FOOTPRINT  
metric tons CO<sub>2</sub>e

JLL's direct environmental impact stems from greenhouse gas emissions in our corporate offices and from business travel. We are committed to driving down our emissions wherever possible through innovative workplace strategies. JLL has committed to reducing energy consumption and greenhouse gas emissions from our offices by 10% per employee and to reduce the rented area in our offices by 8% per employee by 2017. Each of these targets is set against a 2012 baseline.

### Tackling our carbon footprint

In 2014, JLL's absolute greenhouse gas emissions were 51,960 metric tons of CO<sub>2</sub>e, compared to 49,344 metric tons in 2012, an increase of 5%. While our emission increased, our business also grew with our gross global revenue increasing by 38% over the same period. Our building related emissions per corporate office employee were 1.5 metric tons, a reduction of 6% against our 2012 baseline. Our building related energy consumption per corporate office employee was 3.7 MWh in 2014, in line with 3.7 MWh in 2012, a 1% reduction. In 2014 we rented 162 square feet of property per employee compared to 172 square feet per employee in 2012, a reduction of 6%.

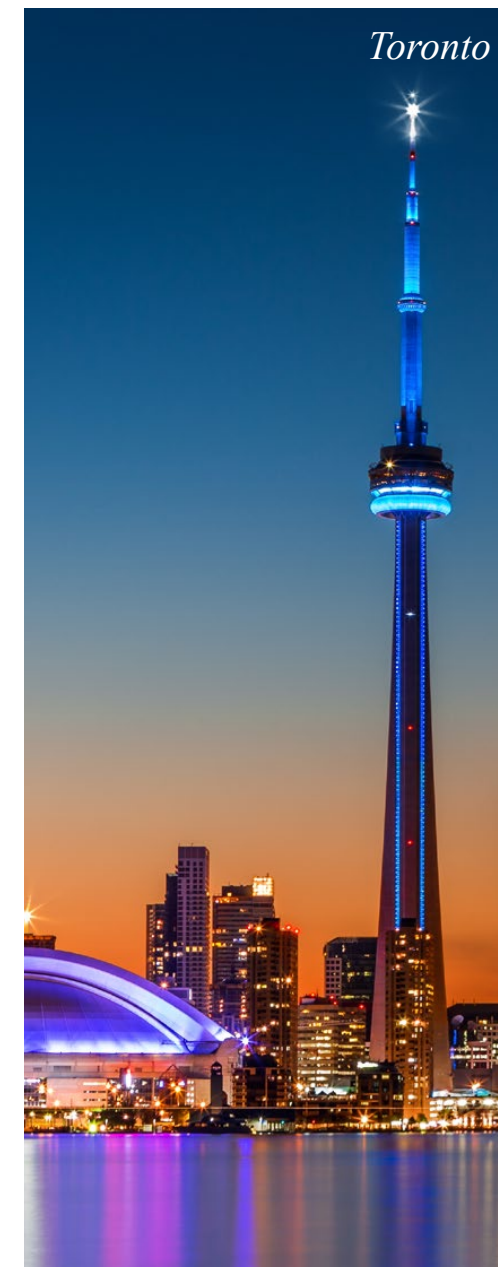
### JLL global carbon footprint

| GHG emissions source         | GHG Protocol scope | Metric tons of CO <sub>2</sub> e | % of total emissions |
|------------------------------|--------------------|----------------------------------|----------------------|
| Company-owned vehicles       | 1                  | 10,736                           | 21%                  |
| Natural gas consumption      | 1                  | 183                              | <1%                  |
| Electricity consumption      | 2                  | 10,762                           | 21%                  |
| Business travel              | 3                  | 15,680                           | 30%                  |
| Building related estimations | 3                  | 14,599                           | 28%                  |
| TOTAL                        | -                  | 51,960                           | -                    |

64% of our offices have video conferencing facilities and employees are routinely provided with video-conferencing enabled personal IT equipment. We also encourage our employees to minimize the use of business travel by seeking to provide alternatives wherever possible. Additionally, JLL takes advantage of the benefits of switching to green energy. By the end of 2014, 10% of our offices procured energy from renewable sources, in line with 2013.

### Engaging with employees on sustainability

JLL runs an employee engagement and communications program called ACT: A Cleaner Tomorrow. The aim of this program is to give employees the tools they need to reduce their individual environmental impact at the office and at home. These efforts are supplemented by the many energy efficiency initiatives run by sustainability experts and employees locally - we have introduced energy and greenhouse gas reduction initiatives in 66% of our offices, many of which are aligned with the aims of the ACT program.



Toronto



## Green buildings



The opportunities presented by green buildings go beyond energy efficiency. By promoting the health and well-being of occupants, making use of sustainably sourced construction materials and respecting local habitats, green buildings deliver value across the triple bottom line.



# Green buildings



For our services

*Providing green building expertise to achieve our clients' cost and environmental goals*

Client green buildings certifications in 2014



61

BREEAM®

12

Other certifications

14

JLL provides services that address the entire lifecycle of a building – from the design and planning of buildings and on through to their construction, occupation, management, refurbishment and sale. We provide expert advice on how sustainability can be embedded at each of these stages to maximize value for our clients.

## Energy and sustainability accredited professionals

We seek to apply our employees' sustainability expertise to deliver the highest standards of client service. This ambition was demonstrated in 2013 when we became one of the world's top employers of Leadership in Energy and Environmental

Design (LEED) accredited professionals and green associates. By the end of 2014, we had 1,531 such accredited professionals working in our teams around the world.

## Leading the way through better performing buildings

We are driving improvements in the overall performance of our clients' buildings. In 2014, our sustainability teams provided assistance on a total of 8,098 buildings. We have a strong record of achieving LEED and other building certifications for our clients, in some cases attaining certification levels beyond our clients' original aspirations. In 2014, we assisted our clients in achieving a total

of 87 green building certifications, an increase of 14% compared to the previous year. These certifications covered 18,064,978 square feet (1,678,293 square meters).

Throughout 2014, JLL was heavily involved in a [global research project](#) led by the World Green Building Council, aimed at better understanding the relationship between workplace and employees in office buildings. Our experts sat on the project's steering group and technical committees. We also had key input to the working groups tasked with reviewing global research and providing insight on features that may improve productivity and well-being.



Hong Kong





# Green buildings



## For our services

*Providing green building expertise to achieve our clients' cost and environmental goals*

## ● Delivering value through green buildings

JLL is the building manager appointed by joint owners The GPT Group, ISPT and Blackstone to oversee Liberty Place: a group of three prestigious buildings located in Sydney, Australia. Liberty Place consists of:

- ANZ tower, a 640 foot (195 meter) tall, 50 story premium-grade office building;
- Legion House, a heritage listed building originally constructed in 1902, and substantially upgraded to convert it into a five story office building; and
- 167 Castlereagh St, a two story A-grade office building with ground floor retail space.

The complex was designed with sustainability as a key objective. All three buildings achieved 6 Star Green Star Office Design ratings, the highest available, and ANZ Tower has also achieved a 5 Star NABERS Office Energy Rating, signifying best practice in low-carbon operation.

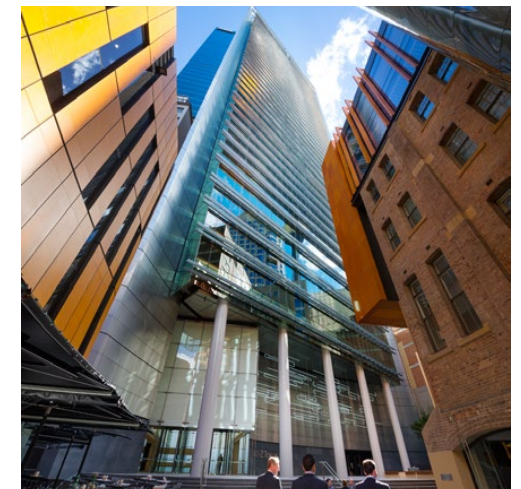
ANZ tower makes use of tri-generation, using waste heat from a gas fired generator to assist in provision of low carbon cooling to the building. The building also has large rainwater collection tanks, automated solar-responsive internal blinds, efficient lighting and horizontal external shading louvers.

Building on these excellent sustainability features, JLL has also implemented a number of operational measures to further reduce the buildings' footprint. These include:

- tuning the tri-generation plant to optimize its operation;
- achieving 5 Star NABERS Office BB Energy, with future plans to achieve a 5.5 Star rating;
- waste management and recycling initiatives including providing tenant specific reports for major tenants and introducing new segregated

waste streams including: organics, soft plastics, e-waste, toner cartridges, textiles, and polystyrene;

- quarterly Building Management Committee meetings facilitated by JLL bring the owners and tenants together to provide information on the operational changes and sustainability improvements to the building; and
- provision of substantial end-of-trip facilities for staff such as bicycle racks, showers, lockers and change area, a bike tune up station including a repair stand, tools and an electric tire pump, airing cupboards, ironing facilities, hair dryers, as well as cycle/health specific vending facilities. JLL works to encourage tenants to cycle by promoting ride-to-work events. We also facilitate bicycle maintenance days providing commuters with a free bike check up every quarter.





# Green buildings



For our operations

*Implementing green building practices in our corporate offices*



**42** JLL OFFICES WITH GREEN BUILDING CERTIFICATIONS

## Our occupation of green buildings

Wherever possible, we seek to implement green building practices. At the end of 2014, 17% of our offices had green building or fit-out certifications such as LEED, BREEAM or RICS SKA. A further 47% of offices in our portfolio had green building principles (without a certification). These numbers are rising as we increase our occupation of green buildings as a proportion of our total office portfolio.

62% of our offices had alternative workplace strategies. These options include approaches such as hotdesking, evolved open-plan environments, flexi-time and making use of communications technologies to support remote working. Making best use of these strategies can serve to reduce costs, improve productivity and drive efficient use of space. Furthermore, these practices are also beneficial to the individual by promoting a healthy work-life balance and supporting well-being.

## Green buildings in Greater China

JLL's Energy and Sustainability Solutions team advises and assists clients to achieve their sustainability targets. We have also committed to achieving high levels of sustainability for our own operations. Working toward this aim, it is now our policy that all newly established and refurbished offices in Greater China will achieve LEED certification. Not only does this policy provide employees with healthy and productive working environments, but it also reflects our commitment to redefine the real estate industry.

As of 2014, seven JLL corporate offices across Greater China had received a LEED certification, including the Hong Kong office at 3 Pacific Place. At the time of its certification, this was the highest-rated LEED Platinum building anywhere in the world. The industry leading technologies and initiatives deployed in these offices have helped

reduce JLL's environmental impact, and act as an example of industry leading practices.

Making best use of our expertise in design, construction, operations, and facility management, we adopted an integrated delivery approach to incorporate the following green initiatives: water efficient fixtures; integrated lighting controls; optimized daylight and views to the outside and the use of green furniture and furnishings. Furthermore, 80% of the equipment purchased for these buildings was ENERGY STAR rated. As a result of these efforts we have so far achieved one Platinum and six Gold LEED certifications and an average reduction in lighting energy use and water use of 25% and 35% respectively.



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# Corporate documents



[2014 Annual Report](#)



[2015 Annual Meeting of Shareholders & Proxy Statement](#)



[2015 Corporate Facts](#)



[Code of Business Ethics](#)



[Vendor Code of Conduct](#)



[Transparency Report](#)



[2014 Ethics Everywhere](#)

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

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