



# *Building a Better Tomorrow*

2015 Global Sustainability Report | July 2016



# *Building a Better Tomorrow*

## *2015 Global Sustainability Report*

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# Key highlights from 2015

**287**  
corporate offices

**1,706**  
sustainability accredited professionals

**22**  
sustainability awards won

**OVER 80**  
countries where JLL serves clients

**12,040**  
employees taking in-person ethics training

**\$56.4B**  
of assets under management by LaSalle Investment Management

**61,500**  
employees globally

**233,879**  
metric tons CO<sub>2</sub>e averted by advising on renewable projects

**5,533**  
employee volunteering days

**16,243**  
hours of sustainability training



## Introduction from the CEO and President

2015 marked another outstanding year in JLL's 250-year history, as the firm again saw record levels of revenue and profit and continued to demonstrate leadership against numerous non-financial metrics. Our strategy for focused growth at JLL—supported by our ongoing investments in our business—enables us to keep improving the value of the services we offer to clients and the opportunities we create for our own people.

Successful growth is not supported by monetary investment alone; it is only possible thanks to the exceptional people who work at JLL. It is their passion, expertise and the values they exhibit that makes us the company we are today. These values of teamwork, ethics and excellence define JLL's approach to our work for clients as well as our interactions between our colleagues and with other stakeholders.

Sustainability presents one of the biggest opportunities for us to create and to deliver value to clients. As well as helping to drive operational efficiencies, attract top talent and boost productivity, an increasing body of evidence shows that investors are looking at the overall citizenship of businesses to inform their investment decisions.

To help unlock this potential, JLL is launching a comprehensive program which focuses on how we

can deliver increased value to clients, investors and our other stakeholders by embedding sustainability across our service lines and operations. We call our new global sustainability strategy Building a Better Tomorrow.

The program will apply broad social and environmental filters to our work and to the real estate advice and services we provide to clients. They include facility and property management, investment sales, valuations, investments and the execution of leases. Building a Better Tomorrow aims to drive forward the innovative, future-oriented solutions we are known to provide.

The program also tracks our own operations. We engage our people through rewards and recognition, by focusing on training and career development, by recognizing the value of diversity and by promoting the health and well-being of our staff. JLL also focuses on our workplaces: ensuring that they provide safe and productive environments for our staff and contractors, operate efficiently, and are supplied with resources that do not negatively impact the environment. In the communities where we live and work, Building a Better Tomorrow seeks to continue the positive impact our company makes through employee volunteering, charitable contributions and pro bono work.

In addition, we continue to invest in sustainability-oriented partnerships to significantly move the needle on climate change, corporate governance, and the other most significant citizenship issues of our time. They range from the UN Global Compact and the World Economic Forum to Green Building Councils around the globe.

The United Nations Climate Change Conference, COP 21, held in Paris in December 2015, rounded out a significant year for sustainability. Recognizing the leading role our industry has to play in tackling climate change, JLL sent a delegation to join leaders from the public and private sectors at the event. Since the majority of carbon reduction plans submitted by UN members include measures to cut energy use in buildings and the world's major cities, the contribution JLL can make toward delivery of the Paris Agreement is clear, and we intend to remain at the forefront of these efforts.

In this report you will gain deeper insight into JLL's commitment to building a better tomorrow and the tangible ways we are producing practical results. We greatly appreciate your interest in our efforts and, for those of you who interact with our business, for your advice and suggestions for continued improvements.



**Colin Dyer**  
Chief Executive Officer



**Christian Ulbrich**  
President



# About JLL

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. JLL is 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 2015 fee revenue of more than \$5.2 billion and gross revenue of \$5.97 billion, our 61,500 employees serve clients in more than 80 countries from 287 corporate offices. JLL is an industry leader in property and corporate facility management services, with a portfolio of 4.0 billion square feet worldwide. In 2015, JLL completed 35,500 transactions for clients, representing 1.1 billion square feet of space and provided capital markets services for \$138 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 \$56.4 billion of assets under management.

## Key financial information

	2015	2014	2013
Gross revenue (USD millions)	5,966	5,430	4,462
Net income (USD millions)	438	386	269
Earnings (USD per diluted share)	9.65	8.52	5.98
EBITDA (USD millions)	707	606	476

JLL is frequently recognized for its sustainability efforts through high-profile awards such as those shown below. In total, we received 22 local, national and global sustainability-related awards in 2015 and early 2016.

- One of the World's Most Ethical Companies, from the Ethisphere, for the eighth and ninth consecutive years (2015, 2016)
- 100 Best Corporate Citizens (#23), CR Magazine
- 50 Out Front for Diversity Leadership: Best Places for Women & Diverse Managers to Work, Diversity MBA magazine
- Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index
- International Award for Health and Safety with Merit, for the 9th year in a row
- US National Safety Council's Occupational Excellence Achievement Award
- A Winning "W" Company and listing on the 2020 Honor Roll by the 2020 Women on Boards
- One of the Best Places to Work in numerous local publications worldwide
- Best Employers 2016, Forbes magazine
- ENERGY STAR Sustained Excellence Award, U.S. Environmental Protection Agency
- ENERGY STAR Climate Communications Award, U.S. Environmental Protection Agency
- Ethics Award for JLL Turkey, three years in a row, Edmer Institute
- Excellence in Global Corporate Governance, India Institute of Directors





# About this report

## Scope

This report spans JLL's services and operations across three geographic business segments: the Americas; Europe, the Middle East and Africa (EMEA); Asia Pacific; as well as the global activities of LaSalle Investment Management. LaSalle has published detailed information on their sustainability approach and performance on [their website](#). Unless otherwise stated, this report covers 91% of our corporate offices, activity related to our Energy and Sustainability Services, and certain activity from sustainability advice embedded into core 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; these are indicated throughout the report where relevant. The data in this report has undergone internal validation by our Global Sustainability team. 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 U.S. dollars.

## Integrated reporting

JLL was one of the first U.S. companies to participate in the International Integrated Reporting Council and has continued to adopt the principles of the Integrated Reporting (<IR>) Framework in our financial reporting and sustainability materials. This Global Sustainability Report focuses on our sustainability strategy and performance. Our [Annual Report](#) focuses on our business strategy and our financial performance and reflects the majority of our <IR> efforts. In addition, our governance and remuneration practices are reported primarily in the [Proxy Statement](#) for our Annual Meeting of Shareholders. For the first time in 2015, JLL published an on-line version of an integrated report for 2014, which can be found [online](#).

## Collaboration with the United Nations on sustainability

JLL has been a signatory of the United Nations Global Compact (UNGC) since 2009. The UNGC is an initiative that is aimed at supporting responsible business activities by helping businesses align with ten principles on human rights, labor, environment and anti-corruption. We participate in a peer review process organized by the Global Compact Network Canada to improve the quality of our disclosures. This report represents JLL's Communication of Progress on the ten principles of the UNGC. JLL recently signed the UNGC's Women's Empowerment Principles and is closely monitoring the implementation of the Sustainable Development Goals.





# Corporate governance, ethics and thought leadership

## Corporate governance

JLL's corporate governance arrangements are conducted according to the standards of the New York Stock Exchange. 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 seek to 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, 99.7% of the votes cast were in favor of each Director and 94% of the votes cast were in favor of our executive compensation.

## Our ethical commitment

Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders and provide confidence to the communities in which we operate. The Ethisphere Institute publishes statistics that show the World's Most Ethical Companies have outperformed the S&P 500 by 4% on an annual basis over a ten-year period. Additional information about our corporate governance can be found on our [website](#).

JLL is committed to a corporate culture that embraces and promotes strong principles of business ethics at every level; a commitment reflected in our [Code of Business Ethics](#). We are proud of the global reputation we have established and are determined to protect and to enhance it. In 2016, the Ethisphere Institute has again recognized our efforts, listing JLL on their 'World's Most Ethical

Companies' index for the ninth year in a row. We also received Ethics Inside re-certification from the NYSE Governance Council, and Corporate Responsibility Magazine placed us as #23 on its list of Best Corporate Citizens in the U.S.

Ethical behavior is a core responsibility of each and every JLL employee and we seek to embed these behaviors deep within the company's corporate culture. Our [Ethics Everywhere](#) program establishes a framework for the various activities we undertake in order to maintain compliance with our Code of Business Ethics. These efforts are supported by our network of ethics officers, numbering more than 25 people worldwide.

As part of the Ethics Everywhere program, we offer comprehensive training to our employees. In 2015, more than 12,000 of our employees undertook in-person training at more than 300 different sessions relating to legal, ethics or compliance

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



31

sustainability thought leadership pieces produced



12,040

employees taking in-person ethics training



55

global and local sustainability organizations engaged





matters. This training is proving effective—in our last full Global Employee Engagement Survey, 96% of the more than 31,000 employees who responded to the survey reported that they fully understood their obligations under our Code of Business Ethics. A further 89% recognized JLL's commitment to ethical business decisions and conduct. In 2015, we conducted more than 500 investigations of potential violations of our ethics code, representing 0.8% of our total employee population. Of these investigations, 69% resulted in action being taken, ranging from additional training to termination of employment.

JLL is also actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum Partnering Against Corruption Initiative, among other significant integrity-oriented initiatives in which we are involved. Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and has made a commitment to report on the progress toward the PRI's six principles of responsible investing. In its most recent UN PRI assessment report, LaSalle was awarded strong scores across the board, exceeding the median score across all relevant categories on the appraisal.

### Thinking differently

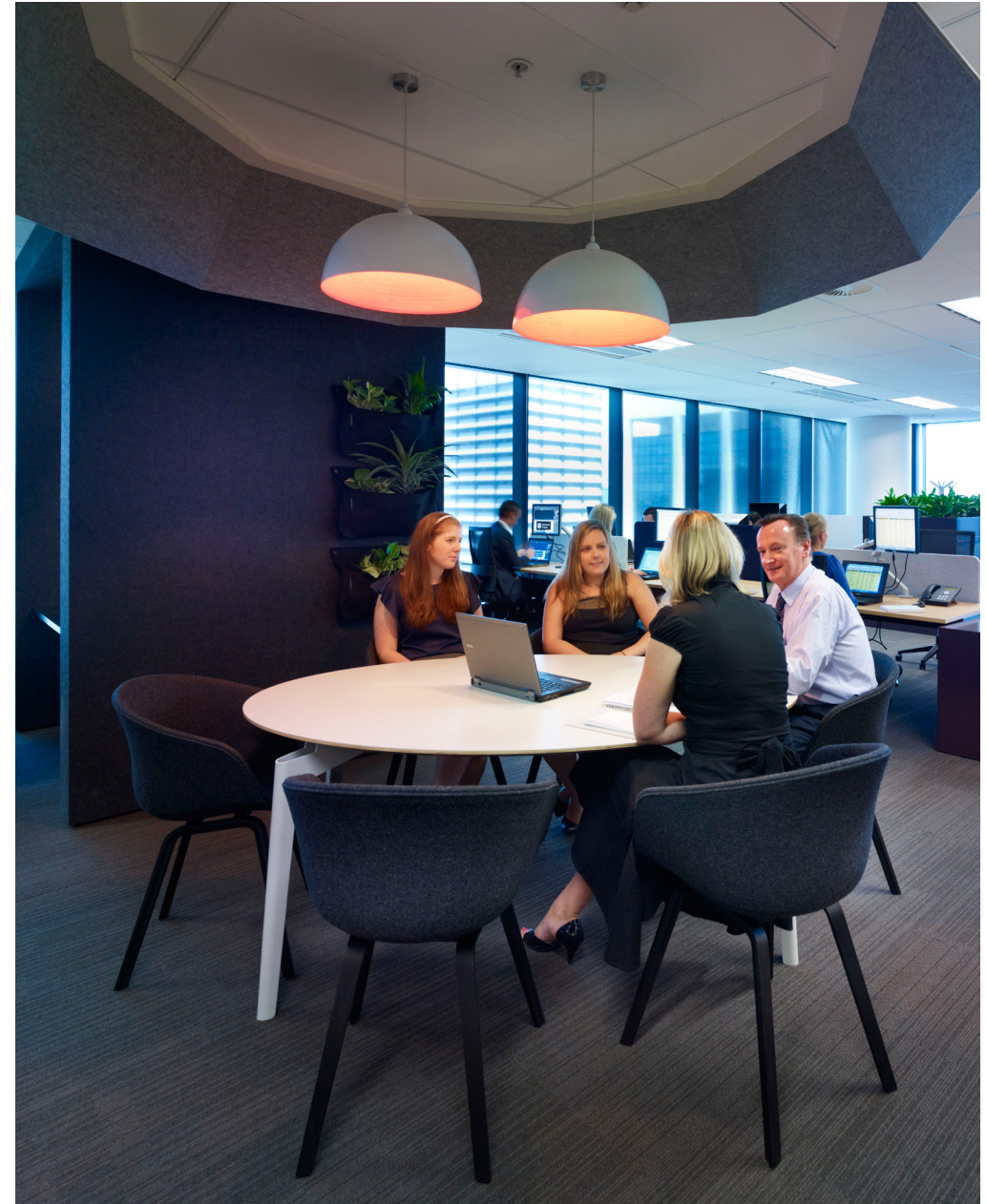
JLL has earned a reputation for progressive thinking through extensive investments in research and thought leadership. Throughout 2015, we produced 31 pieces of sustainability thought leadership covering topics as diverse as climate change adaptation, sustainable building design and productivity and workplace economics.

Many of these pieces were published on our [LinkedIn](#) sustainability showcase, [Green Blog](#), [CSRWire](#) posts, and [Real Views](#) web pages.

We know that collaboration brings with it the opportunity for making a difference. That is why we work together with 55 global and local sustainability organizations to develop new ways of thinking around some of the biggest challenges facing our sector. This includes working alongside organizations such as the Global Real Estate Sustainability Benchmark and the World Green Building Council.

The World Green Building Council is a global member network of Green Building Councils enabling green building and sustainable communities through leadership and market transformation. The World Green Building Council aims to make all building and communities sustainable, enabling us to thrive on our planet today and in the future. In 2016, JLL was very pleased to be invited to join the World Green Building Council's Corporate Advisory Board, a select group of companies that are global leaders on sustainability, and which serve to guide the organization on its strategy and activities.

Terri Wills, CEO of the World Green Building Council, said: "We're delighted to welcome JLL onto the World Green Building Council's Corporate Advisory Board—it is a true global leader on green buildings, from its work to help clients to achieve the highest sustainability standards to its role in enhancing workplace productivity and health. JLL will be a huge asset to the Corporate Advisory Board, and we look forward to collaborating with them to deliver green building for all."







## Leadership case study: COP 21



At the 2015 United Nations Climate Change Conference held last December—informally known as COP 21—195 countries committed to limit greenhouse gas emissions in an effort to curb global warming. This outcome—referred to as the Paris Agreement—stipulates an overarching objective to limit global temperatures from rising above two degrees Celsius relative to pre-industrial levels. For JLL, participating in COP 21 provided valuable first-hand insight and thought leadership on climate change, helping us improve our ability to deliver expert sustainability services to our clients. Our involvement also reinforces the firm’s commitment to ensure the long-term sustainability of our own business operations.

Leading JLL’s delegation in Paris were Dan Probst, Global Chairman of Energy and Sustainability Services, and Sarah Nicholls, Head of Global Sustainability. Reflecting on the role of the real estate sector in tackling climate change, Dan said: “Reaching agreement in Paris is a significant first step toward putting us on the right path to reduce the impact of greenhouse gas emissions on our climate. Much work has been done leading up to this point, and much more will need to be done in the months and years ahead. It is widely accepted that the built environment is part of the problem and thus represents a key area of opportunity to meet the commitments that were made by government leaders in Paris.”

Following the achievement of the Paris Agreement, Sarah considered the long-term view and the need for collaboration to meet the challenge of climate change. “Looking ahead to the future, Paris got

me thinking about how JLL’s clients, investors, employees and industry partners will continue addressing sustainability today so that we all have a better world tomorrow. If we collectively start approaching buildings differently then we will stretch our role as sustainability leaders in real estate.”

Sarah reflected on the achievement of the Paris Agreement: “To me, post-Paris begins with each JLL stakeholder recognizing that the threshold is higher. We therefore need to ask tough, strategic questions about climate change and sustainability. For the many JLL clients and investors who have already asked us, thank you. Your questions are a significant internal driver for us to make sustainability happen. For the many JLL clients and investors who have yet to ask us, please do so. Your questions will help us grow our sustainability expertise to better serve your needs. And, vice versa, for the many JLL employees who have yet to ask our clients about sustainability, start by figuring out what COP 21 means to them.”

“The prevailing belief from the business community is that a global climate agreement will send a strong market signal that will spawn large increases in the research, development and investment in new technology and products,” Dan reflected.

Sarah continued: “With a topic like climate change, our impact can, and must, be bigger. The truth is that we can and should engage with sustainability because we love life. Even if you aren’t green, you can relate to that: to the love for your family and friends; or perhaps to the love for nature or your neighborhood. Whatever it may be that you enjoy in life, it is worth sustaining.”



# Our sustainability strategy

At JLL, our vision is to be the most sustainable real estate services and investment management firm globally, realizing our significant opportunity to make buildings and cities where people thrive. This means sustaining our business over the long term by successfully managing our financial, environmental, and social risks and opportunities, and helping our clients do the same. Not just because it is the right thing to do, but because it adds lasting value to clients, employees, shareholders, communities and our industry. Everything we do today should be *Building a Better Tomorrow*.

## Building a Better Tomorrow

Through this sustainability leadership agenda, Building a Better Tomorrow, we seek to meet our vision through four pillars: **Clients, People, Workplaces and Communities**. JLL’s universal values—**ethics, teamwork, and excellence**—mean we are trusted to deliver value everywhere. JLL also actively serves as a **thought leader** in sustainability by promoting widespread change across our industry and beyond.

By applying our global project management capabilities to the 4.0 billion square feet of property we manage, we deliver leading sustainability solutions to investors and occupiers throughout the world. 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 location and

occupier behavior. We also provide a range of strategic solutions such as energy management and energy reduction programs that aim to deliver lasting improvements in the efficiency of our clients’ portfolios.

As a professional services firm, we are nothing without our people. This means helping our employees grow, develop and engage in a working experience that engenders loyalty, commitment and motivation. We believe that building a diverse workforce and an inclusive culture leads to a world of breakthrough ideas for our clients and opportunities for all our employees to develop their skills and career.

We understand and capitalize on our opportunity to positively impact the communities in which we live and work. We do this by helping our global and local communities through volunteering and charitable giving as well as donating our time and expertise to those in need. And while we can make the biggest difference in our clients’ real estate, we also benefit from occupying more efficient, flexible and resilient offices. To achieve this, we work to ensure that JLL’s occupied space around the world is energy efficient and provides alternative, flexible and technologically savvy working practices.

Ultimately, Building a Better Tomorrow means moving from hundreds of JLL employees with a deep expertise in sustainability (mainly environment) to thousands of JLL employees with a basic awareness of sustainability in its broadest sense (social, economic and environment).

## Building a Better Tomorrow – Pillars





It is a cultural shift that, when successful, will achieve the following outcomes:

- Successful organization
- Differentiated brand
- Happy **clients**
- Engaged **people**
- Exemplary **workplaces**
- Improved **communities**
- High relative returns for shareholders
- Better world

The four pillars of Building a Better Tomorrow shape the structure of this report and will, in future, appear in all of our external and internal communications on sustainability. As we work to build up resources and tools for implementing the strategy, Building a Better Tomorrow will be primarily geared towards internal audiences initially.

### Our material impacts

In its broadest sense, a sustainability agenda touches every aspect of an organization's management, operations and service offering. To ensure that JLL's sustainability strategy hones in on the key sustainability impacts of our business, and therefore the biggest opportunities to improve, we undertook a materiality review in 2010. This process 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. We further refined the results of this process in 2014 with a review of metrics underneath the existing material issues. In 2015, we conducted two additional materiality reviews in the context of the <IR> Framework and the impending shift to the Building a Better Tomorrow strategy. In combination, all of these materiality reviews resulted in the four pillars of Building a Better Tomorrow and a prioritized list of sub-issues and metrics under each pillar.

### Engaging with our stakeholders

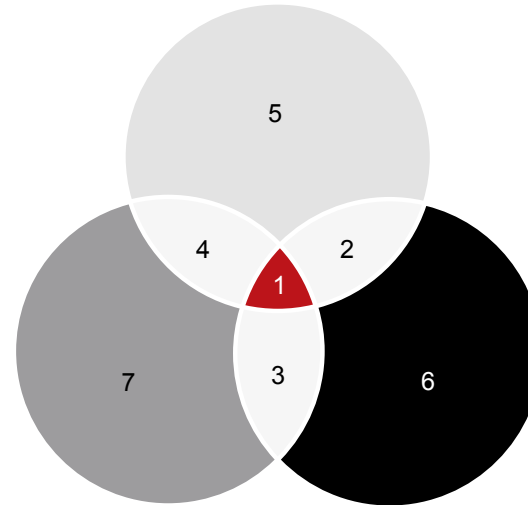
We are proud of our reputation as a company that is trusted and relied upon by our stakeholders. We strive to maintain this standing and know that the success of our business depends on the quality of the relationships we forge within and outside of our organization. We define stakeholders as those individuals, groups or organizations who can affect or be affected by JLL's business activities. The diagram to the right shows how we have mapped our key stakeholders, enabling us to understand the nature of our relationships and with whom we should engage as a priority (shown in red).

We use a number of approaches to ensure our sustainability strategy is meeting our priority stakeholders' needs. Our affiliations with Ceres, CDP, local green building councils and other sustainability organizations are a critical part of engaging with our stakeholders on sustainability matters. Specific detail on our stakeholder engagement activities can be found in the appendices to this report.

Here are a few examples of the actions JLL has taken at the global level which are, in part, driven by our engagement with stakeholders:

- Set greenhouse gas emissions and energy reduction targets;
- Offered more programs through MyDevelopment, our internal training portal;
- Reviewed the employee recognition systems at the country and business line level;
- Reviewed the processes we use to collect and analyze non-financial data;
- Began a program to organize and enhance our health and safety activities that have been largely decentralized previously; and
- Enhanced governance by establishing a Global Corporate Sustainability Board.

### Key stakeholders



- Stakeholders to whom we owe a legal, financial and operational duty
- Stakeholders who are likely to influence our performance
- Stakeholders who are affected by our operations

- **Clients**
  - **Employees**
  - **Shareholders**
  - **Suppliers**
  - JLL Board of Directors
  - Business partners/JVs
- Analysts (SRI & mainstream)
  - Governments and regulators
- Industry bodies
  - NGO's
  - Wider society (social media)
- Local communities
  - Our clients' clients
- New York Stock Exchange (NYSE)
  - Securities and Exchange Commission (SEC)
- External sustainability organizations
  - Media
- Employees' families





# Global sustainability governance

For JLL to achieve our ambition of becoming a truly sustainable business, we must embed the principles of sustainability not only in the way we operate as a business, but also in the services that we offer to our clients. This understanding has shaped our strategic approach and is carried through to the governance arrangements which oversee our efforts. JLL recognizes sustainability requires a direct line of sight to the C-suite. To that end, JLL's Board of Directors is regularly engaged in reviewing the different aspects of our sustainability agenda.

Ultimate responsibility for sustainability within JLL rests with Colin Dyer, our CEO. He provides a direct link to our Board of Directors and together they oversee our sustainability activities.

In terms of our work with clients, the Global Energy and Sustainability Services (ESS) Board is responsible for developing and delivering a strong and consistent sustainability service offering for our clients around the world. The Board is comprised of regional heads of JLL's ESS teams and is led by the Chairman of ESS.

LaSalle's own sustainability activities are overseen by its Global Sustainability Committee in accordance with their [Policy on Sustainability and Responsible Investing](#). The Board is chaired by LaSalle's non-executive Chairman and consists of senior leaders from LaSalle's global businesses who ensure best practice on sustainability is shared throughout our investment management segment.

Our efforts to address sustainability within our internal operations are overseen by the Global Corporate Sustainability (GCS) Board. The remit

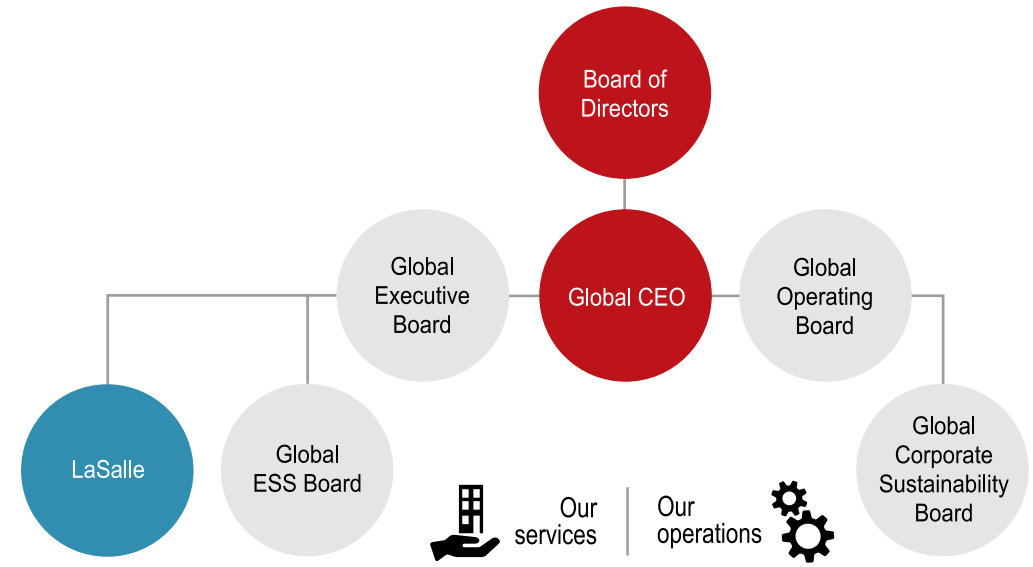
of the GCS Board covers our internal sustainability goals; performance, strategy and reporting; and our adoption of a consistent approach to sustainability across our global operations. The Board is comprised of the global heads of Finance, Human Resources, Legal Services, Energy and Sustainability Services and Corporate Sustainability, among others, and reports into our Global Operating Board. These arrangements are currently under review to ensure our governance aligns with Building a Better Tomorrow.

## Roles and responsibilities

In 2015, JLL's Global Sustainability team included around 5 employees. They are responsible for overseeing the firm's approach to sustainability at a global level. The team is supported by 18 colleagues in regional and local sustainability roles, and coordinates closely with other corporate function groups such as the Ethics Officers, Professional Standards and Human Resources. Additionally, our staff around the globe make many and various contributions to furthering JLL's ambitions around sustainability. In total, we run formalized sustainability programs in 52% of the countries where we operate.

JLL has a dedicated team of 224 sustainability professionals who provide industry-leading services to our clients. The majority of these professionals are from our Energy and Sustainability Services group. In total, our sustainability services generated revenue of \$21.8 million in 2015 as a result of our work with 388 clients over the same period.

## Our global governance for sustainability in 2015



## 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 them to do this. LaSalle sets sustainability policy and strategy at a global level, and then empowers action locally through a network of regional sustainability officers. This network oversees the delivery of local sustainability goals within each region and has responsibility for performance management and reporting.

LaSalle has a range of tools such as Due Diligence Guidelines, Environmental, Social and Governance Portfolio Management Guidelines, and a [GreenGuide](#), which detail how LaSalle incorporates sustainability into its decision-making process for investments. Asset managers and fund teams are responsible for implementing and reporting to clients on the sustainability programs within their funds. LaSalle believes that embedding sustainability into its operations improves its investment returns to its investors and also helps attract sophisticated investors to LaSalle's investment platforms.



*Generating  
lasting value  
for our clients*





# Generating lasting value for our clients

Our work with clients presents the biggest opportunity for JLL to make a difference. The 4.0 billion square feet of space that JLL manages globally for our clients gives us the opportunity to develop industry-leading strategies, tools and technologies that significantly improve energy efficiency, societal impacts and costs.

JLL's sustainability professionals advise our clients on renewable energy projects, green building practices, energy management programs, and socio-economic impact assessments as a few examples. We are increasingly seeking to embed sustainability considerations across all of our service lines, offering differentiated and forward-thinking solutions to our clients. LaSalle Investment Management also plays a role by incorporating sustainability into the \$56.4 billion of assets that it acquires and manages for clients. Integrating sustainability into the advice we give enables our clients to own, occupy, invest in and develop healthier and more productive places and cities that are less costly to operate.

## Driving efficiencies for our clients

Estimates suggest that the built environment accounts for approximately 40 percent of the world's energy consumption and one-third of all greenhouse gas emissions. The greatest contribution JLL can make toward helping tackle this global challenge is through the advice and services we provide to clients, helping them to significantly reduce their energy consumption and greenhouse gas emissions.

## Client renewable energy projects 2015 (estimated)

	Installed or consented	Planning and feasibility	TOTAL
Capacity (MW)	268	1,015	1,283
Averted emissions (metric tons of CO <sub>2</sub> e)	233,879	1,549,628	1,783,507

As well as the clear environmental benefits these activities deliver, they also yield significant operational and cost efficiencies. It is for these reasons that JLL puts substantial resources into continuing our development of world-class energy management strategies for our clients.

JLL's Energy and Sustainability Services teams provide a range of services covering the construction, operation and maintenance of clients' facilities as well as advice on occupier behavior and site location. We aim to deliver significant ongoing improvements to client portfolios through strategic solutions such as portfolio energy management and energy reduction programs.

During 2015, we helped deliver estimated energy savings for U.S. clients of 424 million kWh (247,000 metric tons of CO<sub>2</sub>e), 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 26,000 homes.

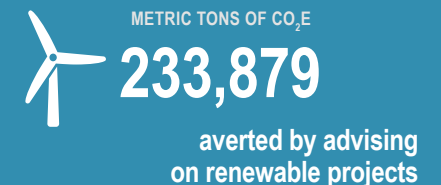
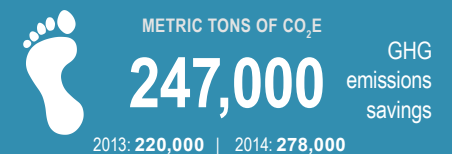
## Advising clients on renewable energy

We have substantial expertise in a wide range of renewable energy technologies such as solar photovoltaic, wind and biomass. This proficiency drives our ability to design and action tailor-made energy solutions for our clients at all levels of their operations. JLL's UK-based Energy and Infrastructure Advisory Group supports clients by identifying investment opportunities, raising capital, and providing significant financial and commercial know-how on every major renewable energy technology category.

In 2015, JLL advised on installed or consented renewable energy projects that are estimated to have averted more than 233,000 metric tons of CO<sub>2</sub>e. If the renewable energy projects we advised on last year achieve planning consent or successful development, there is the potential to avoid an estimated further more than 1.5 million metric tons of carbon emissions. There has been nearly a threefold increase in the emissions averted through projects that have either been installed or received planning consent since 2014.

*Working with clients to reduce their environmental footprints*

### U.S. client project savings in 2015





### Energy advice at LaSalle Investment Management

LaSalle Investment Management has a significant opportunity to embed sustainability best practice and “triple bottom line” thinking into the \$56.4 billion of assets that it acquires and manages for clients. One of LaSalle’s five guiding principles is to reduce the environmental impact and to monitor the effects of climate change on clients’ properties. LaSalle participates in the Urban Land Institute’s Greenprint Center for Building Performance (Greenprint), 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 2015, more than 300 assets were submitted to Greenprint for benchmarking and tracking.

LaSalle is committed to reducing energy consumption 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 to further integrate sustainability issues into internal investment decisions and with business partners.

### Energy and sustainability accredited professionals

JLL recognizes that building the capacity of our staff provides benefits to the individual, the firm and to our clients. Having the right skills for the job is a vital part of being able to deliver world-class advice to our clients—and this is true for sustainability as much as it is for other areas of our business. In 2013 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 2015, we had 1,706 professionals with sustainability accreditations— LEED and others—working in our teams around the world.

### Leading the way through better performing buildings

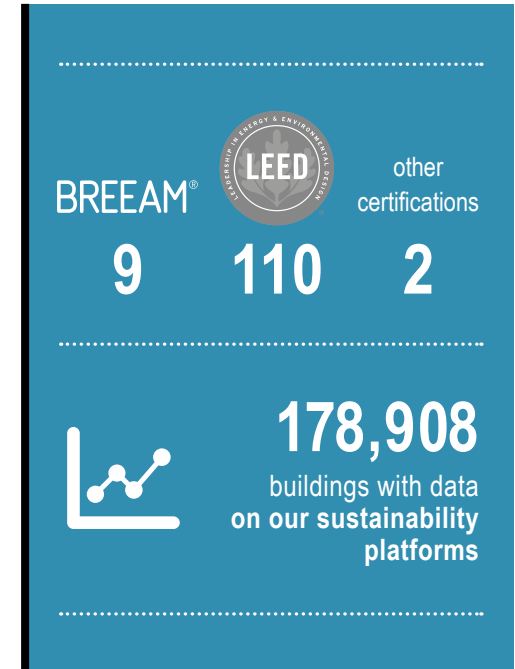
JLL’s operational expertise addresses the entire lifecycle of a building—from its design and planning of buildings through to construction, occupation, management, refurbishment and sale. Our professionals offer green building advice on how sustainability considerations can be embedded at each of these stages to maximize value for our clients. In 2015, our clients made use of our expertise to provide assistance on more than 11,400 buildings.

We have a strong record of achieving Leadership in Energy and Environmental Design (LEED) and other building certifications for our clients, in some cases attaining certification levels beyond our clients’ original aspirations. In 2015, we assisted our clients in achieving a total of 121 green building certifications.

The opportunities that green buildings present go beyond energy use, sustainably sourced construction materials and the preservation of local habitats. Green buildings deliver value across the social, financial and environmental components of the triple bottom line. This was evidenced by the [2014 report](#) that JLL co-authored with the World Green Building Council, which found overwhelming evidence that the design of office space has a significant effect on the health, well-being and productivity of its occupants.

### Making the best use of technology

JLL’s commitment to technological innovation extends to our sustainability service offering for our clients. We have developed a number of in-house technology platforms to help us deliver our clients’ sustainability objectives. Our OneView Energy and Sustainability Analytics (OVESA) platform is used to manage the ever-increasing volumes of complex sustainability data on behalf of our clients. This system, along with our other platforms such as the Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP), reflects our commitment to investing in digital, data and information management platforms. By deploying flexible technology solutions we are able to measure, manage and improve environmental impacts for more than 178,900 buildings included on these platforms.





## Clients case study: Delivering excellence in clients' buildings

Earlier this year, JLL Russia received a BREEAM (Building Research Establishment Environmental Assessment Method) 'Country First Award' for the certification of two business centers in Azerbaijan and Singapore. At the same time, grade A office project Greendale, planned in Moscow and certified at the interim stage by JLL Russia, was nominated as one of the highest scored BREEAM office projects in the world. Ksenia Agapova and Anton Dubrovskiy oversaw the certification process.

Ksenia explained in her own words the value that BREEAM certification can bring to projects such as these: "The Baku White City Office Building in Azerbaijan represents one of the biggest redevelopment projects in the region and was awarded a BREEAM Good rating. Project certification was an important mark of

Ksenia Agapova

Associate Director for Energy and Sustainability Services at JLL Russia



the improvements made to this area where a former oil refinery area had been turned into a vibrant and healthy urban environment. Chevron House in Singapore was constructed in 1993, and the asset quality was awarded a BREEAM In-Use rating of Good in December 2014. The assessment process was initiated by the building owners who have committed to certify all newly acquired assets to BREEAM standards."

She continued: "The Baku White City project had been planned by a reputable architectural office with sustainability goals in mind. The building plan allows for natural ventilation and daylight, the shape of the building has been designed to be in keeping with the surrounding area, and the landscaping had been conceived with sustainability features in mind. However, the goal to certify the asset to BREEAM was introduced later during the construction phase. As a result,

not all of the criteria were applicable for the project and our choice was very restricted." In spite of this, the project team's commitment to the certification process meant that we were still able to achieve a strong certification in a timely fashion.

"Regarding the Singapore project, we found that BREEAM water criteria are relatively easy to achieve as the city has very robust construction legislation aimed at driving down the demand for water. However, we did face a number of difficulties in achieving the biodiversity and ecology criteria as the area adjacent to the building is quite limited."

Ksenia went on to outline some of the benefits that achieving BREEAM certification brings to our clients: "Being recognized as the first organization in Azerbaijan to achieve such a certification is a great opportunity for corporate marketing and helps to establish our client's reputation as green building pioneers. The Baku White City Office Building

has managed to attract a strong mix of tenants, including several international businesses. Chevron House meanwhile has helped to support improvements to the client's service through detailed analysis of their sustainability performance."

Following on from the successful attainment of the certification, the Azerbaijan Development Company (ADEC) said this about the achievement: "The high status of Baku White City redevelopment helps to increase awareness of environmental issues within the country. BREEAM was chosen by the project team as a recognized international benchmark of building quality and environmental performance. Achieving the criteria has not only helped us to save operating costs, but also to create a healthy and efficient environment for the building users and wider community."







# *Engaging our people*





# Engaging our people

Our success over the last 250 years is a testament to the quality and dedication of our workforce. We seek to create a work culture that values diversity, recognizes and rewards talent, develops skills for tomorrow's challenges and fosters good health, safety and well-being. This results in more satisfied employees who are more likely to stay thereby reducing costs to JLL. It also means our employees are more empowered so that they apply their broad perspectives, backgrounds and ideas towards better advice for our clients and take advantage of the numerous opportunities that JLL provides to develop their skills and career.

## Health and safety

Our people are the strongest asset we have. As such, we regard the health and safety of our employees and our business partners as being of the utmost importance. Our vision is to provide a safe and healthy workplace and to promote an effective and continuously improving health and safety culture. We strive to prevent injury and ill-health and to ensure that all persons we work and interact with, including those who work in the buildings we manage, return home to their families safely.

In 2015, we built upon our safety performance in 2014 by engaging more deeply with our people and by more actively collaborating with our stakeholders. We invested time in building and strengthening relationships and we believe that this process contributed to our strong performance across most areas in 2015. Our Recordable

Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, fell to 0.72 in 2015, a reduction of 17% compared to 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, fell to 0.50 in 2015, a reduction of 23% compared to 2014. The RIR and DART figures relate to Integrated Facilities Management staff globally and all U.S. employees. Additionally, 84% of countries reported that they were undertaking at least one health, safety and well-being initiative in 2015.

We have invested, and continue to invest, in the health and safety of our employees, clients and suppliers, as shown by our over 270 full-time health and safety professionals. However, we can always do more. The real prize is our people and business partners experiencing no harm or injury. Tragically, we failed to achieve that goal in August 2015, when one of our mobile technicians lost his life in a road accident. Immediately after the incident we conducted a thorough investigation and increased our efforts on road safety by:

- Evaluating the crash ratings and safety features of all of our fleet vehicles; and
- Re-emphasizing our defensive and distracted driver training with our staff.

Additionally, we are saddened to report that we had three contractor fatalities. These occurred on contracts where JLL was involved during 2015. We take these matters extremely seriously and are

working to ensure that our approach to health and safety meets the highest standards. In 2016, we are undertaking several initiatives aimed at ensuring that our health and safety platform is more robust and capable of guiding the efforts of our large and dispersed business. Chief amongst those initiatives are the introduction of a new [Global Health and Safety Policy](#) and the creation of a Board of Directors sponsored committee tasked with leading the organization through the next phase of its health and safety journey.

We are committed to ensuring the health and safety of our people and stakeholders and will shortly publish our first dedicated Health and Safety Report. The Report will expand on the themes raised in this document and candidly talk about our health and safety journey. When published the Health and Safety Report will be available [here](#).

## Engagement

Attracting and retaining the best talent ensures that we maintain our competitive advantage and offer the best possible level of service to our clients. JLL regularly undertakes surveys of our employees so that the company is able to learn what employees think of their jobs and to understand their perception of the business as a whole. The 2015 Global Employee Engagement Survey found that 78% either agree or strongly agree that they are extremely satisfied with JLL as a place to work. This score is 3 percentage points up from the previous full survey undertaken in 2012. This result places us 4 percentage points up from the global norm as measured by our independent survey administrator.

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





## Training and career development

Our future success as a firm depends on our ability to offer our employees opportunities for personal and professional growth. In 2015 we invested a total of \$16.2 million on training across the globe, which equates to \$248 per employee. This is compared to \$15.3 million in 2014. This was in addition to the substantial investment we make into local training programs that we are not able to capture centrally. We track much of our training for staff through MyDevelopment, JLL's own learning management system. MyDevelopment has been created to enable and empower our staff to effectively advance their careers within our firm.

As well as general training, JLL also operates Sustainability University, which is designed to ensure that our employees are equipped with the expertise needed to offer our clients the best possible service. Training from Sustainability University covers technical sustainability aspects of real estate such as green building certifications, but also more general training around topics such

as sustainability reporting. Over the last year we delivered more than 16,200 hours of sustainability training to employees globally, including more than 4,400 delivered through the Sustainability University alone.

## Diversity and inclusion

At JLL, diversity is a strategic imperative for the way we do business. We promote an atmosphere of openness, respect and trust, and bring a sense of teamwork, collegiality and diversity to all we do. 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. We make sure to walk the talk in fostering a workplace culture that encourages and empowers all our employees to fulfill their potential.

In April 2016, JLL joined more than 1,100 businesses around the world to take a leadership position on gender equality by signing the UN's Women's Empowerment Principles. These seven

key principles serve to highlight the gender dimension of corporate responsibility and provide a call to action for businesses. We are proud that 44% of our independent board members are female. However, we recognize that we need to do more to reflect gender diversity at higher grades within our firm.

In the UK, JLL is a founding member of Changing the Face of Property, a program to increase diversity and inclusion across the property industry. The initiative has developed partnerships with a broad range of state schools and colleges, attended external careers events for students and careers advisers, delivering workshops to education professionals to challenge stereotypes and developed a website—[www.propertyneedsyou.com](http://www.propertyneedsyou.com)—to provide accurate information on career opportunities and the different entry levels available.

JLL achieved 'role model' status against all six principles in the RICS Inclusive Employer Quality Mark and came third against the Property firms

which took part in the Workplace Equality Index 2016.

Unconscious bias awareness has been addressed through various training interventions, including our award winning 'icantbelieveisaidthat' video series which was created to challenge inappropriate language and behavior through humorous scenarios in a 'fly on the wall' documentary style program. It is available to all JLL employees via Connect. Our U.K. Board members and other managers were first to attend our face to face training demonstrating the strength of their commitment to address unconscious bias or prejudice.

We have also set up a number of Employee Resource Groups (ERGs) in the U.S. with a view to supporting and promoting diversity among our workforce. These ERGs include the Women's Business Network, Building Pride, African American Business Network, Latino Employee Resource Network and VetNet. All of these groups provide the ability to learn new skills and share experiences in a low risk environment with access to senior leadership.





## People case study: Helping our employees achieve their potential

Flexible working practices provide substantial benefits to both the firm and to the individual. Organizations that adopt flexible working practices can expect to see improvements in the attraction and retention of talent, reduced levels of absenteeism, boosted productivity and improved relationships with their employees. On the staff side, they allow individuals to flourish in their lives outside the office, spending more time on those things that matter most to them.

Sanjay Bajaj, the Managing Director of the JLL office in Pune, India, illustrated these benefits with a real life example: “During the recruitment process it was clear to me that Manisha had a great deal to offer to our business and to our clients. Consequently I offered her the role of Assistant Manager and Manisha joined JLL India in the Pune office in February 2008.”

“After joining our team, Manisha took some time to find her footing and settle in the role. For example, she felt her skillset and background, which was rooted in finance, was not transferrable to the marketing and promotion of a project. After a number of discussions, we worked together and found an ideal balance between her skillset and the responsibilities of her role. By doing this, Manisha was able to bring her keen financial insights into our client engagements. This provided a strong differentiator for JLL and also served to boost the skills available within the team.”

Manisha reflected on some of the pressures that balancing family life with work can bring: “In 2012, I was blessed with my first baby, a little boy. Following my maternity leave, JLL provided options



that would help me to maximize the time I got to spend with my young family while being able to fully meet the requirements of my role. Ekta Acharya, Head of Markets in Pune, played a vital role in this, allowing me to focus on performance and delivery with the flexibility to work from home as needed.” Sanjay picked up the story again: “Following the birth of her second child in 2014, Manisha continued to maintain contact with her clients and consistently delivered exceptional results. JLL was keen to support her and so we worked together to create

an arrangement that introduced flexible working practices. This enabled Manisha to continue her excellent performance whilst taking care of her responsibilities to her family. This was extremely beneficial as it sustained and nurtured talent within the firm and at the same time met the dynamic and variable requirements of her personal life.”

Sanjay also said: “Client engagement and relationship management are Manisha’s key strengths. This combined with her keen

understanding of a client's business and curiosity to learn has allowed Manisha to successfully build excellent relationships with some of our largest clients. Manisha has since engaged and transacted with many clients, supporting JLL in fulfilling their real estate requirements. To her credit, she has built up a strong portfolio of diverse transactions and clients across different industries. Manisha played a significant part in helping to deliver the largest leasing deal in the history of Pune.”



# *Transforming our workplaces*





# Transforming our workplaces

While we can make the biggest difference in our clients' real estate, JLL also seeks to occupy more efficient and flexible offices around the world. We play our part by driving down energy and resource use and subsequent carbon emissions from both JLL offices and business travel activities. We also play our part by procuring sustainable materials and striving for green building certifications where possible for our leased space. We aim to provide our employees with office space that supports their health, safety, and productivity by employing aspects such as flexible working, better access to daylight, and enhanced technology solutions.

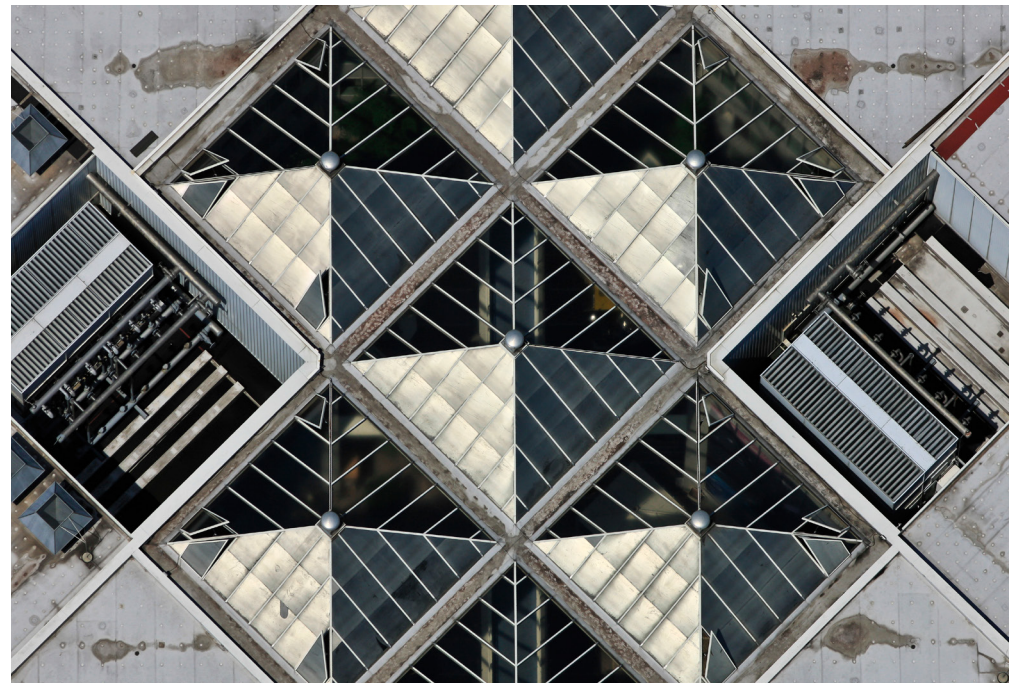
GHG emissions source	GHG Protocol scope	Metric tons of CO <sub>2</sub> e	Percentage of total emissions (%)
Company-owned vehicles	1	16,556	26%
Natural gas consumption	1	228	0.4%
Electricity consumption	2	11,494	18%
Business travel	3	18,802	29%
Building-related emissions*	3	17,746	27%
<b>TOTAL</b>		<b>64,826</b>	<b>100%</b>

\*estimated emissions

## Tackling our environmental impacts

Greenhouse gas (GHG) emissions arising as a result of operating our offices and business travel activities make up JLL's most substantial direct environmental impacts. We are committed to minimizing these impacts wherever we possibly can. To provide us with a benchmark to meet this challenge, we have set targets to reduce energy consumption and greenhouse gas emissions from our offices. Using 2012 as our baseline, we have committed to achieve the following by the end of 2017:

- Reduce building related greenhouse gas emissions per corporate office employee by 10%
- Reduce building-related energy consumption per corporate office employee by 10%
- Reduce rented area per corporate office employee by 8%



## Managing our own environmental footprint

**1.5** GHG emissions per corporate office employee  
METRIC TONS CO<sub>2</sub>E

**4.0** energy use per corporate office employee  
MWH

**195** rented area per corporate office employee  
SQ FT

**64,826** total carbon footprint  
METRIC TONS CO<sub>2</sub>E

## Implementing green building practices in our corporate offices

**51** JLL offices with green building certifications



In 2015, JLL's absolute GHG emissions were 64,826 metric tons of CO<sub>2</sub>e, compared to 49,344 metric tons in 2012, an increase of 31%. While our emissions increased, our business also grew with our gross global revenue increasing by 52% over the same period. Furthermore, the floor area of our global portfolio increased by 39% compared with 2014. This increase was largely due to JLL occupying 46 new offices mainly following acquisitions we made in 2015. Our performance against our targets in 2015 was as follows:

- Our building related greenhouse gas 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 4.0 MWh in 2015, up 7% compared to 2012
- In 2015 we rented 195 square feet per corporate office employee compared to 175 square feet per corporate office employee in 2012, an increase of 11%

We also take advantage of the benefits of green energy; by the end of 2015, 9% of our offices procured energy from renewable sources, down one percentage point from 2014.

Obtaining accurate, actual data relating to our portfolio's energy consumption continues to be a challenge. All of our offices are leased and in many cases actual information on energy consumption is not available. As a result, 73% of our energy data from these buildings is partially or fully estimated. We are working to meet the requirements of the updated GHG Protocol for reporting scope 2 emissions. The revised guidelines were published midway through our

reporting year and as such we were not able to obtain data to calculate market-based Scope 2 emissions for the full reporting year. We will be tackling data quality as a priority as we roll out Building a Better Tomorrow across our global business.

### Our business travel footprint

JLL's 2015 business travel activities generated 18,802 metric tons of CO<sub>2</sub>e, making up 29% of our total carbon footprint. At present, we collect travel data from 47% of the countries we operate in, but that data covers a large majority of our corporate office employees. This information covers the impacts from air and rail travel as well as rental cars. Due to our geographical spread and decentralized business model, business travel is procured from a multitude of sources and through many channels. Our largest in-country operations usually have a contract with a corporate travel agent, but travel is currently also booked online by staff members and reimbursed through our expenses system.

### Greening our building portfolio

Our clients recognize the benefits of occupying green buildings, and so do we. We seek to apply green building practices whenever we have an opportunity to do so. By the end of 2015 19% of our offices had green building or fit-out certifications such as LEED, BREEAM or RICS SKA. In addition, green building principles (without a certification) were applicable to 50% of JLL's offices.

JLL has adopted innovative policies in the area of workplace strategies. 73% of our offices have alternative workplace strategies including

approaches such as hot-desking, evolved open-plan environments, flexi-time and making use of communications technologies to support remote working. Making best use of these strategies can reduce costs, improve productivity and drive efficient use of space. Furthermore, these practices are also beneficial to the individual by promoting a healthy work-life balance and supporting well-being. 68% of our offices have video conferencing facilities and employees are routinely provided personal IT equipment with video conferencing functionality. We also encourage our employees to minimize the use of business travel by seeking to provide alternatives wherever possible.

### Engaging with our supply chain

The opportunity presented by our supply chain offers JLL a chance to encourage and influence sustainable practices on a large scale. We are continuously seeking to improve the sustainability practices of our suppliers. 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 also aim to apply sustainability criteria to our own procurement practices. We focus our efforts 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.





## Workplaces case study: Renewing our Chicago office

An office is much more than a place to work. It is the heart of our professional lives, the fertile soil where great ideas and solutions take root. So when JLL launched ReNew, the project to refurbish our Chicago office in 2013, we realized an office spruce-up wasn't nearly enough. We had to dramatically evolve our space.

To achieve this JLL brought in our best strategic thinkers: experts with world-class experience in selecting, planning, and building modern work spaces. We armed them with insights from the people who influence JLL's success most—our employees—so that the new space reflects how they want to work.

The goal for our new Chicago office is to create a workplace that meets the needs of a modern workforce, helps us operate with maximum productivity, and sets the stage

for a profitable future. This is quite an undertaking when considering that the project spans six floors of the Aon Center, housing more than 1,200 people across 200,000 square feet.

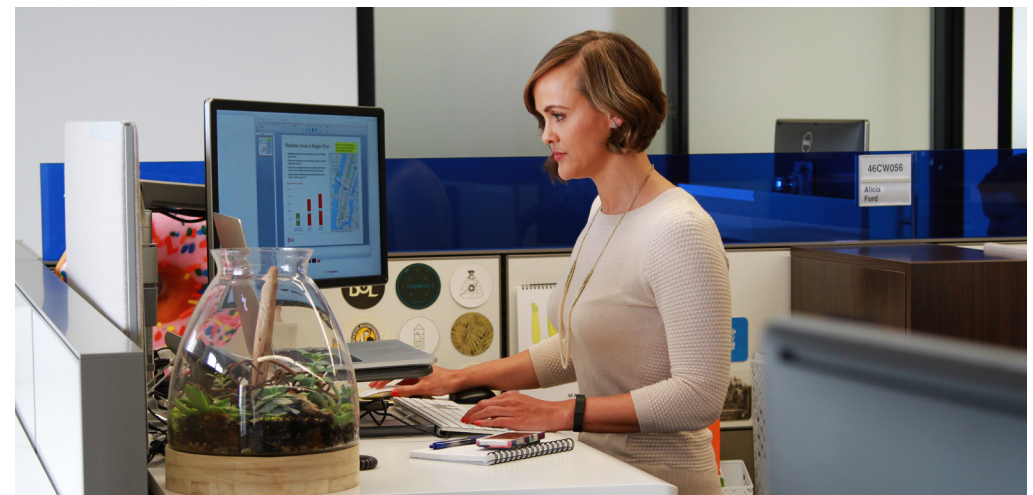
The sustainability measures that formed an integral of the project from the beginning and were crucial in achieving these goals. Jessica Bollhoefer, Vice President in Project and Development Services, leads the sustainability effort on the project. She had this to say: "We know that working in a green office space has important health and wellness benefits. Green is vital to sustainability—the quality of creating a healthy environment that uses resources with care and supports long-term ecological balance. To make sure we stay green, we're ensuring that our office in Aon Center will achieve a LEED certification."

"Additionally, we are utilizing our own JLL Green + Productive Workplace tool to benchmark, track and measure green productivity measures in our workplace and to compare our office to other JLL offices and industry peers. We are creating an office that is energy efficient and sustainable; a place where employees are healthy and comfortable to do their best work."

Jessica continued: "There were a number of challenges that we face in making our aspiration for our Chicago office a reality. As you would expect, JLL is aiming for the highest level of LEED certification possible for the ReNew project. That said, attempting such a high level of certification in an existing 40+ year old building has been the biggest challenge. Through our project, limitations with the existing infrastructure and HVAC system have a significant impact on the overall scorecard."

Chuck Kelly, Senior Director of Office Services and overall manager of the project mentioned some of the practical approaches used: "We are using advanced technology to create a more human workplace where our people can shape rather than be confined by the space. With data from an employee satisfaction survey to inform our decision-making, we're directing our workplace experience to foster mindfulness, physical wellness, and dramatically reduced noise and distraction—a combination that creates overall well-being."

Chuck concluded: "We hope that this healthy, welcoming environment will instill pride in our staff and make them truly feel part of a top-notch organization that cares about its employees."









# Supporting our communities

For our business to thrive, our communities need to thrive. It is for this reason that we work hard to be a responsible corporate citizen where we live and work. We endeavor to create shared value by forging global and local charitable partnerships, offering our real estate expertise voluntarily to those in need, and giving our people time to contribute personally to the issues that mean the most to them—this in turn, increases their engagement and loyalty to JLL. We also work to minimize the sustainability impacts of our supply chains and procurement practices, further extending JLL's influence into communities more broadly.

Our business activities impact on these communities, whether through the employment opportunities we create, our engagement with our supplier base, or the advice we provide to clients on the interactions they have with their own communities. We aim to support the needs of these communities by mobilizing the talents and

experience of our workforce through voluntary work, donations or other benefits in kind.

At JLL, activities in our communities are largely carried out a local level. This decentralized approach allows for flexibility and agility in the way we engage communities by giving our local operations the autonomy to tackle the issues that they see as priorities and to reflect the wishes and interests of employees. We are, however, currently considering options around a global community partnership that will complement our local efforts. In some locations we have seen an increase in appetite for undertaking more pro bono and skilled volunteering work among our employees.

### Investing in the community

The level of investment into the community that we have made in funds and time, as well as other benefits in kind, provides a good indication our how well we are contributing in this area. In 2015,

JLL recorded total charitable contributions of \$5.3 million from both corporate and employee donations. Our corporate donations of \$4.6 million are equivalent to 0.8% of our pre-tax profits, compared to the London Benchmarking Group's benchmark of 1.1%. Furthermore, our employees volunteered more than 5,533 days of their time to support charitable causes, a 21% increase compared to 2014. When compared against the average salary for a JLL employee in the U.S., this volunteering contribution equates to a cost to the business of approximately \$1.9 million.

It is challenging for us to fully understand the positive impact of volunteering activities and charitable contributions undertaken across the firm. In future, we will work to engage with our local operations to better understand the difference that these activities are making to our communities. We believe that at present the figures below underestimate the positive impacts we make on our communities.

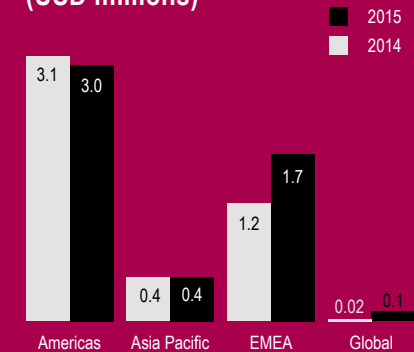


*Serving as a responsible corporate citizen*



**5,533**  
Employee  
volunteering  
days

### JLL total charitable contributions (USD millions)



**\$5.3m**  
Total charitable  
contributions



## Communities case study: A joint venture with a difference



In Australia, Indigenous people make up 3% of the population, yet only fewer than half of working Indigenous people have jobs. In 2015 JLL and Pacific Services Group Holdings (PSGH) entered into a joint venture to form 'Evolve FM', the only Indigenous facilities management (FM) company in Australia. This partnership has been forged to create a commercial framework that will enable the delivery of social initiatives that positively change the lives of both Indigenous and non-Indigenous men and women.

Evolve FM aims to partner with and foster Indigenous enterprise, hiring and supporting

Indigenous Australians and businesses. The company encourages growth, development and engagement in the FM sector, and more broadly, across the community. The joint venture has a target of a minimum of 10% Indigenous employment, five times the industry average.

John Owens, CEO of Evolve FM said, "Indigenous business has never had a proper place in corporate Australia. We believe in the role that well-managed, commercially competitive Indigenous-owned businesses can play in the advancement of Indigenous people in Australia. PSGH has been awarded major contracts with the Australian

Tax Office, the Department of Defence and the Department of Finance. The DoF is providing benefits to Indigenous communities by providing financial independence and stability as well as many significant social benefits."

PSGH is one of Australia's leading Indigenous-owned companies employing 58 staff nationally. It was founded in 2011 by cousins Shane Jacobs and Troy Rugless, who are descendants of the Wiradjuri Nation. They both grew up in Sydney with strong ties to the La Perouse community and are members of the La Perouse Local Aboriginal Land Council.

Troy explains: "My cousin Shane and I started PSGH to target tier 1 contracts with federal government agencies and top corporate sector companies. One of the benefits we provide for Indigenous people is financial stability and independence. The national average of Indigenous employment sits at 1.2%, and our business sits at 15%. We've had to be good; we've had to be better than everyone else. Having JLL as a big brother—a Fortune 500 company with the right processes, the right systems—it's probably fast-tracked PSGH by ten to fifteen years."

JLL's Australian Head of Government Business, Steve Mackintosh said: "We believe that by leveraging the Indigenous supply chain, Evolve FM will more broadly and positively impact Indigenous Australians by helping to create financial independence. History tells us that Indigenous businesses are 100 times more likely to employ Indigenous people than non-Indigenous businesses. Every Australian dollar spent by

government departments generates more than four dollars of value in Indigenous communities."

Effective from 1 July 2015, the Australian Government has implemented a series of measures designed to improve engagement of Indigenous businesses. For the 2015/16 financial year, the government has mandated 0.5% of all government external expenditure must be spent with Indigenous businesses, increasing incrementally each year to become 3% by 2019/20.

Steve continued: "Current government spending with Indigenous business today is very small; around 0.008%. We believe we can help the government reach its targets and build a sustainable business at the same time."

In April 2016, Evolve FM won their first client, Indigenous Business Australia for a three year facilities management contract.

Chris Kirby, COO of Supply Nation, an organization that was founded to promote and facilitate sustainable supplier diversity within the Australian market, commented on Evolve FM: "We see this as a really great example of how the Indigenous business sector is maturing and that's really exciting for everyone involved. It builds the capability of the Indigenous business and it also builds the capability of the procuring organization."

Troy reflects: "For all the bad that's happened, things are finally swinging in favor of Indigenous people. Opportunity, that's all that any Aboriginal person wants; the same level of opportunity as everyone else."

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# Corporate documents



[2015 Annual Report](#)



[2016 Proxy Statement](#)



[2015 Corporate Facts](#)



[Code of Business Ethics](#)



[Vendor Code of Conduct](#)



[Transparency Report](#)



[2015 Ethics  
Everywhere Report](#)

[www.jll.com/services/corporates/corporates-energy-and-sustainability](http://www.jll.com/services/corporates/corporates-energy-and-sustainability)

[www.jll.com/services/investors-anddevelopers/energy-and-sustainability](http://www.jll.com/services/investors-anddevelopers/energy-and-sustainability)

<http://www.jll.com/sustainability/>

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# ANNEX A

## Data notes

### Overview

The following notes provide definitions, re-statements and methodologies pertaining to the data in our Global Sustainability Report. These notes should be read alongside the data summary in Annex B and relevant data throughout the report.

The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. Where estimations have been made, these are indicated in the text. The data in this report has undergone internal verification by our team and 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. All financial figures are reported in US dollars.

### Throughout

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

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

### About this report

In 2015, data relating to our operations (from the Corporate Sustainability Survey) represented 268 corporate offices and 18,917 corporate office employees. The data coverage, as a percentage of corporate offices and corporate office employees, was 91% and 99.8% respectively, reflecting a number of missing country survey responses. In 2014, the survey data relating to our operations represented 245 corporate offices and 15,506 corporate office employees. Data coverage, as a percentage of corporate offices was 98%. Data coverage, as percentage of corporate office employees was 95%. Office coverage decrease is due to 1) Serbia, Costa Rica and Sri Lanka not submitting a survey response for 2015, and 2) due to JLL acquisitions which added a number of small offices that are included in our carbon footprint, but not necessarily represented by the Corporate Sustainability survey yet.

### Our approach

**Global, regional and local sustainability roles—Operations (FTE):** In 2013, some countries did not calculate full-time equivalent (FTE) roles, whereas in 2014 we accounted for only FTE employees and adopted more robust calculation methods. The decrease from 2013 through to 2015 reflects mostly this change in calculation methodology, rather than an actual reduction in sustainability headcount.

# ANNEX A

## Data notes

### Clients

#### Driving efficiencies for our clients (all).

**Client renewable energy projects:** Averted annual GHG emissions were calculated using a global emissions factor of 0.583 kg CO<sub>2</sub>e per kWh from [Siemens' Environmental Portfolio Report](#). Our analysis assumes that installations are fully operational year-round and that average capacity is 30% for wind and 80% for biomass. They also assume a 1,100 kWh per kW capacity per year for solar.

#### Energy and sustainability accredited professionals:

Includes the following accreditations:

AIEMA	Green Advantage
Assoc. of Energy Engineers: Certified Energy Manager	Green Globes Professional
Business Energy Professional	Green Mark
CAP	Greenship
Certified Building Commissioning Professional	Green Star
Certified Energy Auditor	IFMA Sustainability Facility Professional
Certified Energy Procurement Professional	IGBC AP
Certified Sustainable Development Professional	LEED
Existing Building Commissioning Professional	NABERS
BERDE Associate	Pearl Qualified Professional
BREEAM & BREEAM DE Bestand	Data Center Energy Practitioner
CASBEE	Energy Institute Member
Certified Demand Side Management	Chartered Environmentalist
SKA Assessor	

### People

**People (all):** For employee indicators in this section, we use data from our people system, which differs slightly from our financial system.

# ANNEX A

## Data notes

**Total employees (% female):** Total employees from our people system were 66,024; 57,925 and 53,117 in 2015, 2014 and 2013 respectively. JLL Annual Report (AR) employee figures differ slightly from these, as AR figures are extracted from our people system at an earlier date.

**All Directors (% female):** Directors, which include Associate Directors and above, were approximately 6,986; 6,514 and 6,034 in 2015, 2014 and 2013 respectively.

### Workplace

**Tackling our environmental impacts:** The base year for JLL emissions reduction targets is 2012. Our targets are normalized per corporate office employee, which we feel better reflects our operations than total employees, as this includes staff based at client sites. Our targets include only building-related energy and emissions from JLL's own offices.

We consolidate our GHG emissions under the operational control approach, as defined by the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. The GHG gases we include in our emissions calculations are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) from the following sources:

#### Methodology for calculating JLL GHG emissions:

- **Scope 1: Fuel consumption** of company-owned vehicles and natural gas consumption from JLL offices. Actual energy consumption figures are multiplied by relevant published emissions factors to convert to metric tons of CO<sub>2</sub>e.
- **Scope 2: Purchased electricity** consumption data is multiplied by country/state level emissions factors to convert to metric tons of CO<sub>2</sub>e. The updated GHG Protocol was published midway through our reporting year and so we did not obtain data to calculate market-based Scope 2 emissions for the full reporting year. We are gathering this data for future reporting.
- **Scope 3: Estimated energy consumption:** All JLL offices are leased space, and in 88%, we estimate energy consumption partially or fully as we do not receive consumption data from the landlord. In order to calculate our estimated consumption of electricity and natural gas from these offices, we look at the rented area we occupy, the proportion of year it was occupied, average office energy intensity, and energy breakdown information from U.S. Energy Information Administration (under Department of Energy). The average energy intensity we use does not take into account any geographical variation in conditions or climate, and is therefore a rough approximation. As the average US energy intensity covers all US climate zones, we feel this is the best available approximation of global climate zone variation. For business travel emissions, flight and train travel miles are multiplied by CO<sub>2</sub>e/mile conversion factors.

Emissions/conversion factors used above can be found here: [electricity](#) and [fuels](#)

### Communities

**Corporate donations:** We state only corporate donations as a percentage of pre-tax profit. LaSalle Investment Management is included in these figures.

# ANNEX B

## Data summary

About JLL	2015	2014	2013
<b>Corporate facts</b>			
Portfolio size of managed properties worldwide (billion square feet)	4.0	3.4	3.0
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	56.4	53.6	47.6
Corporate offices	287	230	226
Countries (with a corporate office)	55	53	50
Countries (with a presence and/or corporate office)	80	80	75
Employees	61,500	58,100	52,700
Corporate office employees	18,963	16,246	16,762
Employees, Americas <sup>1</sup>	24,091	18,922	17,430
Employees, Asia Pacific <sup>1</sup>	32,537	29,885	27,506
Employees, EMEA <sup>1</sup>	8,078	8,398	7,476
New employee hires, Americas <sup>2</sup>	7,823	5,395	4,018
New employee hires, Asia Pacific <sup>2</sup>	13,899	11,511	11,514
New employee hires, EMEA <sup>2</sup>	2,946	2,323	1,854
Global new employee hires (female)	9,016	7,207	6,011
Global new employee hires (male)	15,806	12,129	11,460
Sustainability awards	22	24	31
<b>Key financials</b>			
Revenue (million \$)	5,966	5,430	4,462
Net income (million \$)	438	386	270
Earnings (per diluted share \$)	9.65	8.52	5.98
EBITDA (million \$)	707	606	476
Economic value retained (million \$)	434	382	266



# ANNEX B

## Data summary

Ethics, governance and thought leadership	2015	2014	2013
<b>Corporate and sustainability governance</b>			
Independent members of the Board of Directors (% of total)	82 %	80 %	80 %
Results of shareholder voting on executive remuneration (in favor)	94 %	99 %	98 %
Results of shareholder voting on re-election of Board members (in favor)	99.7 %	99.6 %	99 %
Countries with formal internal sustainability programs (%)	52 %	53 %	38 %
Global, regional and local sustainability roles - Operations (FTE)	23	26	64
Positions with a functional responsibility for sustainability - Services (FTE)	224	227	180
<b>Thought leadership</b>			
Thought leadership publications	31	43	35
Green Blog posts	48	42	52
Green Blog unique readers	8,179	6,022	13,514
RealViews posts	200	N/A	N/A
RealViews unique readers	355,805	N/A	N/A
Global and local sustainability organizations	55	58	47
<b>Ethics (see more data in <a href="#">JLL's Ethics Everywhere report</a>)</b>			
Number of JLL ethics officers	25	27	24
Percentage of investigations where we substantiated the claim and took some kind of action	69 %	83 %	73 %
Employees who fully understand their obligations under JLL Code of Ethics	96 %	No survey	No survey
Employees who believe JLL shows a commitment to ethical conduct (%)	89 %	No survey	No survey
Employees who received in-person ethics training <sup>3</sup>	12,040	3,577	4,095
Total investigations	503	333	250
Ethics investigations per 1000 employees	8.2	5.7	4.7
Total actions <sup>4</sup>	346	277	183

# ANNEX B

## Data summary

Clients	2015	2014	2013
<b>Energy and Sustainability Services and embedding sustainability into core real estate services</b>			
Sustainability clients (including a majority from ESS)	388	467	323
ESS revenue (million \$)	21.8	18.7	21.6
ESS revenue / global revenue (%)	0.4 %	0.3 %	0.5 %
Client monetary savings - U.S. managed portfolio (million \$)	47	47	39
Client energy savings - U.S. managed portfolio (million kWh)	424	477	377
Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)	247,000	278,000	220,000
Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)	26,082	30,011	46,316
Capacity of client renewable energy - installed or consented (MW)	268	42	28
Capacity of client renewable energy sources - planning and feasibility (MW)	1,015	1,095	1,861
Averted emissions from client renewable energy - installed or consented (metric tons CO <sub>2</sub> e)	233,879	62,650	18,038
Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)	1,549,628	1,628,426	2,802,718
Buildings on JLL's sustainability data platforms	178,908	160,537	126,151
Energy and sustainability accredited professionals (cumulative to year-end)	1,706	1,531	1,417
Number of client buildings where JLL has enabled increased sustainability performance	11,454	8,098	1,852
Total client green building certifications	121	87	76
Client green building certifications LEED	110	61	57
Client green building certifications Green Factory	1	—	—
Client green building certifications Green Star	1	—	1
Client green building certifications BREEAM	9	12	9
Client green building certifications Green Globes	—	—	8
Client green building certifications Green Mark	—	—	1
Client green building certifications Unknown	—	14	—

# ANNEX B

## Data summary

People	2015	2014	2013
<b>Satisfaction</b>			
Employee turnover	26 %	25 %	25 %
New starters (% of total employees)	38 %	33 %	33 %
Employee turnover (males)	25 %	24 %	24 %
Employee turnover (females)	29 %	27 %	26 %
Completion rate for Global Employee Engagement Survey	69 %	No survey	66 %
Employees who agree that overall, they are extremely satisfied with this company (%)	78%	No survey	81 %
Employees who feel positive about this company's commitment to sustainability (%)	83%	No survey	No survey
<b>Training and career development</b>			
Training and development spend (million \$)	16.2	15.3	12.5
Training and development spend per employee (\$)	248	263	235
Employees with agreed performance objective	32,027	28,206	23,908
Training hours from JLL's Sustainability University	4,415	5,242	4,586
Sustainability training hours outside of Sustainability University	11,828	4,213	7,217
<b>Diversity and inclusion</b>			
Employees under 25	6 %	6 %	7 %
Employees age 25-34	33 %	34 %	35 %
Employees age 35-44	26 %	26 %	26 %
Employees age 45-55	21 %	21 %	22 %
Employees over 55	11 %	13 %	10 %
Board members (% female)	36 %	30 %	30 %
Independent Board members (% female)	44 %	38 %	38 %
International Directors (% female)	13 %	14 %	12 %
Regional Directors (% female)	17 %	15 %	14 %

# ANNEX B

## Data summary

National Directors (% female)	22 %	21 %	20 %
Associate Directors (% female)	33 %	33 %	34 %
Total Directors (% female)	27 %	27 %	26 %
Total employees (% female)	35 %	35 %	34 %
Directors as proportion of total employees (%)	11 %	11 %	11 %
<b>Health, safety and well-being</b>			
Recordable cases incidence (RIR) rate for Integrated Facilities Management globally + all employees in U.S. <sup>5</sup>	0.72	0.87	0.50
Days away, restricted duty and transfer (DART) rate for Integrated Facilities Management globally + all employees in U.S. <sup>5</sup>	0.50	0.65	0.60
Countries with at least one Health, safety and well-being initiative (%) <sup>6</sup>	84 %	79 %	67 %
Number of staff fatalities	1	NK	NK
Number of contractor fatalities	3	NK	NK
<b>Workplaces</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Energy and resource use</b>			
Total emissions (metric tons CO <sub>2</sub> e) <sup>7</sup>	64,826	51,917	51,062
Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)	16,556	10,736	11,241
Scope 1: Natural gas (metric tons CO <sub>2</sub> e)	228	184	98
Scope 2: Electricity (metric tons CO <sub>2</sub> e)	11,494	10,762	10,544
Scope 3: Business travel (metric tons CO <sub>2</sub> e)	18,802	15,680	15,214
Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)	17,746	14,556	13,975
Building-related emissions (metric tons CO <sub>2</sub> e)	29,468	25,501	24,607
Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions]	1.5	1.5	1.4
Building-related energy intensity (kWh/corporate office employee) [with exclusions]	4,000	3,695	3,476
Rented area (square feet)	3,683,428	2,622,961	2,752,389
Workplace density (square feet per corporate office employee) <sup>8</sup>	195	160	164

# ANNEX B

## Data summary

Total actual energy consumption (MWh) <sup>9</sup>	78,906	61,734	62,747
Energy consumption - Natural gas (MWh)	1,258	1,013	542
Energy consumption - Electricity (MWh)	19,338	18,600	17,705
Estimated building-related energy (MWh)	54,847	42,271	40,925
Disclosure score from CDP Supplier Program	91	86	80
Performance score from CDP Supplier Program	C	C	B
Offices with energy and greenhouse gas emissions initiative(s) (%)	63 %	66 %	66 %
Offices with video conferencing facilities (%)	68 %	64 %	58 %
Offices with renewable energy (%)	9 %	10 %	10 %
<b>Fit out</b>			
JLL offices with a green building or fit-out certificate	19 %	17 %	10 %
JLL offices with a green building or fit-out principles (%)	50 %	47 %	42 %
Offices with an alternative workplace strategy (%)	73 %	62 %	54 %
<b>Supply chain</b>			
Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)	46 %	35 %	NA
Existence of a policy governing the procurement of sustainable office supplies (% of countries)	66 %	53 %	NA
Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)	70 %	51 %	NA
Existence of a policy governing the procurement of sustainable company cars (% of countries)	23 %	20 %	NA
<b>Business travel</b>			
Emissions from business travel (metric tons CO <sub>2</sub> e)	18,802	15,680	15,214
Countries that report business travel (%)	47 %	33 %	47 %
Energy consumption outside JLL operations (diesel and gasoline) (MWh)	57,996	42,120	44,513
Energy consumption - Gasoline (MWh)	52,889	39,238	41,619
Energy consumption - Diesel (MWh)	5,107	2,882	2,894

# ANNEX B

## Data summary

Communities	2015	2014	2013
<b>Employee volunteering</b>			
Volunteering days	5,533	4,590	2,821
<b>Charitable contributions</b>			
Total charitable contribution, including corporate and employee (million \$)	5.3	4.8	4.2
Corporate charitable contribution (million \$)	4.6	4.1	3.9
Corporate charitable contribution (% of pre-tax profit)	0.8 %	0.8 %	1.0 %
London Benchmarking Group, average member charitable contributions as % of pre-tax profit	1.1 %	1.2 %	1.7 %

### Footnotes

- <sup>1</sup> The regional breakdown excludes 739 LaSalle employees and 579 employees that were not assigned a region.
- <sup>2</sup> The regional breakdown excludes new hires with unknown gender and new hires from some business units (e.g. Hotels).
- <sup>3</sup> Ethics training is higher than 2015 due to new webinars that reached over 1,000 people each and due to counting ethics trainings from HR for the first time.
- <sup>4</sup> Where multiple actions were taken on one investigation, we counted it as one investigation for purposes of the ratio.
- <sup>5</sup> Figures for 2013-2014 restated after data updates.
- <sup>6</sup> 2014 figure revised from 80% to 79% due to calculation correction.
- <sup>7</sup> 2013 total emissions has had 10 tCO2e deducted as this amount of electricity was re-sold to tenants that year. Both 2013 and 2014 figures have been restated after data improvements.
- <sup>8</sup> 2013 and 2014 intensities restated after data corrections.
- <sup>9</sup> Excludes estimated building-related energy consumption and business travel.

# ANNEX C

## Stakeholder engagement activities

	Our approach to stakeholder engagement
Clients	<ul style="list-style-type: none"> <li>Completed the following as a part of JLL's 2014 materiality assessment: Conducted analysis of most frequently asked questions in request for proposals.</li> <li>Conduct regular surveys to examine sustainability trends, such as the CoreNet Global</li> <li>Participate in one-off discussions with clients that have strong supplier sustainability programs (at the request of JLL clients)</li> <li>Include sustainability information in requests for proposals or supplier questionnaires (e.g. <a href="#">Ecodesk</a> or <a href="#">EcoVadis</a>)</li> <li>Provide feedback forms on initiatives such as the <a href="#">Green Blog</a></li> <li>Send client satisfaction surveys that evaluate performance at the end of major projects and/or year</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Completed the following as a part of JLL's 2014 materiality assessment: Surveyed 200 JLL employees; included a question about most important issues to employees in annual Corporate Sustainability Survey; conducted 13 JLL executive interviews.</li> <li>Conduct a regular Global Employee Engagement Survey</li> <li>Offer education opportunities (e.g. ethics training, Sustainability University)</li> <li>Engage employees through the firm's ACT: A Cleaner Tomorrow program</li> <li>Establish Employee Resource Groups (e.g. VetNet, Women's Business Network)</li> </ul>
JLL shareholders	<ul style="list-style-type: none"> <li>Completed the following as a part of JLL's 2014 materiality assessment: Requested input from JLL's Investor Relations team; undertook a review of top shareholder sustainability initiatives and investor-led standards (e.g. The International Integrated Reporting Council and the Sustainability Accounting Standards Board)</li> <li>Hold regular meetings between JLL Investor Relations and our shareholders</li> <li>Participate in one-off discussions between shareholders and sustainability teams (at the request of JLL shareholders)</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Developed supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient</li> <li>Developed the OneView Strategic Sourcing module</li> <li>Established annual Supplier of Distinction Awards</li> <li>Established a Supplier Diversity Program</li> <li>JLL appointed a Global Chief Procurement Officer in 2014</li> </ul>
Multi-stakeholder	<ul style="list-style-type: none"> <li>Participate in regular discussions with Ceres regarding our sustainability reporting and strategy</li> <li>Review and act on feedback from disclosures such as CDP and the Dow Jones Sustainability Index</li> <li>Maintain annual certifications and awards schemes (e.g. Ethics Inside)</li> </ul>

# ANNEX D

## GRI content index

### GRI G4 content index 2015

#### List of references

<a href="#">2015 Annual report</a>	<a href="#">Code of Business Ethics</a>
<a href="#">2015 Form 10-K</a>	<a href="#">2015 Ethics Everywhere Annual Report</a>
<a href="#">Notice of the 2016 Annual Meeting of Shareholders and Proxy Statement</a>	<a href="#">Global Health and Safety Policy</a>
<a href="http://jll.com/sustainability">jll.com/sustainability</a>	<a href="#">Diversity at JLL</a>
<a href="#">2015 Corporate Facts</a>	<a href="#">Transparency Report</a>
<a href="#">2016 CDP response</a>	<a href="#">Global Sustainability Commitment</a>

#### General Standard Disclosures

General Standard Disclosures	Page Number (or Link)	External Assurance
<b>Strategy and analysis</b>		
G4-1	Introduction from the CEO and President (2015 Global Sustainability Report, page 3)	No
<b>Organizational profile</b>		
G4-3	Jones Lang LaSalle Incorporated	No
G4-4	About JLL (2015 Global Sustainability Report, page 4); Services and Clientele (2015 Form 10-K, pages 4-5); Real Estate Services: Americas, EMEA and Asia Pacific (2015 Form 10-K, pages 18-25)	No
G4-5	Form 10-K (2015 Form 10-K, page 1)	No
G4-6	About JLL (2015 Global Sustainability Report, page 4); Corporate Offices (2015 Annual Report, pages 14-15)	No
G4-7	About JLL (2015 Global Sustainability Report, page 4)	No
G4-8	About JLL (2015 Global Sustainability Report, page 4); Real Estate Services: Americas, EMEA and Asia Pacific (2015 Form 10-K, pages 18-25)	No



# ANNEX D

## GRI content index

G4-9	About JLL (2015 Global Sustainability Report, page 4); Who we are (2015 Annual Report, page 2); What we have accomplished (2015 Annual Report, page 3); Real Estate Services: Americas, EMEA and Asia Pacific (2015 Form 10-K, pages 18-25); Item 6: Selected Financial Data (Unaudited) (2015 Form 10-K, pages 63-65)	No
G4-10	About JLL (2015 Global Sustainability Report, page 4); People (2015 Global Sustainability Report, pages 17-18); Data summary (2015 Global Sustainability Report, pages 31-37)	No
G4-11	Members of a labor union as percentage of total staff = 8.2% (Note: This figure represents the percentage of employees in the Americas region who belong to a labor union as a percentage of total employees in the Americas region, using 2015 data. We assume this figure to be similar across other regions, with the exception of China, which due to state policy includes all employees as labor union members. In the EMEA region (Europe, Middle East and Africa) we are not able to collect this information due to labor union memberships being considered a private matter of the employee.)	No
G4-12	Workplaces (2015 Global Sustainability Report, pages 21-22)	No
G4-13	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2015. Minor changes include: <ul style="list-style-type: none"> <li>- Twenty targeted acquisitions (2015 Form 10-K, page 7)</li> <li>- Two changes on our Board of Directors (2015 Annual Report, page 10)</li> <li>- Increase in number of employees from 58,100 to 60,000 (2015 Annual Report, page 2)</li> </ul>	No
G4-14	Strong governance, enterprise risk management and integrity (2015 Form 10-K, page 29); Item 1A Risk Factors (2015 Form 10-K, pages 37-59, particularly pages 55-56); Our approach (jll.com/sustainability); Global Strategic Priorities & Strategy 2020 (2015 Corporate Facts, pages 25-30)	No
G4-15	Corporate governance, ethics and thought leadership (2015 Global Sustainability Report, pages 6-7); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"> <li>- Copenhagen Communiqué</li> <li>- Cancun Communiqué</li> <li>- Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration</li> <li>- Caring for Climate</li> <li>- Building and Real Estate Climate Declaration</li> <li>- NAZCA - Non-State Actor Zone for Climate Action</li> <li>- United Nations Global Compact</li> <li>- United Nations Principles for Responsible Investment</li> <li>- Low Carbon USA</li> </ul>	No

# ANNEX D

## GRI content index

G4-16	Corporate governance, ethics and thought leadership (2015 Global Sustainability Report, pages 6-7); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"><li>- Better Buildings Partnership</li><li>- Business for Innovative Climate and Energy Policy</li><li>- Caring for Climate</li><li>- CDP</li><li>- Ceres</li><li>- Clinton Global Initiative's PACENOW Coalition</li><li>- CoreNet Global</li><li>- EcoVadis</li><li>- Electronic Industry Citizenship Council</li><li>- Ethisphere Institute</li><li>- Global Real Estate Sustainability Benchmark</li><li>- Global Reporting Initiative</li><li>- Greenprint / Urban Land Institute</li><li>- International Integrated Reporting Council</li><li>- NAZCA - Non-State Actor Zone for Climate Action</li><li>- New York Stock Exchange Governance Council</li><li>- Sustainability Accounting Standards Board</li><li>- United Nations Global Compact</li><li>- United Nations Principles for Responsible Investment</li><li>- US Environmental Protector Agency ENERGY STAR</li><li>- World Economic Forum Partnering Against Corruption Initiative</li><li>- World Green Building Council<ul style="list-style-type: none"><li>- Australia Green Building Council</li><li>- Dutch Green Building Council</li><li>- India Green Building Council</li><li>- Irish Green Building Council</li><li>- Polish Green Building Council</li><li>- Russian Green Building Council</li><li>- UK Green Building Council</li><li>- US Green Building Council</li></ul></li></ul>	No
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## GRI content index

Identified material aspects and boundaries		
G4-17	Notes to Consolidated Financial Statement (3) Business Segments (2015 Form 10-K, pages 107-110); About this report (2015 Global Sustainability Report, page 5)	Unknown
G4-18	Our material impacts (2015 Global Sustainability Report, page 10); Annex E: Material impacts (2015 Global Sustainability Report, pages 52-53)	No
G4-19	Annex E: Material impacts (2015 Global Sustainability Report, pages 52-53)	No
G4-20	Annex E: Material impacts (2015 Global Sustainability Report, pages 52-53)	No
G4-21	Annex E: Material impacts (2015 Global Sustainability Report, pages 52-53)	No
G4-22	Data summary (2015 Global Sustainability Report, pages 31-37)	No
G4-23	Data summary (2015 Global Sustainability Report, pages 31-37)	No
Stakeholder engagement		
G4-24	Engaging our stakeholders (2015 Global Sustainability Report, page 10)	No
G4-25	Engaging our stakeholders (2015 Global Sustainability Report, page 10)	No
G4-26	Annex C: Stakeholder engagement activities (2015 Global Sustainability Report, page 38)	No
G4-27	Annex C: Stakeholder engagement activities (2015 Global Sustainability Report, page 38); Here are a few examples of the actions JLL has taken at the global level, which are in part, driven by our engagement with stakeholders: Based on feedback from clients we: <ul style="list-style-type: none"> <li>- Set greenhouse gas emissions and energy reduction targets.</li> <li>- Undertake environmental performance measurement, tracking and reporting.</li> <li>- Ensure credibility in our service provision by 'walking the talk' internally.</li> </ul> Based on feedback from employees we: <ul style="list-style-type: none"> <li>- Increased our emphasis on technology improvements (such as video conferencing, connectivity, and equipment).</li> <li>- Increased the programs available through the JLL Academy, an online training portal that includes leadership development programs and client excellence training.</li> <li>- Reviewed the employee recognition systems at the country and business line level, such as the "Star Awards" in Hong Kong, the Ovation Awards in India, and the da Vinci Award program for Corporate Solutions employees worldwide.</li> </ul> Based on feedback from JLL Board of Directors we: <ul style="list-style-type: none"> <li>- Reviewed the robustness of processes and systems related to non-financial data collection and analysis.</li> </ul>	No

# ANNEX D

## GRI content index

Based on general stakeholder feedback and trends:

- Formalized corporate sustainability teams and budgeting.
- Enhanced governance by establishing a Global Corporate Sustainability Board and named Colin Dyer as Executive Sustainability Sponsor for both our services and our operations.
- Began consideration of post-2017 targets.

### Report profile

G4-28	Calendar year 2015	No
G4-29	7/1/2015	No
G4-30	Annual	No
G4-31	Contacts (2015 Global Sustainability Report, page 27)	No
G4-32	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines.	No
G4-33	No external assurance for our Sustainability Report is currently undertaken, however we do engage with Ceres for external feedback on an annual basis. All data is supported by internal documentation, systems and processes. We will continue to consider external assurance going forward.	No

### Governance

G4-34	Corporate governance, ethics and thought leadership (2015 Global Sustainability Report, pages 6-7); Global sustainability governance (2015 Global Sustainability Report, page 11)	No
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### Ethics and integrity

G4-56	Corporate governance, ethics and thought leadership (2015 Global Sustainability Report, pages 6-7); Code of Business Ethics; Transparency Report; 2015 Ethics Everywhere Annual Report	No
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## GRI content index

Specific Standard Disclosures					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
<b>Category: Economic</b>					
<b>Material Aspect: Economic performance</b>					
G4-DMA	Strategy 2020: Our Future Orientation (2015 Form 10-K, pages 11-12); Global Strategic Priorities (2015 Form 10-K, pages 8-11); Introduction from the CEO and President (2015 Global Sustainability Report, page 3); About JLL (2015 Global Sustainability Report, page 4)				No
G4-EC1	Financial Performance (Notice of the 2016 Annual Meeting of Shareholders and Proxy Statement, page S-2 and S-3); Item 6. Selected Financial Data (Unaudited) (2015 Form 10-K, pages 63-65); Item 8. Financial Statements and Supplementary Data (2015 Form 10-K, pages 92-132); Supporting our communities (2015 Global Sustainability Report, page 25); Data summary (2015 Global Sustainability Report, page 31-37)	Regional breakdown of community investment	The Standard Disclosure or part of the Standard Disclosure is not applicable.		Partial
G4-EC2	Risks and Opportunities (2016 CDP response, pages 24-77); Environmental liabilities and regulations, climate change risks, and air quality risks (2015 Form 10-K, pages 55-56); Infrastructure disruptions (2015 Form 10-K, page 45-46).				No
<b>Category: Environmental</b>					
<b>Category: Energy</b>					
G4-DMA	Workplaces (2015 Global Sustainability Report, pages 21-22); Workplaces (jll.com/sustainability); Our sustainability strategy (2015 Global Sustainability Report, pages 9-10).				No

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G4-EN3	Data summary (2015 Global Sustainability Report, pages 31-37); Workplaces (2015 Global Sustainability Report, pages 21-22)	Renewable fuels, as well as heating, cooling and steam consumption.	The Standard Disclosure or part of the Standard Disclosure is not applicable.	JLL does not procure renewable fuels. Heating and cooling energy consumption is included in our total energy consumption. JLL does not procure steam.	No
G4-EN4	Data summary (2015 Global Sustainability Report, pages 31-37); Workplaces (2015 Global Sustainability Report, pages 21-22)				No
G4-EN5	Data summary (2015 Global Sustainability Report, pages 31-37); Workplaces (2015 Global Sustainability Report, pages 21-22)				No
G4-EN6	Data summary (2015 Global Sustainability Report, pages 31-37); Workplaces (2015 Global Sustainability Report, pages 21-22)				No
<b>Material Aspect: Emissions</b>					
G4-DMA	Transforming our workplaces (2015 Global Sustainability Report, pages 21-22); Generating lasting value for clients (2015 Global Sustainability Report, pages 13-14); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability)				No
G4-EN15	Transforming our workplaces (2015 Global Sustainability Report, pages 21-22); Data Summary (2015 Global Sustainability Report, pages 31-37); 2016 CDP Response (pages 80-87)	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable.	JLL does not produce biogenic emissions.	No
G4-EN16	Transforming our workplaces (2015 Global Sustainability Report, pages 21-22); Data Summary (2015 Global Sustainability Report, pages 31-37); 2016 CDP Response (pages 80-82, 87-88).				No

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G4-EN17	Transforming our workplaces (2015 Global Sustainability Report, pages 21-22); Data Summary (2015 Global Sustainability Report, pages 31-37); 2016 CDP Response (pages 95-97).	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable.	JLL does not produce biogenic emissions.	No
G4-EN18	Transforming our workplaces (2015 Global Sustainability Report, pages 21-22); Data Summary (2015 Global Sustainability Report, pages 31-37); 2016 CDP Response (pages 93-94).				No
G4-EN19	Targets and Initiatives (2016 CDP response, pages 19-23).				No
<b>Material Aspect: Products and services</b>					
G4-DMA	Introduction from the CEO and President (2015 Global Sustainability Report, page 3); Global Sustainability Commitment; Generating lasting value for clients (2015 Global Sustainability Report, pages 13-14); Clients ( <a href="http://jll.com/sustainability">jll.com/sustainability</a> )				No
G4-EN27	Generating lasting value for clients (2015 Global Sustainability Report, pages 13-14); Clients ( <a href="http://jll.com/sustainability/">jll.com/sustainability/</a> )				No
<b>Material Aspect: Supplier environmental assessment</b>					
G4-DMA	Engaging with our supply chain (2015 Global Sustainability Report, page 22); Workplaces ( <a href="http://jll.com/sustainability/">jll.com/sustainability/</a> )				No
G4-EN32	Engaging with our supply chain (2015 Global Sustainability Report, page 22); Workplaces ( <a href="http://jll.com/sustainability/">jll.com/sustainability/</a> )				No
<b>Category: Social</b>					
<b>Sub-Category: Labor practices and decent work</b>					
<b>Material Aspect: Employment</b>					
G4-DMA	Engaging our people (2015 Global Sustainability Report, pages 17-18); People ( <a href="http://jll.com/sustainability/">jll.com/sustainability/</a> ); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2015 Ethics Everywhere Annual Report, pages 3-4)				No

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G4-LA1	Data summary (2015 Global Sustainability Report, pages 31-37)	JLL reports new employee hires and turnover. Currently we do not disaggregate information on new employee hires or employee turnover by age group.	The information is currently unavailable.	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No
<b>Material Aspect: Occupational health and safety</b>					
G4-DMA	Health and safety (2015 Global Sustainability Report, page 17); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Global Health and Safety Policy				No
G4-LA6	JLL reports these indicators as aggregate figures: Days Away and Restricted Time (DART) rates and Recordable Cases Injury (RIR) rates. Health and safety (2015 Global Sustainability Report, page 17); Data Summary (2015 Global Sustainability Report, pages 31-37)	JLL reports health and safety indicators, but we do not centrally disaggregate by region, gender or types of injury.	The information is currently unavailable.	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No
G4-LA7	Health and safety (2015 Global Sustainability Report, page 17)				No



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Material Aspect: Training and education					
G4-DMA	Training and career development (2015 Global Sustainability Report, page 18); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2015 Ethics Everywhere Annual Report, pages 3-4); Summary of 2015 Experience (2015 Ethics Everywhere Annual Report, page 4-5); 2015 Statistics and Comparison to Prior Years (2015 Ethics Everywhere Annual Report, page 5); Results of Investigations and the Actions We Took (2015 Ethics Everywhere Annual Report, page 6)				No
G4-LA9	Data summary (2015 Global Sustainability Report, pages 31-37)	JLL does not currently collect average training hours per employee globally.	The information is currently unavailable.	We will look into the feasibility/value of collecting average training hours information in future reporting years.	No
G4-LA11	Data summary (2015 Global Sustainability Report, pages 31-37)	JLL reports global total of employees with performance objectives who therefore undertake bi-annual reviews. Currently we do not disaggregate this information by gender or employee category.	The information is currently unavailable.	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No

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Material Aspect: Diversity and equal opportunity					
G4-DMA	Diversity and inclusion (2015 Global Sustainability Report, page 18); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); UK Equal Opportunities Policy; Summary of 2015 Experience (2015 Ethics Everywhere Annual Report, page 4-5); Diversity at JLL ( <a href="http://www.diversityatjll.com/">http://www.diversityatjll.com/</a> )				No
G4-LA12	Diversity and inclusion (2015 Global Sustainability Report, page 18); Data summary (2015 Global Sustainability Report, pages 31-37)	Frameworks for diversity data collection are varied globally and this presents a challenge in recording diversity indicators across all JLL countries. Currently data on total staff by minority groups as well as governance bodies by age and minority groups is not complete.	The information is currently unavailable.	We will look into feasibility/value of collecting this information in future reporting years.	No
Sub-Category: Society					
Material Aspect: Local communities					
G4-DMA	Supporting our communities (2015 Global Sustainability Report, page 25); Communities (jll.com/sustainability); Our Responsibility to Communities (Code of Business Ethics, pages 36-38)				No

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G4-SO1	Supporting our communities (2015 Global Sustainability Report, page 25); Communities (jll.com/sustainability); Data summary (2015 Global Sustainability Report, pages 31-37)				No
<b>Material Aspect: Anti-corruption</b>					
G4-DMA	Ethics, governance and thought leadership (2015 Global Sustainability Report, pages 6-7); Our Responsibility to Clients (Code of Business Ethics, pages 18-21); Our Responsibility to the Marketplace (Code of Business Ethics, pages 22-26); Our Responsibility to Shareholders (Code of Business Ethics, pages 27-35); 2015 Ethics Everywhere Annual Report, Corporate Governance Policies (Transparency Report, page 8)				No
G4-SO4	Ethics, governance and thought leadership (2015 Global Sustainability Report, pages 6-7); Data summary (2015 Global Sustainability Report, pages 31-37); Certification of your Commitment to the Code (Code of Business Ethics, page 13)	We aggregate our anti-corruption training data, but we do not break down by employee groups.	The information is currently unavailable.	We will look into the feasibility/value of reporting a breakdown of this indicator in the future.	No
G4-SO5	Data summary (2015 Global Sustainability Report, pages 31-37); 2015 Ethics Everywhere Annual Report	JLL reports ethics data extensively, including all concerns investigated. Our current ethics indicators do not disaggregate the number of corruption-related business partner contract terminations or information on public legal cases. Any corruption concerns raised or investigated, if any, are included in the ethics section of our Data summary.	The information is currently unavailable.	We will look into the feasibility/value of disaggregating this data in the future.	No

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Sub-Category: Product responsibility					
Material Aspect: Customer privacy					
G4-DMA	2016 Ethics Everywhere Annual Report; Client Information (Code of Business Ethics, page 19); Privacy and personal data protection (Code of Business Ethics, page 16); Protection of JLL information, ideas and intellectual property (Code of Business Ethics, page 32); Technology and Information Systems; Management of Data (2015 Form 10-K, page 47); Ability to protect intellectual property; infringement of third-party intellectual property rights (2015 Form 10K, pages 44); Burden of complying with multiple and potentially conflicting laws and regulations and dealing with changes in legal and regulatory requirements (2015 Form 10-K, pages 52-53)				No
G4-PR8	Data summary (2015 Global Sustainability Report, pages 31-37)	JLL reports ethics data extensively, including all concerns investigated. We do not currently disaggregate for the number of complaints concerning breaches of customer privacy; or losses of customer data. Any related concerns raised or investigated, if any, are included in the ethics section of our Data Summary.	The information is currently unavailable.	We will look into the feasibility/value of disaggregating this data in the future.	No

# ANNEX E

## Material impacts

For the purposes of GRI G4 'Core' compliance, we have mapped the issues identified in the 2014 materiality review against the aspects included in the GRI's G4 Guidelines. We have identified 11 corresponding G4 aspects that are material to JLL in addition to economic performance. The list of aspects, as well as their boundaries and limitations, is presented in the table.

JLL focus area	Material issues	Corresponding GRI aspects	GRI aspect boundary within JLL	GRI aspect boundary outside JLL	Aspect boundary limitations*
Clients	Portfolio-wide energy management and performance monitoring	Energy	All JLL business segments.	The facilities we manage on behalf of clients and LaSalle assets under management.	We are not currently able to quantify the energy reductions for clients on a global scale.
	Measure, report and reduce energy and GHG emissions	Emissions			
	Green building certifications	Products and services			
	Energy and sustainability accredited professionals	Training and education			
People	Health, well-being and safety of employees	Employment	All JLL business segments.	N/A	Health and safety data covers our Integrated Facilities Management business globally, and all JLL employees in the U.S
	Compensation and benefits	Occupational health and safety			
	Diversity and inclusion	Training and education			
	Training and career development	Diversity and equal opportunity			
Workplaces	Energy and GHG emissions reduction from corporate offices and business travel	Energy	All JLL business segments.	Suppliers to our own operations.	JLL occupies leased space and actual energy data is often not provided by landlords. Therefore 73% of our energy data from our buildings is partly or fully estimated.
	Energy efficiency and conservation	Emissions			
	Workplace connectivity through technology	Supplier environmental assessment			
	More efficient use of offices				
	Employee commuting				
	Green building certifications				
Supply chain engagement					

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Communities	Employee volunteering		All JLL business segments.	Local communities.	JLL charitable giving and employee volunteering data is derived from our annual corporate sustainability survey, which covered 91% of JLL corporate offices in 2015.
	Charitable contributions	Local communities			
Overarching	Ethics and integrity	Anti-corruption	All JLL business segments.	JLL clients and the broader real estate industry through our thought leadership and participation in external initiatives.	N/A
	Sustainability innovation and thought leadership	Customer privacy			
	External recognition				
	Corporate governance				

We are aware of improvements we can make to future materiality reviews such as the inclusion of new issues (e.g. from the Sustainability Accounting Standards Board). We are also taking a more in-depth look at our material issues from the perspective of each's financial impact on the business (as opposed to stakeholder perspectives). Much of this work relates to our use of the <IR> Framework as we prepare our Form 10-K and JLL's application of integrated thinking. These efforts will increasingly help JLL apply materiality results beyond reporting and disclosure efforts.

\*For specific limitations regarding individual key performance indicators, please see our Data Summary in Annex B.