



*Achieve  
Ambitions*

# Building a *Better Tomorrow*

*2016 Global Sustainability Report*

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# Building a *Better Tomorrow*

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*Cover photo: The JLL Property Triathlon is firmly as established as one of the five largest in the U.K. To date the event has raised more than \$2 million for our charitable partners in the U.K.*

# About JLL

*JLL is a professional services and investment management firm specializing in real estate. We offer integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying, developing, or investing in real estate.*

With 2016 fee revenue of more than \$5.8 billion, our 77,000 colleagues serve clients in over 80 countries from more than 280 corporate offices.

We are an industry leader in property and corporate facility management services, with a portfolio of 4.4 billion square feet worldwide.

During 2016, we completed 38,800 leasing transactions for landlord and tenant clients, representing 828 million square feet of space.

We provided capital markets services for \$136 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 \$60.1 billion of assets under management.

In December 2016 JLL's Global Executive Board endorsed a global strategic vision to strengthen and refine our longstanding strategic priorities. "Thinking Beyond" provides

a strategic growth framework for JLL and describes the focus and attention to client service excellence that characterizes our business around the world. In February 2017, we launched our new global brand under the banner "Achieve Ambitions," which reflects our core values of teamwork, ethics and excellence in everything we do.

## Key financial information

	2016	2015	2014
Gross revenue (USD millions)	6,804	5,966	5,430
Net income attributable to common shareholders (USD millions)	318	438	386
Diluted earnings per share (USD)	6.98	9.65	8.52
EBITDA <sup>1</sup> (USD millions)	613	707	606

<sup>1</sup> Please refer to the Data Notes in Annex A for JLL's definition of EBITDA.

## Awards

We have won numerous awards and recognitions that reflect our commitment to sustainability, the quality of the services we provide to our clients, the integrity of our people and our desirability as a place to work.

*Dow Jones Sustainability Index North America*



*World's Most Ethical Companies Ethisphere Institute, 10th year in a row*



*World's Most Admired Companies Fortune Magazine, 2nd year in a row*



*100 Best Corporate Citizens, CR Magazine #1 in Financial Services/Real Estate/Insurance category*



*Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index, 2nd year in a row*



*2016 ENERGY STAR Partner of the Year – Sustained Excellence Award*



# Performance highlights

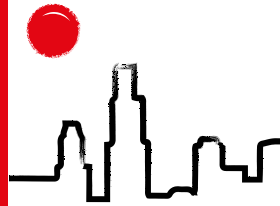


80

countries where JLL serves clients

286

corporate offices



77,000

employees globally



43

sustainability awards won



465,000

metric tons CO<sub>2</sub>e averted by advising on renewable energy projects

6,700

employee volunteering days



10,800

employees taking in-person ethics training



16,400

hours of sustainability training



# Introduction from our CEO

*It gives me great pleasure to welcome you to our 2016 Global Sustainability Report.*



*Christian Ulbrich  
Chief Executive Officer*

At JLL, we are conscious of our ability and responsibility, to make a substantial positive impact on the world in which we live. We have a significant opportunity to influence the buildings where we live and work. Through the advice that we provide to clients, we can help create the homes, offices, workplaces and communities of the future with sustainability – in its broadest sense – at the heart of our efforts.

Our vision is to make JLL a world-leading professional services firm by creating spaces, buildings and cities where everyone can thrive. To deliver this vision, we have established Building a Better Tomorrow, our global sustainability leadership agenda. Through the Foundations and four Pillars of the agenda, we aim to realize the value that sustainability brings for our clients, our investors, our employees and our communities by incorporating sustainability into everything we do.

In line with this, Building a Better Tomorrow seeks to embed sustainability thinking into all of the advice and services we offer our clients, including facility and property

management, advisory, project and development services, investments and leasing, among others. Building a Better Tomorrow aims to drive new ways of thinking across our services and into activities where we procure goods and services on behalf of our clients, increasing the value proposition that we are already known for delivering.

The agenda also helps drive improvements in our own operations. We recognise the value of our diverse people and seek to foster a culture of inclusion. Together with our outstanding personal and career development offer, we create a working environment where everybody can achieve their full potential. We also seek to further engage our employees through rewards, recognition and ensuring the health and well-being of our employees and partners.

By advancing sustainability principles into our workplaces, we are able to provide safe and efficient buildings that result in healthy and productive environments for our employees. Building a Better Tomorrow also seeks to drive down our global travel footprint and to ensure that we are taking steps to minimize the environmental impact of our own supply chain.

Additionally, the agenda will help us support the communities where we live and work through our employee volunteering activities and our cash donations, as well as helping us minimize the social impact of our supply chain.

Through the Foundations of Building a Better Tomorrow we continue to forge partnerships

with various external organizations. These range from our support for the United Nations Sustainable Development Goals and the Global Compact to our engagement with Ethisphere Institute, the World Economic Forum's Partnering Against Corruption Initiative and local and global Green Building Councils.

In this report you will gain deeper insight into how we are realizing our vision for a sustainable future, Building a Better Tomorrow for all. Thank you for your continued interest in JLL.

*Christian Ulbrich*

**Christian Ulbrich**  
Chief Executive Officer  
July 2017

# UN Sustainable Development Goals

*The United Nations has issued a set of global goals to drive action to end poverty, protect our natural environment, and ensure that all people on our planet can enjoy peace and prosperity.*

These aims, called the Sustainable Development Goals (SDGs), are mirrored by JLL's efforts to become a more sustainable business for ourselves, our clients, our shareholders, our partners and our communities where we live and work. As such, JLL is supportive of the SDGs and is committed to contributing to their successful delivery and communicating our progress against them.

The 17 SDGs cover a broad range of topics and as such it is not practical for our organization to address them all completely. However, there are a number of goals where our business can make a significant contribution. With this in mind, JLL has opted to focus our efforts on those SDGs that have the most material relevance to our business and where we can make the greatest relative contribution. We have identified the seven goals opposite as most material to JLL.



For our initial review of the SDGs and their link to JLL's Building a Better Tomorrow agenda, please see the table in Annex C. We will continue to review these priorities as our sustainability efforts evolve to ensure we are maximizing our contribution to the SDGs.



### SDG 3 Good health and well-being:

Ensure healthy lives and promote well-being for all at all ages.



### SDG 5 Gender equality:

Achieve gender equality and empower all women and girls.



### SDG 7 Affordable and clean energy:

Ensure access to affordable, reliable, sustainable and modern energy for all.



### SDG 8 Decent work and economic growth:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



### SDG 11 Sustainable cities and communities:

Make cities and human settlements inclusive, safe, resilient and sustainable.



### SDG 12 Responsible consumption and production:

Ensure sustainable consumption and production patterns.



### SDG 17 Partnerships for the goals:

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

# How we create value

*We create value for our clients by addressing their real estate needs as well as their broader goals. In an increasingly global marketplace, our own capacity to deliver global solutions has become more important to our business model. Our ability to realize this value is rooted in our deep knowledge of global and local real estate and capital markets as well as our investments in thought leadership and technology.*

## **Our business model**

JLL's business model has been designed to create value for our clients, shareholders and employees and to build long-lasting relationships with our suppliers and the communities where we live and work. We work to realize business value primarily through the application and intersection of human, financial and intellectual capitals.

We strive to create a balance between activities that produce short-term value and returns for our stakeholders through effective management of current business activities and investments in people, acquisitions and technologies designed to produce sustainable returns over the longer term.

Our financial strength and our strong reputation give our clients confidence in our ability to meet our obligations to them and make us trusted partners to create value for their own stakeholders.

The ability to create and deliver value to our clients drives our revenue and profits, which in turn allows us to invest in our business and people, improving productivity and shareholder value. In doing so, we enable our people to advance their careers as our business expands.

We apply our business model to the resources and capitals that we use to provide services to assets owned or occupied by our clients. We provide these services through our own employees and, where necessary or appropriate, through the management of third-party contractors. These efforts help our clients manage their real estate more effectively and efficiently, promote employment globally and create wealth for our shareholders and employees. In turn, they allow us to be an increasingly impactful member of and positive force within, the communities in which we operate. The revenue and profits we earn from these efforts are divided between further investments in our business, employee compensation and returns to our shareholders. We are increasingly focused on linking our business and sustainability strategies to promote the goal of creating long-term value for our stakeholders.

## **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 online Integrated Report, which can be found online at [JLL.com](http://JLL.com).



# How we create value – our business model

The following diagram summarizes how we create value for our stakeholders. It starts with what we need in order to do business, how we go about our business and finishes with our outputs for clients and benefits for our wider stakeholders.



\* Aligning with the <IR> framework.



# Building a Better Tomorrow

*Our vision is to make JLL a world-leading, sustainable professional services firm by creating spaces, buildings and cities where everyone can thrive.*

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

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

## Our sustainability strategy

Through Building a Better Tomorrow, our sustainability leadership agenda, we seek to meet our vision through four Pillars: Clients, People, Workplaces and Communities. These Pillars are underpinned by three Foundations: our commitment to the highest standards of corporate governance, our efforts to develop and drive thought leadership in this area and our responsibility to communicate our progress in a clear and transparent manner to all our stakeholders. We believe these are the fundamental elements to a successful Building a Better Tomorrow agenda. In order to ensure that these efforts support JLL's wider business strategy, the Building a Better Tomorrow agenda is aligned with the firm's strategic growth framework, known as Thinking Beyond. In addition, Building a Better Tomorrow and JLL's global shared values of Teamwork, Ethics and Excellence are mutually supportive.

## Building a Better Tomorrow

Our sustainability leadership agenda



Our values and foundations help us stay committed in everything we do.

## Building a Better Tomorrow – continued

Implementation of Building a Better Tomorrow across JLL's global business is supported by a global governance structure for sustainability that is reflective of all parts of the business. This is outlined in detail on page 13. These governance arrangements include three regional sponsors appointed by our regional heads.

Initial implementation of the agenda is focused on JLL's operation and services in eight key JLL markets: the U.S., the U.K., Australia, France, Germany, Greater China, India and Japan. These markets – referred to as the J8 – make up 84% of global revenue and 87% of our total emissions footprint. They will lead the way in driving meaningful change in our operations around the world. These countries will be the first to move through our local progression framework, which will guide countries through the steps required for them to become sustainability leaders.

The J8 country heads are or will be responsible for appointing country sponsors to oversee the successful implementation of Building a Better Tomorrow in the J8, including appointment of further resources as required. By driving all of our sustainability and corporate responsibility activities through the Building a Better Tomorrow agenda, we aim to deliver consistency, best practice and direction globally across all four Pillars of Clients, Workplaces, People and Communities as well as the underpinning Foundations. In so doing, we will come closer to our intention of embedding sustainability into all that we do.

### Looking ahead

The Building a Better Tomorrow agenda will enable us to strengthen our focus on sustainability across all areas of our business. To support this, we will be setting a suite of new global sustainability goals in 2018. We are currently in the process of consulting within the business on these goals, as well as engaging key stakeholders outside the business on our process and proposed goals to date.

In June 2017, JLL engaged Ceres to facilitate a stakeholder review of our proposed goals. Ceres is a non-profit organization working with organizations to build leadership and to drive sustainability solutions throughout the economy. This review consisted of a panel of JLL clients and investors, as well as academics and non-profit organizations, which provided detailed feedback on the process, scope and ambition of JLL's proposed new global goals for sustainability. These insights will inform our goal-setting decisions going forward.

### 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 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.



## Building a Better Tomorrow

Our sustainability leadership agenda

The four pillars of our agenda are our clients, our people, workplaces and our communities. Our values of ethics, teamwork and excellence and our foundations below help us stay committed in everything we do.

### Foundations

#### Governance

Establishing committees to manage implementation, budgets and strategies. Appointing personnel to champion sustainability. Reporting regularly through local, regional and global sustainability governance structures.

#### Thought leadership

Asserting JLL's voice as a leader in the industry and beyond. Sharing innovative case studies, papers and research with clients and via external conferences or publications.

#### Communications

Sharing sustainability success stories and materials on a regular basis with employees and externally.



Generating lasting value for our

### Clients

*We do this by...*

Embedding sustainable thinking across all services – Project and Development Services, Property and Asset Management / Integrated Facilities Management, Capital Markets, Advisory, Leasing and LaSalle – by increasing awareness, building capacity, and securing additional revenue.

Continuing our history of providing specialist sustainability expertise through our dedicated Energy and Sustainability Services teams.

Enhancing the performance of our clients' investments through LaSalle Sustainable Property Investing.

Incorporating sustainability principles into the significant supply chain spend we manage on behalf of our clients.



Engaging our

### People

*We do this by...*

Embracing diverse backgrounds, skills and ideas and promoting inclusion.

Developing leadership at all levels and creating a culture where people share their expertise and inspire each other, growing personally and professionally.

Recognizing and rewarding individual and team achievements.

Promoting health and well-being to increase employee engagement and satisfaction.



Transforming our

### Workplaces

*We do this by...*

Creating workplaces with the highest levels of health and safety for all of our people, clients and partners.

Championing and innovating in sustainable energy and resource use.

Achieving green building and fit-out certifications and green building principles.

Limiting business travel through use of sustainable alternatives.

Committing to sustainable procurement by limiting the environmental impacts of our own supply chain.

Incorporating health and well-being principles in our own offices.



Supporting our

### Communities

*We do this by...*

Actively encouraging and enabling volunteering during work time.

Making financial contributions to charitable organizations and supporting the fundraising efforts of employees.

Committing to sustainable procurement by limiting the environmental and enhancing the social impacts of our supply chain.

# Materiality, stakeholder engagement and risks

*In its broadest sense, a sustainability framework 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 what matters most to our stakeholders, we engage in a regular assessment of our material issues.*

## **Our material issues**

We undertook a foundational materiality review in 2010 that forms the basis of our Building a Better Tomorrow strategy. The methodology involved the following:

- Reviewed mandatory CSR and sustainability reporting legislation.
- Reviewed our peers in the real estate, professional services and financial services sector.
- Reviewed JLL's own corporate policies in areas such as environment, health and safety and ethics.
- Conducted a global survey, with responses from over 300 JLL Directors that gauged senior leaders' perspectives on CSR and sustainability drivers, risks, and opportunities.

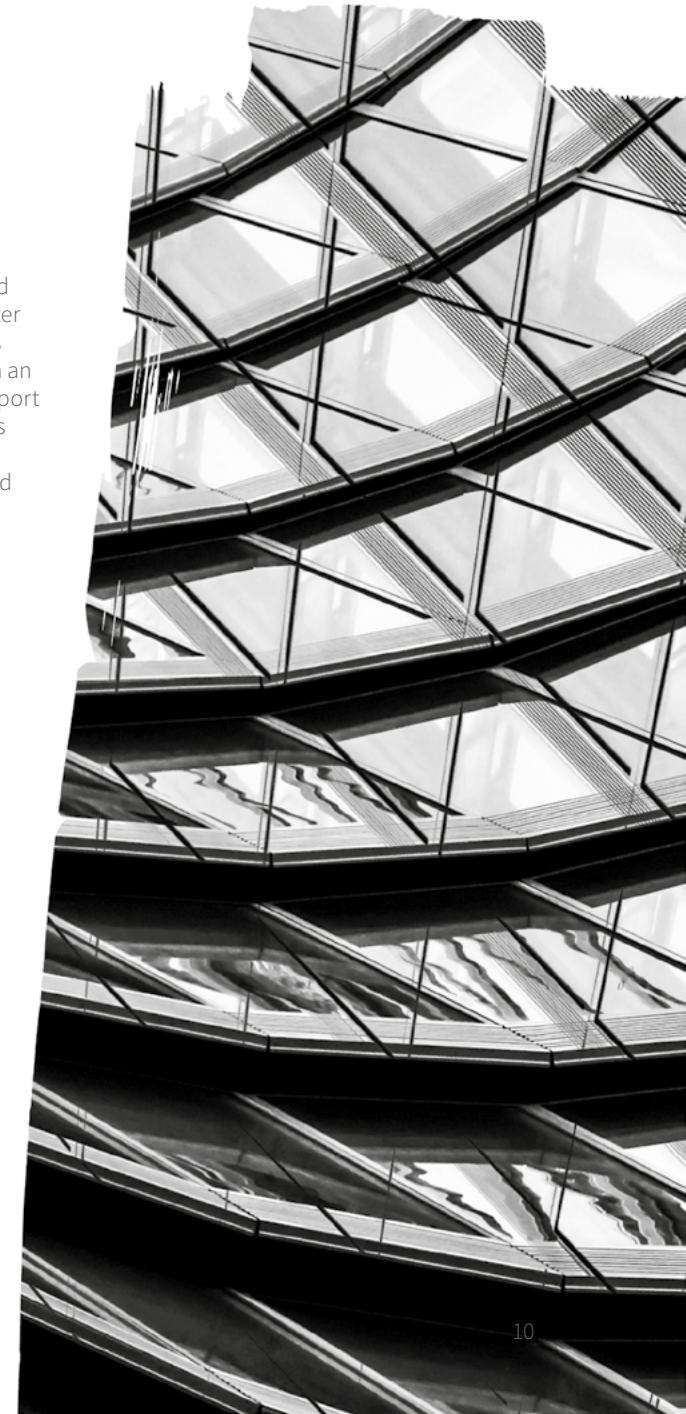
We further refined the results of this process in 2014 with a review of metrics underneath the existing material issues. To support this we:

- Interviewed 13 key executives.
- Surveyed 200 random employees.
- Conducted an analysis of client sustainability priorities.
- Considered the investor perspective through interviews, research and conversations.
- Conducted an analysis of sustainability reporting standards.

In 2015, we conducted an additional materiality review in the context of the impending shift to the Building a Better Tomorrow strategy. We also have ongoing assessments of enterprise risk under the auspices of our Global Operating Board (GOB). In combination, all of these materiality reviews resulted in the four Pillars and Foundations of Building a Better Tomorrow and a prioritized list of sub-issues and metrics under each Pillar.

## **Sustainability and risk**

Since 2016, sustainability has formed a key consideration of JLL's enterprise risk management program. This program is governed through our GOB and coordinated with our Internal Audit function. Each quarter our Audit Committee discusses the process that has been followed in order to establish an enterprise risk management report. This report reflects the most significant enterprise risks that we believe JLL is currently facing; the efforts we're taking to mitigate the identified risks; and how our Internal Audit function proposes to align its activities with the identified risks.



Materiality, stakeholder engagement and risks – continued

*The table opposite lists those issues which have been identified as material to JLL and our stakeholders. As such, these are the issues which JLL monitors, manages and seeks to drive improvements on.*



Generating lasting value for our

### *Clients*

Embedded sustainability in core real estate services	p.20
Energy and Sustainability Services	p.21
LaSalle Sustainable Property investing	p.22
Sustainability in client procurement	p.22



Transforming our

### *Workplaces*

Health and safety	p.31
Energy and resource use	p.32
Fit-out	p.33
Business travel	p.34
Environmental impact of procurement	p.34
Workplace well-being	p.34



Engaging our

### *People*

Diversity and inclusion	p.26
Personal and career development	p.26
Rewards and recognition	p.27
Health and well-being	p.27



Supporting our

### *Communities*

Employee volunteering	p.37
Cash contributions	p.38
Social impact of procurement	p.38



### *Foundations*

Governance	p.16
Thought leadership	p.16
Communications	p.17

## Materiality, stakeholder engagement and risks – continued

### 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 inside 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).

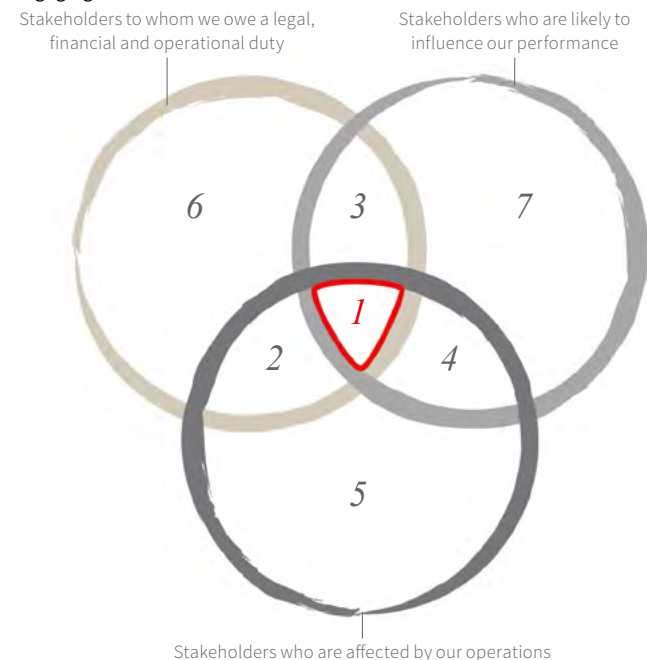
We use a number of approaches to ensure our sustainability strategy is meeting our priority stakeholders' needs. Our affiliations with Ceres, CDP (formerly the Carbon Disclosure Project), local green building councils and other sustainability organizations are a critical part of engaging with our stakeholders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

Here are just 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 revising membership of the Global Sustainability Board and creating the Global Sustainability Executive Committee and subsidiary Boards.



### Engaging our stakeholders



# Global sustainability governance

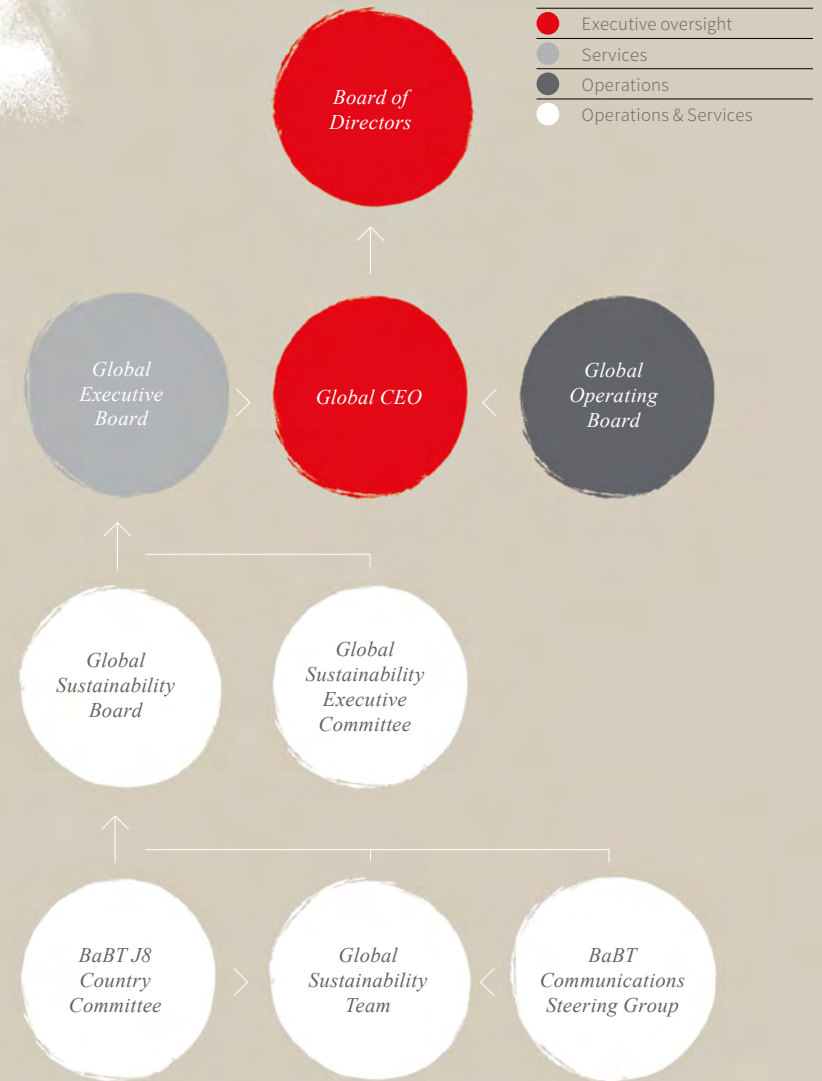
*For JLL to achieve our ambition to make JLL a world-leading sustainable professional services firm, we must embed the principles of sustainability not only in the way we operate as a business, but also in the services that we offer to our clients.*

This understanding has shaped our strategic approach and is carried through to the global governance arrangements that oversee our efforts. JLL recognizes that sustainability requires a direct line to the C-suite. To that end, JLL's Global Executive Board (GEB) is engaged in reviewing the different aspects of our sustainability agenda.

Ultimate responsibility for sustainability within JLL rests with Christian Ulbrich, our CEO. Responsibility for representing Building a Better Tomorrow within the GEB sits with Trish Maxson, JLL's Chief HR Officer. Together they oversee all of our sustainability activities. Richard Batten, JLL's Global Chief Corporate Responsibility Officer, has day-to-day oversight of JLL's sustainability efforts. 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.

Our efforts to address sustainability within our internal operations and client services are overseen by the Global Sustainability (GS) Board. The GS Board is responsible for aligning the sustainability interests of JLL with those of our clients, employees and shareholders; developing and monitoring our Building a Better Tomorrow strategy; and overseeing implementation of the Building a Better Tomorrow strategy through training, reporting and the provision of guidance. The Board, chaired by Global JLL's Chief Corporate Responsibility Officer, is comprised of the regional sponsors for sustainability and global heads of business lines (e.g. Corporate Solutions and Capital Markets) and support functions (e.g. Human Resources and Legal), among others. The GS Board reports into our GEB.

The GS Board is complemented by our newly established Global Sustainability Executive Committee, responsible for overseeing the budget and resources related to the Global Sustainability team and the Building a Better Tomorrow strategy.



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## Global sustainability governance – continued

### Roles and responsibilities

In 2016, JLL's GS team included 7 full time equivalent employees. Reporting into JLL's Global Chief Corporate Responsibility Officer, the GS team is responsible for delivery of global sustainability reporting and communications; the facilitation of the Building a Better Tomorrow strategy globally; and representing JLL in external sustainability organizations. The team is supported by regional and local sustainability implementation roles and coordinates primarily with JLL stakeholders across various support functions, service lines and geographies. Additionally, our employees around the globe make many and various contributions to furthering JLL's sustainability ambitions. In total, we run formalized sustainability programs in 52% of the countries where we operate.

JLL has a dedicated team of 283 sustainability professionals who provide industry-leading services to our clients. The majority of these professionals are from our Energy and Sustainability Services group. In 2016, our sustainability services generated revenue of \$27 million as a result of our work with 516 clients. Through the Building a Better Tomorrow strategy, we are growing our efforts to embed sustainability into JLL's core real estate services.

### Sustainability governance at LaSalle Investment Management

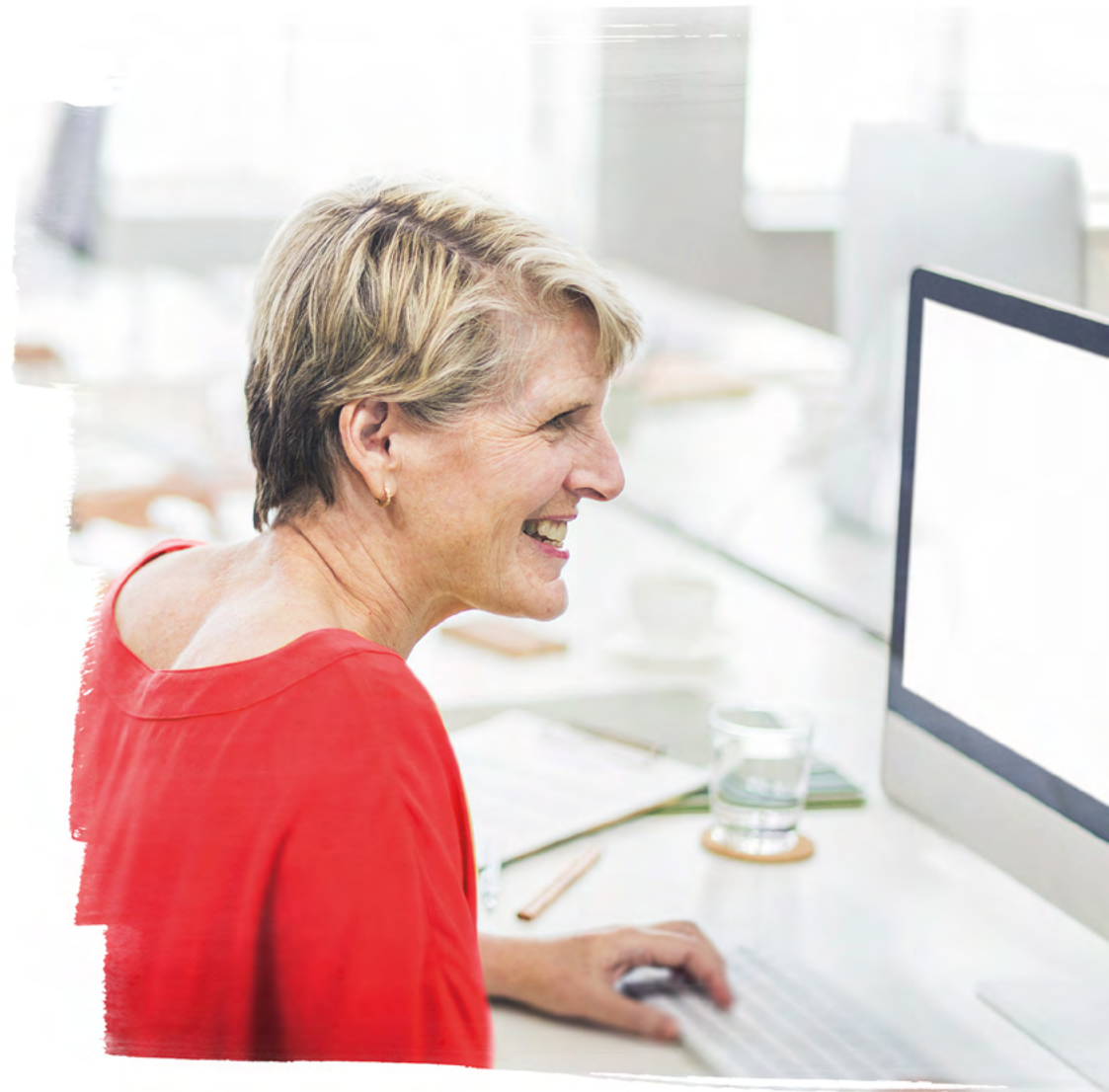
LaSalle sets sustainability policy and strategy at a global level and then empowers action locally through a network of regional sustainability officers. This network oversees the delivery of local sustainability goals within each region and has responsibility for performance management and reporting.

LaSalle'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.

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**52%**

of JLL country operations run sustainability programs





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# Our Foundations for Building a Better Tomorrow

*JLL's corporate mission is to deliver exceptional services and innovative solutions for real estate owners, occupiers, investors and developers worldwide. To achieve our mission, we must establish and maintain an enterprise that will sustain itself over the long term for the benefit of all of our stakeholders.*



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

### **Our ethical commitment**

Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders and 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 percentage points 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 enhance it. In 2017, the Ethisphere Institute has again recognized our efforts, listing JLL on its 'World's Most Ethical Companies' list for the tenth year in a row. We also received Ethics Inside re-certification from the NYSE Governance Council in 2016 and Corporate Responsibility Magazine placed us as #27 on its list of Best Corporate Citizens.

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, totaling more than 32 people worldwide.

As part of the Ethics Everywhere program, we offer comprehensive training to our employees. In 2016, more than 10,800 of our employees undertook in-person training at more than 260 different sessions relating to legal, ethics, or compliance matters. In 2016, we conducted 638 investigations of potential violations of our Code of Business Ethics, equivalent to 8.3 investigations per 1,000 employees. Of these investigations, 59% resulted in action being taken, ranging from additional training to termination of employment.

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

42

sustainability thought leadership pieces produced

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10,800

employees taking in-person ethics training

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62

global and local sustainability organizations engaged

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## Our Foundations – continued

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, the Boston College Center for Corporate Citizenship and the Business Ethics Leadership Alliance among other significant 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 six principles of the PRI. In its most recent UN PRI assessment report, LaSalle was awarded strong scores across the board, exceeding the median score across all relevant categories.

### Corporate governance

JLL's corporate governance arrangements are conducted according to the standards of the New York Stock Exchange (NYSE). The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business.

We seek to provide all our stakeholders 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. For information on our global sustainability governance, please refer to page 13.

### Providing thought leadership

JLL has earned a reputation for progressive thinking through extensive investments in research and thought leadership. Throughout 2016, we produced 42 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 62 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 (WGBC).

The WGBC is a member-based network of local green building councils that aims to make all building and communities sustainable through leadership and market transformation. In 2016, JLL was very pleased to be invited to join the WGBC's Corporate Advisory Board, a select group of companies that are global leaders on sustainability and which serve to guide the WGBC on its strategy and activities.

## Our Foundations – continued

Furthermore, JLL has been a signatory of the United Nations Global Compact (UNGC) since 2009. The UNGC is an initiative aimed at supporting responsible business activities by helping businesses align with ten principles concerning human rights, labor, the environment and anti-corruption. This report represents JLL's Communication of Progress on the ten principles of the UNGC. In addition, our Chief Counsel for JLL Canada sits on the Board of the Global Compact Network Canada (GCNC). We participate in a peer review process facilitated by the GCNC to improve the quality of our sustainability reporting activities. Lastly, JLL recently signed the UNGC's Women's Empowerment Principles and is closely monitoring our contributions toward the Sustainable Development Goals.

### Communication with our stakeholders

We know that transparent communication builds confidence in our firm. That's why we seek to report our progress against the commitments we have made under Building a Better Tomorrow in a transparent manner through publicly available information. As well as our annual Global Sustainability Reports, we pursue a number of other avenues to disclose our sustainability performance to our external stakeholders. These include our submission to CDP (formerly the Carbon Disclosure Project), the Integrated Reporting components of our Annual Report and the information we disclose through client requests. We also strive to communicate our sustainability story within our business, ensuring that we take our employees with us on our journey to realize our vision and realizing the business benefits that this thinking brings.



**United Nations**  
Global Compact



### COP22

JLL fully recognizes the challenge presented by changes in the earth's climate caused by human activity. In 2015 we sent two representatives to the United Nations Climate Change Conference, informally known as COP21, in Paris. In advance of COP22, held last December in Marrakech, JLL's CEO, Christian Ulbrich, shared his

thoughts in an article in *Climate Change: The New Economy* on the important role commercial real estate plays in supporting environmental sustainability. JLL is committed to being part of the solution to this imperative global challenge. We were and continue to be, fully supportive of the resulting Paris Agreement.

Case study

# Doing the right thing

*Delivering long-term success through an ethics and corporate governance lens*

*“An enterprise can only sustain itself over the long term by acting responsibly and with integrity. JLL is uniquely positioned to deliver an Ethics Everywhere approach to our global business. As an organization that has prospered for over 250 years, we know how to do this.”*



Mark Ohringer  
General Counsel, JLL Chicago

Managing the ethical behavior of a global corporation like JLL could seem like an overwhelming task. But to achieve this, we think globally, empower employees, monitor metrics and focus on the long-term benefits.

Mark Ohringer oversees JLL’s legal, compliance, ethics and insurance programs on a global basis. “In its broadest sense, one aspect of sustainability is about running an organization with the good governance and integrity that will be foundational to its success over the long term.”

“Success is about showing clients, investors, suppliers and employees that we’re trustworthy, honest and fair,” adds Mark. “From climate change to socially oriented investments, sustainability plays an increasingly important role in our clients’ agendas. So we’ve structured JLL to provide the levels of integrity they are looking for.”

There’s a strong link between ethics, corporate governance and financial performance. This means corporations need to manage a wide range of factors such as regulatory compliance and sustainability as they are often key drivers of business performance.

With a global business it can be challenging to get everybody working from the same principles. That’s why JLL follows a single set of values, supported by data analysis and a global network of Ethics Officers.

“The old model for legal departments was to wait for something bad to happen and then fix it. Today we put our efforts into prevention by instilling a culture of respect,” observes Mark. “It’s common to hear people described as being ‘brave’ when they report a problem. But we want to remove any sense of stigma or fear from the process. Every employee should feel empowered to be open about raising any concerns they have,” reflects Mark. “We can’t fix a problem that no one has told us about.”

The challenge is to be vigilant without being overly bureaucratic. Local managers play a vital role in creating the right culture. Thought leadership initiatives also help to spread the word by disseminating best practices. This helps ethical behavior filter down through all levels of the organization.



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Generating lasting value for our Clients

# Clients

*The 4.4 billion square feet of space that JLL manages globally for our clients gives us the opportunity to have a significant impact through industry-leading strategies, tools and technologies that significantly improve energy efficiency, societal impacts and costs.*

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## \$59m

Estimated U.S. client project savings through energy efficiency in 2016

2014: \$47m | 2015: \$47m



# Generating lasting value for our Clients

*Embedding sustainability considerations across all of our service lines is a key priority for JLL, enabling us to offer differentiated and forward-thinking solutions to our clients.*

This helps our clients to own, occupy, invest in and develop healthier and more productive places and cities that cost less. 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.

The United Nations Environmental Program estimates that buildings are responsible for more than 40% of the world's energy consumption and one-third of global 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.

## Embedded sustainability advice

JLL's 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 advice on how sustainability considerations can be embedded at each of these stages to maximize value for our clients. In 2016, our clients made use of our expertise to provide assistance on more than 13,700 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 2016, we assisted our clients in achieving a total of 138 green building certifications.

JLL recognizes that building the capacity of our employees 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. By the end of 2016, we had 1,659 professionals with sustainability accreditations – LEED and others – working in our teams around the world.

## Professional sustainability accreditations in 2016

LEED	BREEAM	Other
1,591	7	168

\* Number of accreditations is larger than accredited staff, as some have multiple accreditations.

Sustainable buildings go beyond energy use, extending to the likes of sustainably sourced construction materials and the preservation of local habitats, delivering value across social, financial and environmental factors. This was evidenced by the 2016 report that JLL collaborated on with the World Green Building Council, "Building the Business Case: Health, Well-being and Productivity in Green Offices." The report found overwhelming evidence that the design of office space has a significant effect on the health, well-being and productivity of its occupants.

## Working with clients to reduce their environmental footprints

Estimated U.S. client project savings in 2016

Cost saving



59m

2014: \$47m | 2015: \$47m

Energy



558m

2014: 477m | 2015: 424m

Emissions savings



282k

2014: 278k | 2015: 247k

Metric tons of CO<sub>2</sub>

## Generating lasting value for our Clients – continued

### Energy and Sustainability Services

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, socio-economic impacts 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. As well as the clear environmental and societal benefits these activities deliver, they also yield significant operational and cost efficiencies. It is for these reasons that JLL invests substantial resources into continuing our development of world-class energy and sustainability solutions for our clients.

During 2016, we helped deliver estimated energy savings of 558 million kWh (282 metric tons of CO<sub>2</sub>e), for our U.S. clients alone. This equates to an estimated cost savings of \$59 million. This reduction in energy use is roughly equivalent to the average annual energy consumption of more than 29,700 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 U.K.-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 2016, JLL provided advice on renewable energy projects (either installed or had received planning consent) that are estimated to have averted more than 464,900 metric tons of CO<sub>2</sub>e. Additionally, if the renewable energy projects in the planning and feasibility stages we advised on last year achieve planning consent or successful development, there is the potential to avoid a further 2 million metric tons of CO<sub>2</sub>e. There has been nearly a 99% increase in the emissions averted through projects that have either been installed or received planning consent since 2015.

### 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 186,600 buildings included on these platforms.

186,600+

*buildings with information held on our technology platforms*

464,900

*metric tons of CO<sub>2</sub>e averted by advising on renewable energy projects*

<b>Client renewable energy projects 2016</b>	Installed or consented*	Planning and feasibility	TOTAL
Capacity (MW)	350	1,530	1,880
Averted emissions (metric tons of CO <sub>2</sub> e)	464,900	1,958,800	2,423,700

\* Those that received planning consent.

## Generating lasting value for our Clients – continued

### ESG advice at LaSalle Investment Management

LaSalle believes that environmental, social responsibility and corporate governance (ESG) factors can have an impact on investment performance to varying degrees across companies, sectors, regions, asset classes, and timeframes and should be considered when evaluating real estate securities, real estate-related investments and managing real estate assets.

One of LaSalle's five guiding principles is to reduce the environmental impact and to monitor the effects of climate change on clients' properties. One way in which it does this is through participating 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 2016, LaSalle submitted more than 350 assets to Greenprint for benchmarking and tracking. Additionally, LaSalle incorporates sustainability considerations into the billions of dollars' worth of assets that it acquires and manages for clients.

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.

### Procuring sustainably for our clients

JLL has an extensive supply chain which supports a significant amount of procurement on behalf of clients; worldwide JLL manages 4 billion square feet of space for clients and has a total third-party spend of \$30 billion. We therefore have a significant opportunity to deliver sustainable outcomes across our substantial, diverse supply chain.

Our clients want to know that purchases conducted on their behalf are made with integrity. Standards for suppliers are set out in JLL's Vendor Code of Conduct. In addition, we have a number of clients within the electronic industry that have adopted the Electronic Industry Citizenship Coalition's (EICC) Code and are requiring their suppliers and service providers to do the same. Accordingly, we have adopted the EICC Code and agree that our activities may be evaluated against the Code where clients seek to do so.

JLL has established a new global vendor risk management, ethics and compliance (RMEC) program, which seeks to identify and decrease potential business and sustainability risks and legal liabilities when hiring vendors both for ourselves and our clients. We use various third-party platforms to assess these risks. For example, we recently began piloting EcoVadis, an online rating solution that helps assess the sustainability performance of suppliers, thus measuring and driving performance through supply chains. We also use Avetta, a supply chain risk management platform that assists with the prequalification of contractors and suppliers.

The Synergy Program is focused on developing and fostering relationships with preferred suppliers to demonstrate our ability and commitment to our clients by offering a broad range of "Best in Class" goods and service providers to fit their individual needs, including sustainability objectives.

### Net Positive

Net Positive is a business strategy which strives to put more back into the global economy, society and the environment than it takes out. It recognizes that it is no longer sufficient to do 'less bad'. Hammerson, a property development and investment company, aims to create Positive Places – retail destinations that deliver positive impacts economically, socially and environmentally. Encouraged by its stakeholders, it has launched a commitment to take its Positive Places initiative even further – to become net positive. JLL has helped Hammerson ensure that its Net Positive Strategy is informed by the latest science and achieved through robust methodologies.





Case study

# Tracking the cost of energy

## Helping clients to save energy through collaboration



Chris Stubbs  
Global Director Energy and Sustainability, JLL London

When a global financial institution tasked us to reduce its energy consumption by 33 gigawatt hours a year, our dedicated energy teams got to work empowering the workforce to deliver outstanding results.

From the outset, giving local teams the ability to identify and manage new energy initiatives was key. To do this, regional energy managers briefed facility managers and engineering teams on how to spot potential energy conservation measures (ECMs) and what action to take in order to implement them. This promoted collaboration between different disciplines on a shared purpose.

To monitor the lifecycle of each ECM, we created a bespoke tracking tool with a global data dashboard. Equipped with this software, teams were able to quickly prioritize their efforts and share best practice. As a result, energy efficiency initiatives outperformed targets by 10% in 2016.

Chris Stubbs, Global Director of Energy and Sustainability at JLL in London, is optimistic about how technology can help clients drive efficiencies. “These tools bring a transparency that isn’t possible with offline spreadsheets.

However, while the tools certainly played a vital role, the real key to our success was the mobilization of many people across the world who were able to work together to implement quick, effective solutions.”

As this project showed, clear communication brings real benefits. From ‘town hall’ meetings to email bulletins to the ECM dashboard, employees could understand the difference they could make and take ownership of the successes too.

“It’s important to share our experiences and learnings to help break down silos and get everyone up to speed with best practice,” Chris continues. “Knowledge sharing can play a role at every level. For example, when facility managers and engineers can share a perspective, problems get solved faster.”

The client’s executives also made a huge difference to the rate of progress, as Chris observes: “Every target has to be validated. This could have created bottlenecks, but the collaboration between JLL and senior client stakeholders made the process much more streamlined and effective.”

Technology is helping more of our clients to monitor energy systems for greater efficiency – and the same principles are now being applied to waste, water and recycling activities. JLL will keep on developing world-class tools in collaboration with clients and contractors to hit our shared targets.

*“Teamwork played a vital role. Everyone could feel good about their contributions, which were recorded and recognized. This built momentum and created a culture of best practice.”*

Chris Stubbs, Global Director Energy and Sustainability, JLL London

194

active users of ECM dashboard

ECM dashboard accessed

17,450

times in 2016

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Engaging our

# People

*Our success over the last 250 years is a testament to the quality of the commitment we have always made to our workforce.*

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16,400

hours of sustainability training  
delivered to employees

\$16.5<sub>m</sub>

spent on employee training





# Engaging our People

*We seek to create a work culture that values diversity, recognizes and rewards talent, develops skills for tomorrow's challenges and fosters good health 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 toward better advice for our clients and take advantage of the numerous opportunities that JLL provides to develop their skills and careers.

Attracting and retaining the best talent ensures that we maintain our competitive advantage and offer the best possible level of service to our clients.

### Achieve your ambitions

In 2016, JLL undertook research and asked employees from across our global business to articulate what our work culture is and what makes us stand out in the job market.

We ran 36 interviews and seven focus groups with employees and more than 5,000 employees completed a company-wide survey.

Our colleagues told us what they enjoy most about working at JLL and what they are most proud of. Throughout those conversations, we

heard several common themes; these themes – based on real employee experiences – are the foundation of the Employee Value Proposition that we announced in April 2017.

For the first time, we have a shared framework to inspire talent to join us, engage our employees and celebrate the values and culture of JLL around the world. An integral part of our brand, it is our promise to our people – employees and candidates alike.

In addition, we introduced a goal-setting framework across the organization that uses three categories of goals (clients, growth and people) that are:

- Aligning our people's efforts with firm-wide strategy throughout all levels of the organization;
- Simplifying and streamlining the goal-setting process for all our people; and
- Building focus and attention on our priorities by introducing a process of cascading manager goals to team members.

## Achieve your ambitions



### We focus on opportunity

With an entrepreneurial spirit and open mind, we make the most of every opportunity – in our careers, for our clients and for our business, around the world



### We are expert in what we do

We stay one step ahead by bringing together market-leading knowledge, technology and insight



### We are in it for the long term

We inspire fulfilling and varied careers that thrive on new challenges



### We have a talent for talent

Our culture develops world-class teams where talented people learn from and inspire each other



### We succeed through inclusion

Our success is underpinned by the diverse backgrounds, skills and ideas that we value and embrace



## Engaging our People – continued

### **Our culture of 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 inclusion 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 including the Chairman of our Board, Sheila Penrose. However, we recognize that we need to do more to reflect gender diversity at higher grades within our firm.

Unconscious bias awareness has been addressed through various training interventions, including our award-winning *icanbelieveisaid* that 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 intranet platform. Senior managers across the globe have attended in-person training sessions on this topic, demonstrating the strength of their commitment to address unconscious bias or prejudice.

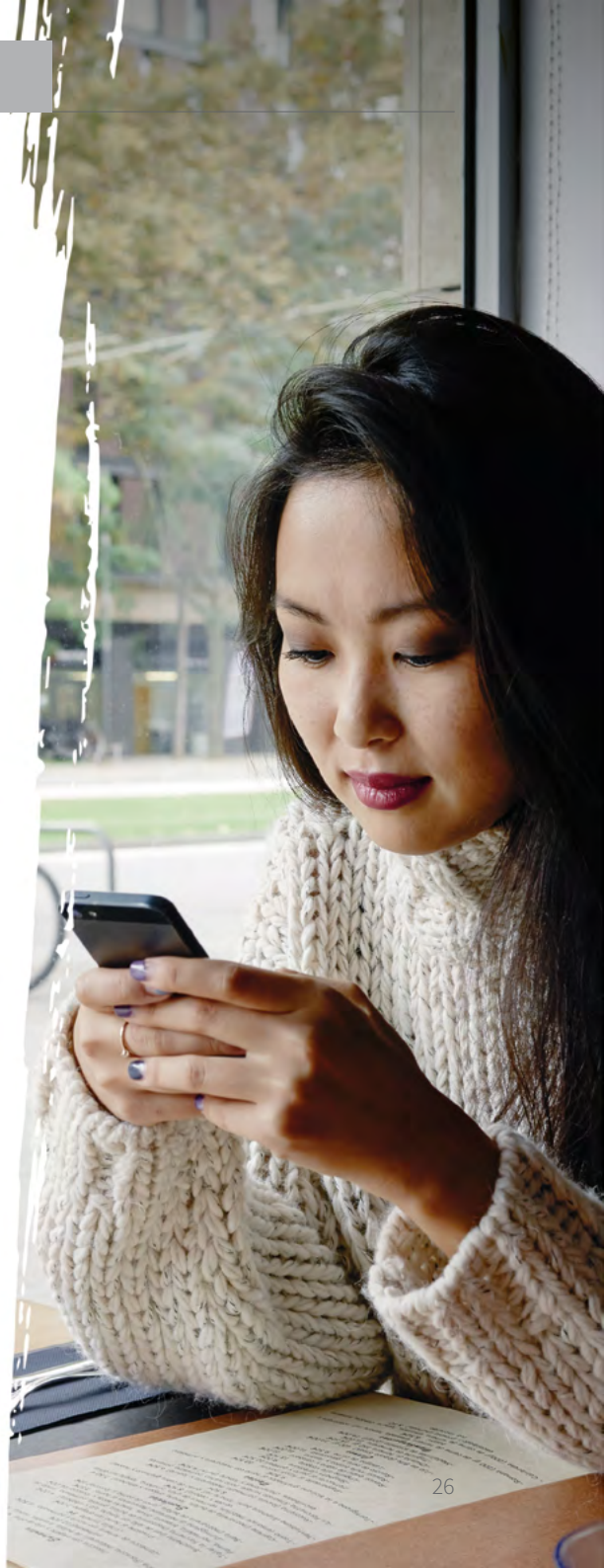
We have also set up a number of Employee Resource Groups (ERGs) in the U.S. with a view to supporting and promoting diversity among our workforce. These ERGs include the Women’s Business Network, Building Pride, African American Business Network, Latino Employee Resource Network and VetNet. All of these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

In addition, JLL U.K. achieved ‘role model’ status against all six principles in the Royal Institute of Chartered Surveyors (RICS) Inclusive Employer Quality Mark and came third against the other real estate firms that took part in the Workplace Equality Index 2016.

### **Personal and career development**

Our future success as a firm depends on our ability to offer our employees opportunities for personal and professional growth. In 2016 we invested more than \$16.5 million on training across the globe, which equates to \$216 per employee. This is compared to \$16.2 million in 2015. 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 employees through MyDevelopment, JLL’s own learning management system. MyDevelopment has been created to enable and empower our employees to effectively advance their careers within our firm.

As well as general training, JLL also operates the 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 the Sustainability University covers technical sustainability aspects of real estate such as green building certifications, but also more general training around topics such as





## Engaging our People – continued

sustainability reporting. Over the last year we delivered more than 16,400 hours of sustainability training to employees globally, including more than 1,900 hours delivered through the Sustainability University alone.

### **Rewarding and recognizing our employees**

Providing superior rewards and recognition to our employees helps us to meet our aim of being an employer of choice. It also helps us to continue to motivate our staff to be the very best that they can be and ensures that JLL continues to deliver the world-class solutions that we are known for.

In a number of countries in which we operate, we use the concept of Total Rewards to attract, motivate, retain and engage our employees. This approach emphasizes the whole benefits package offered by the firm, both from a financial, as well as a non-financial, perspective.

We also think that recognizing and rewarding individual and team achievements goes a long way to celebrate our people’s efforts and contributions toward the success of our firm.

JLL’s Da Vinci program is one of the reward and recognizing schemes we run to recognize the great ideas of our employees all around the globe. The program seeks to stimulate innovation by encouraging all JLL employees to submit their ideas for review by our top executive team. With two categories of ideas to choose from – revenue generating or cost savings – all employees have the chance to become one of several Da Vinci Gold winners or a Da Vinci Platinum award winner for the most innovative ideas.

### **Health and well-being**

At JLL, we want to inspire our employees and provide an environment in which they are able to thrive and grow. We aim to be one step ahead in delivering a high caliber offering to support well-being, vitality and life balance. We deliver this aim through three pillars: mental, financial and physical well-being. We offer traditional benefits that are geared toward supporting these pillars, such as retirement arrangements, income replacement, private medical insurance and opportunities to purchase shares in our company.

Furthermore, we go far beyond this to support and engage our employees and provide the tools and resources to enable them to proactively address their lifestyle and well-being. We have delivered initiatives focused around eating well, thinking well, moving well and being ‘healthy on the inside’.

Activities have included mindfulness sessions, seminars on good nutrition, physical exercise classes and targeted physiotherapy along with financial education around pension saving, share save and mortgages.



**JLL India – a Great Place to Work**  
 JLL India has been recognized as one of the country’s Top 100 Great Places to Work in 2017. Each year, approximately 8,000 organizations participate in this demanding assessment. The process of application is challenging: we first applied in 2014 and now, for the third time, we are delighted to have achieved a listing in 2017. Being a part of this list means a great deal to JLL, particularly since we are the only organization in our industry to be acknowledged in this ranking in the last three years.



# Engaging our People – continued

Technology underpins our delivery as we aim to be creative and innovative and to deliver in a way that helps employees connect to the right information at a time and in a way that suits their lifestyle. So we provide our staff with apps that support physical well-being, mental health and mindfulness allowing us to deliver a ‘one click’ approach to help our people quickly connect with health services and support. Our Employee Assistance Program features a new instant chat line.

Our strategy is constantly evolving as we meet the challenges of a changing workplace and workforce and strive to create a fresh and relevant offering. To succeed in this space we must constantly review our offering to ensure that we are agile and innovative in our approach.

JLL’s global efforts on this topic are supported by our Health & Well-being Group. The group is working toward adopting a uniform approach to our health and well-being practices across our services and operations, sharing best practice across our global business and bringing consistency to communications around this agenda.

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

**81%** of countries participated in health, well-being and safety initiatives

**\$216** spent on training per employee

	Male (%)	Female (%)
<b>Total employees</b>	<b>65</b>	<b>35</b>
<b>Board members</b>	<b>60</b>	<b>40</b>
<b>International Directors</b>	<b>87</b>	<b>13</b>
<b>Regional Directors</b>	<b>82</b>	<b>18</b>
<b>National Directors</b>	<b>77</b>	<b>23</b>
<b>Associate Directors</b>	<b>64</b>	<b>36</b>



**The Global Corporate Challenge**  
The Global Corporate Challenge is a 100-day health and well-being program that encourages employees to improve their physical activity, nutrition, psychological well-being and sleep in a simple and fun format. In 2015, LaSalle’s European colleagues participated in the Challenge, with overwhelmingly positive results. In 2016, LaSalle participated at

the global level and the results were even more impressive. Over 80% of the firm took part, wearing activity trackers and participating in activities, such as walking and cycling, to help their team and themselves to improve their health and well-being. The positive impact did not end there as our top three teams were awarded donations to the charities of their choice.

Case study

# Mind, body and soul

*Working hard to improve levels of employee well-being*



Adam Moret,  
Well-being Specialist, JLL Chicago

For us, improving employee well-being goes beyond health care. It's about offering support for mind, body and soul. The better we look after ourselves, the better we can care for our clients.

As one of JLL's well-being specialists, Adam Moret plans and implements our wellness programs in the U.S. Adam manages more than 300 volunteer Health Champions who help deliver activities such as biometric screenings, Fitbit initiatives and healthy cooking demonstrations.

"Our network of Health Champions conduct quarterly activities, each themed around a specific area of well-being," says Adam. "These are dedicated people who know the best way to communicate with employees. You'll find them working carefully to tailor information that suits local needs."

Communicating at a local level engages employees in a way organization-wide programs don't. Having a Health Champion who understands the needs of their region makes a big difference when it comes to getting people involved. What's more, the wide range of activities and support we offer means that people can usually find something that interests them. When it comes to communicating, the medium can be as important as the message, Adam explains. "We use posters and other collateral to promote specific events, but digital media also plays a key role, especially as many employees work away from the office. For example, our well-being social media platform is a real success."

*"Improving well-being through the workplace has a powerful effect. Our Health Champions are engaging our people with all kinds of fulfilling activities that are helping them to achieve more both inside and outside work."*

Adam Moret, Well-being Specialist, JLL Chicago

From extending paid maternity and paternity leave, to providing rewards for taking part in healthy activities, we're making well-being a cornerstone of our business. The effects are being felt by our clients as much as ourselves, as we improve employee retention, build resilience, raise morale and attract more talent.

During the past year, we also significantly improved the disclosure of our diversity metrics on JLL.com as we have now published all of the statistics we provide to the U.S. Equal Employment Opportunity Commission.

3,500+

participants in Active for Life Yammer page

300

Health Champions in the network

24

Health Champion teams by location

JLL awarded Healthiest

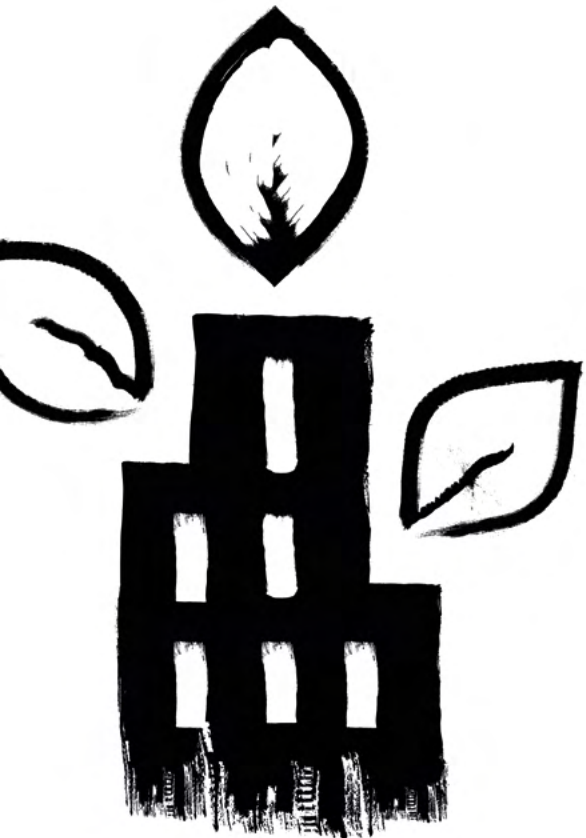
100

company status 2016

Transforming our

# Workplaces

*JLL 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.*



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52 JLL offices with green building certifications



# Transforming our Workplaces

*We also play our part by procuring sustainable materials and striving for green building and well-being certifications where possible for our leased space. We aim to provide our employees with office space that supports their health, safety and productivity by employing aspects such as flexible working, better access to daylight and enhanced technology solutions – all with a minimal environmental impact.*



## **Keeping our employees Safe&Secure**

At JLL, we want to provide a safe and secure working environment and to promote a continuously improving culture of safety and security. To this end, JLL has launched Safe&Secure, a new global app designed to promote safety, security and enterprise risk management for all JLL employees. It provides information on six key safety and security topics: travel security, disasters and crises, cyber security, health and safety, Ethics Everywhere and enterprise risk management. Safe&Secure evidences JLL's strong commitment to health and safety across our global business.

## **Health and safety**

Our people are the strongest asset we have. As such, constant attention to health and safety is of central importance in all that we do, core to our values and fundamental to how we achieve our shared ambitions of safety for each other, our clients and to our supplier partners.

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.

We have invested and continue to invest, in the health and safety of our employees, clients and suppliers. The application of technology to safety has allowed us to increase the scope of information we previously received from our discrete businesses and geographies. Accordingly, this year, in addition to providing data on our U.S. activities and global Integrated Facilities Management business we are also able to provide performance data for all of our U.K. and Australia activities as well as for the Projects and Development Services business in Asia Pacific, the Property and Asset Management business in Asia Pacific, the Tetris business globally and the Integral business in the U.K. This increased scope covers the majority of our organization but we will continue to work on further expanding our visibility and the quality of the information we receive.

For 2016:

- Our Recordable Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, was 0.50.
- Our Days Away, Restricted Duty and Transfer (DART), a measure of recordable illness and injury per 100 full-time employees per year that resulted in days away from work, was 0.26.

In addition to the above performance, we were informed by our insurance carrier that our Experience Modification Rate (EMR) had improved to a rating of 0.50. An EMR is a performance measure used by the insurance industry to gauge an organization's safety and claims management program. Although a positive EMR is not conclusive evidence of a robust safety program, it is a valuable indicator of the number and severity of workers' compensation claims an organization experiences. We have improved our EMR year on year for the last three years and we will continue to work at improving our underlying safety performance.

Despite our injury rates improving, in March 2016 on a project being managed by a client's vendor, one of our colleagues lost his life while trying to save the lives of third-party workers. Following this tragic incident, we acted by further educating our employees at that site and reviewed our process for responding to emergency incidents involving JLL as well as non-JLL scope of services.

## Transforming our Workplaces – continued

In addition, we regret to report that three vendor employees were fatally wounded while performing services during 2016. We have worked and continue to work, hard to ensure that our vendors share the same safety goals as ourselves and as such we are continuously aiming to improve our dialogue, re-enforce rules and standards and apply appropriate vendor management techniques.

We are committed to ensuring the health and safety of our people and stakeholders and will shortly publish our second 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 on the [Health and Safety](#) pages of our website.

### Driving down energy and resource use

Greenhouse gas (GHG) emissions arising as a result of operating our offices and business travel activities make up JLL's most substantial environmental impacts. We are committed to minimizing these impacts wherever we possibly can. In order to do so, we have set targets to reduce energy consumption, GHG emissions and rented area per employee from our own offices. Using 2012 as our baseline, we have committed to achieve the following by the end of 2017:

- Reduce building-related GHG 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%.

In 2016, JLL's absolute GHG emissions were 69,900 metric tons of CO<sub>2</sub>e, compared to 64,800 metric tons in 2015, an increase of 8%. While our emissions increased, our business also grew with our global revenue increasing by 13% over the same period. Furthermore, the floor area of our global portfolio increased by 7% compared with 2015. This increase was largely due to JLL occupying new offices in the U.S. following acquisitions we made in 2016. Our performance against our targets in 2016 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 3,982 MWh in 2016, up 6% compared to 2012.
- In 2016 we rented 175 square feet per corporate office employee compared to 175 square feet per corporate office employee in 2012, a 0% change.



### Shifting our approach to work

The challenges facing work in the 21st century are many and constantly shifting. As a result, the ways we work must also adapt accordingly. To meet these challenges, JLL Germany has initiated the interdisciplinary Workshifting project to develop a new working concept aimed at meeting both the expectations of its

employees and the requirements of JLL. The Workshifting project aims to identify new ways of working. It offers motivated employees the opportunity to take an active role in driving culture change within JLL Germany, resulting in a modern working environment that helps to attract and retain talent, promote diversity and create a more flexible approach to work.

## Transforming our Workplaces – continued

### Our 2016 carbon footprint

GHG emissions source	GHG Protocol Scope	Metric tons of CO <sub>2</sub> e	Percentage of total carbon footprint
Company-owned vehicles	1	18,555	27%
Natural gas consumption	1	305	<1%
Electricity consumption	2	10,512	15%
Business travel	3	21,184	30%
Building-related emissions*	3	19,363	28%
<b>Total</b>		<b>69,919</b>	<b>100%</b>

\* estimated emissions

As a contributing factor in our target performance, we also take advantage of green energy; by the end of 2016, 7% of our offices procured energy from renewable sources.

Obtaining accurate, actual data relating to JLL's office 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, 64% of our office emissions data is partially or fully estimated. We are working to meet the requirements of the updated GHG Protocol for dual reporting of Scope 2 emissions. We are not currently able to obtain data in order to calculate market-based Scope 2 emissions for the full reporting year. We will be addressing data quality as a priority as we roll out Building a Better Tomorrow across our global business.

### Fitting out our offices for the future

Our clients recognize the benefits of occupying and refurbishing green buildings and so do we. We seek to apply green building practices whenever we can and fit-outs provide a great opportunity for us to do so. By the end of 2016 16% of our offices had green building or fit-out certifications such as LEED, BREEAM or RICS SKA, covering 32% of our total office area. In addition, green building principles (without a certification) were applied in 57% of JLL's offices.

JLL has also adopted innovative policies in the area of workplace strategies. In total, 77% 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.

### 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

175 rented area per corporate office employee sq ft

69,900 total carbon footprint metric tons CO<sub>2</sub>e



### Implementing green building practices in our corporate offices

52 JLL offices with green building certifications

## Transforming our Workplaces – continued

### Reducing the impact of our business travel

JLL's 2016 business travel activities generated 21,200 metric tons of CO<sub>2</sub>e, making up 30% of our total carbon footprint. At present, we collect travel data from 48% 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 employees and reimbursed through our expenses system, making it difficult to track and measure its impact.

Partially in support of our business travel aims, 72% 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.

### Environmental impact of procurement

We are continuously seeking to improve the sustainability practices of our suppliers to encourage and influence sustainable practices on a large scale. We expect all of our suppliers, whether they provide goods or services directly to JLL or indirectly to our clients, to follow our [Vendor Code of Conduct](#), which includes environmental considerations. We ensure compliance with the Code via our [Vendor Due Diligence](#) program. We also aim to apply

sustainability criteria to our procurement practices for JLL's offices. We focus our efforts on the top items by spend, which include office, kitchen and printing supplies. We have also specified the selection of energy efficient IT equipment wherever possible.

Additionally, we have embarked on a journey to enhance our ability to assess our most high-risk suppliers for compliance and other matters. To that end, we have subscribed to EcoVadis and Avetta in order to enhance our ability to conduct due diligence on our supply chain for ourselves and the spend we manage on behalf of clients.

### Workplace well-being

The buildings in which we spend so much of our time can have a huge impact on our health and well-being. At JLL, we want to provide our employees with office environments that are not only safe and secure but also foster and promote mental and physical well-being. We seek to do this by incorporating best-in-class green buildings standards for our offices wherever possible. Green buildings not only have a reduced impact on the environment, they provide workplaces which support health, well-being and productivity.

Our commitment to provide healthy and productive workplaces was evidenced when JLL achieved WELL Certification at the Silver level for our office at 28 Liberty Street, New York. The WELL Certification is awarded by the International WELL Building Institute (IWBI) and is the premier building standard to focus on

enhancing people's health and well-being through the built environment. WELL is grounded in a body of evidence-based research that explores the connection between the buildings where we spend approximately 90% of our time and the health and wellness impacts on us as occupants of these buildings. To be awarded WELL Certification by IWBI, JLL's office at 28 Liberty Street underwent rigorous testing and a final evaluation carried out by a third party.

We also know that how you work is as important for well-being as where you work. That's why we have adopted flexible working practices across our firm, giving our employees the freedom to work in a way that suits them and enables them to achieve a healthy work-life balance. Not only does this support our staff in achieving their ambitions inside and outside of work, it also serves to support JLL's aims of being an employer of choice that attracts and retains the best talent.



Case study

# Above and beyond

Championing sustainability through our Melbourne office



Simone Concha  
Sustainability Director, JLL Sydney

As sustainability is an important part of the corporate agenda in Australia, we're creating sustainable workplaces that are improving health, well-being and productivity. As well as cutting costs and CO<sub>2</sub> emissions, we're having a positive impact on everything from employee retention to supply chains.

Sustainability Director at JLL, Simone Concha's role is to integrate sustainability throughout all JLL Australian business lines and operations. It's her remit to influence everything from construction, consulting, HR, IT and research to property and facilities management.

"Green leasing, waste recycling, climate adaptation and transitioning to carbon neutral buildings are all becoming more important for owners and tenants," observes Simone. "And sustainability certifications like GRESB, WELL, NABERS and Green Star Performance are important tools for comparing properties and portfolios."

"We're going beyond government targets and thinking outside of the box," adds Simone. "For example, when a tenant leaves a leased tenancy, unwanted furniture can be rehomed, instead of sending it to landfill. This reduces costs for the tenant, so it's a win-win."

JLL is leading by example. All our Australian offices have NABERS certifications, Sydney HQ and our new Melbourne office both have a Green Star Interiors rating. The new Melbourne workspace utilizes high efficiency appliances and IT equipment, sustainable materials and excellent on-site waste management facilities. It offers high levels of acoustic and thermal comfort, high-quality views, clean indoor air supported by plant life and ergonomic workstations.

*"Many of our corporate offices now include quiet rooms, touch-and-go areas and discussion pods. These empower employees to choose how and where they work, increasing well-being and productivity of our people."*

Simone Concha, Sustainability Director,  
JLL Sydney

We brought sustainability to procurement, financial transparency, employee engagement reports and contractor education. Ultimately, employee satisfaction has increased from 36% to 75% and the proportion of empowered employees has increased from 28% to 82% following the move.

Simone believes that the future offers even more opportunities: "By embracing smart technology, it's possible to collect more accurate and valuable data. This will help us to maximize operational sustainability and create buildings that are even more reactive to the workforce's needs."

As a result of JLL Melbourne office fit-out:

39%

increase in overall occupant satisfaction

1 in 3

staff members have generated new business leads across business lines

29%

increase in sense of community

43%

increase in comfort at desk

Supporting our

# Communities

*For our business to thrive, we need our communities to thrive. As a responsible business, with a significant influence in the property industry and beyond, we have an important role to play.*

6,700

employee  
volunteering days

\$5m

total charitable  
contributions

# Supporting our Communities

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

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 real estate expertise of our workforce through voluntary work, donations, or other benefits in kind.

At JLL, our community efforts are purposely decentralized and carried out a local level. This 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 and we will continue our efforts to support our employees to do so.

## **Volunteering and investing in the community**

We measure our community investments, including funds, time and other benefits in kind, to assess how effectively we are engaging and contributing to our communities. To ensure that we are maximizing our impact, JLL is now a member of the London Benchmarking Group (LBG), a global network of organizations engaged with community investment activities. LBG produces a measurement framework that helps to ensure organizations are taking a robust and credible approach to community investment, both for businesses and also wider society. LBG also helps organizations better understand their community inputs, outputs and impacts. Going forward, JLL will be using the LBG framework to inform our community strategy and to provide ourselves with a benchmark for our performance in this area.



## **CaterCares<sup>sm</sup>**

Being mindful of what we have when others go without is at the heart of JLL's newly launched program, CaterCares, a free, charitable program that allows companies in a JLL-managed office building to order catering for meetings and to feed hungry children in the process. The program is powered by ezCater, which has been rebranded as CaterCares for JLL's purposes, the only nationwide marketplace for business catering with over 50,000 restaurants to choose from. When CaterCares' members order food through the program, they earn reward points that are donated as cash equivalent to local food banks in the Feeding America network. The program is also available for JLL employees across the U.S. JLL is excited to take a bite out of hunger with fellow stakeholders, clients and colleagues. It's that simple and yet that impactful.

## Supporting our Communities – continued

In 2016, JLL recorded total charitable contributions of \$5 million from both corporate and employee donations. Our corporate donations of \$4.3 million are equivalent to 1% of our pre-tax profits, on par with LBG's benchmark of 1%. Furthermore, our employees volunteered more than 6,700 days of their time to support charitable causes, a 22% increase compared to 2015. This volunteering contribution equates to a cost of approximately \$2.5 million in staff salaries.

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 impact and difference that these activities are making to our communities. We believe that at present the figures above underestimate the positive impacts we make on our communities.

### **Minimizing the social impact of our supply chain**

As one of the world's leading professional services firms, JLL is committed to maintaining the highest ethical standards and engaging in practices that enhance the welfare, safety and well-being of our employees and wider communities. JLL respects and supports human rights principles as defined by the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. JLL works to ensure that we do not violate these human rights principles throughout our business operations.

Our commitment to human rights extends to ensuring transparency in our own business and to preventing modern slavery in our supply chain. To support this commitment, in 2017 we published our [statement on Modern Slavery and Human Trafficking](#), which is available on our website. Furthermore, we expect all of our contractors, suppliers and other business partners to embrace JLL's Values of Teamwork, Ethics and Excellence and to comply with the requirements of our [Vendor Code of Conduct](#) and our [Vendor Due Diligence Program](#).

In addition, our work on establishing our supply chain risk management framework, supported by third-party platforms such as EcoVadis and Avetta, is helping to strengthen our focus on labor practices, human rights and health and safety considerations across the scope of our procurement activities.



### **Our Reconciliation Action Plan**

In December 2016, JLL Australia launched its inaugural Reconciliation Action Plan (RAP). A RAP provides a framework to overcome the disparity in living standards between Aboriginal and Torres Strait Islander communities and those of non-Aboriginal Australians. Within our own supply chain, we seek to maximize engagement with indigenous businesses and will support them in their growth and expansion. Through our RAP, we aim to contribute to improved economic and social well-being for Aboriginal Australians and Torres Strait Islanders. Our aim is to help establish economic independence, through education and employment opportunities, for all indigenous peoples.



Case study

# Helping young people to succeed

## *Partnering with community organizations to support skills development*



Gemma Piggott  
U.K. Community Manager

JLL has been working with Enabling Enterprise, an award-winning not-for-profit social enterprise, to host skills-based sessions for primary and secondary school students.

Supporting Enabling Enterprise's mission to "equip young people with the skills, experiences and aspirations they need to succeed in life" and JLL's commitment to supporting education and skills development, the sessions are designed to draw out the links between lesson time and the 'real world'.

The sessions involve the students working in small groups on a fast-paced challenge designed to give them an insight into the property and construction sectors. This year, students redeveloped an imaginary empty site and created a space to benefit the local community and the environment. During the session, volunteers from different areas of the business joined the students to offer expert advice and to share how they use enterprise skills in their day-to-day work. The students then put their ideas to the test by presenting to the rest of the group.

*"Our partnership with Enabling Enterprise works on a number of levels. Not only does it give the students their first taste of an office environment, it also introduces them to the range of jobs within the property sector. For our people, it provides an easily accessible opportunity to share their skills and knowledge in a highly rewarding way. It's a real win-win."*

Gemma Piggott, U.K. Community Manager

"Explaining what it means to be a surveyor to a seven-year old can produce some entertaining moments, but can actually be a great lesson in how to distill messages in a clear and understandable way," says Gemma Piggott, U.K. Community Manager, reflecting on the collaboration. "The focus of the exercise the young people undertake involves understanding site development in relation to the needs of the community. This aligns very closely with JLL's broader sustainability commitments. Having hosted these visits in a number of our offices, we're looking forward to collaborating with clients to deliver these sessions, further extending the range of jobs the students can hear about and adding another dimension to our client relationships."

Looking back at the sessions, Mike Zatyka, Development Manager at Enabling Enterprise, has this to say: "We are delighted to partner with JLL to run inspirational student visits to a growing number of offices. These experiences bring the lesson-based program to life and accelerate development of essential skills like teamwork, resilience and communication. The enthusiasm of JLL volunteers from across the firm has been outstanding!"

# Contact us



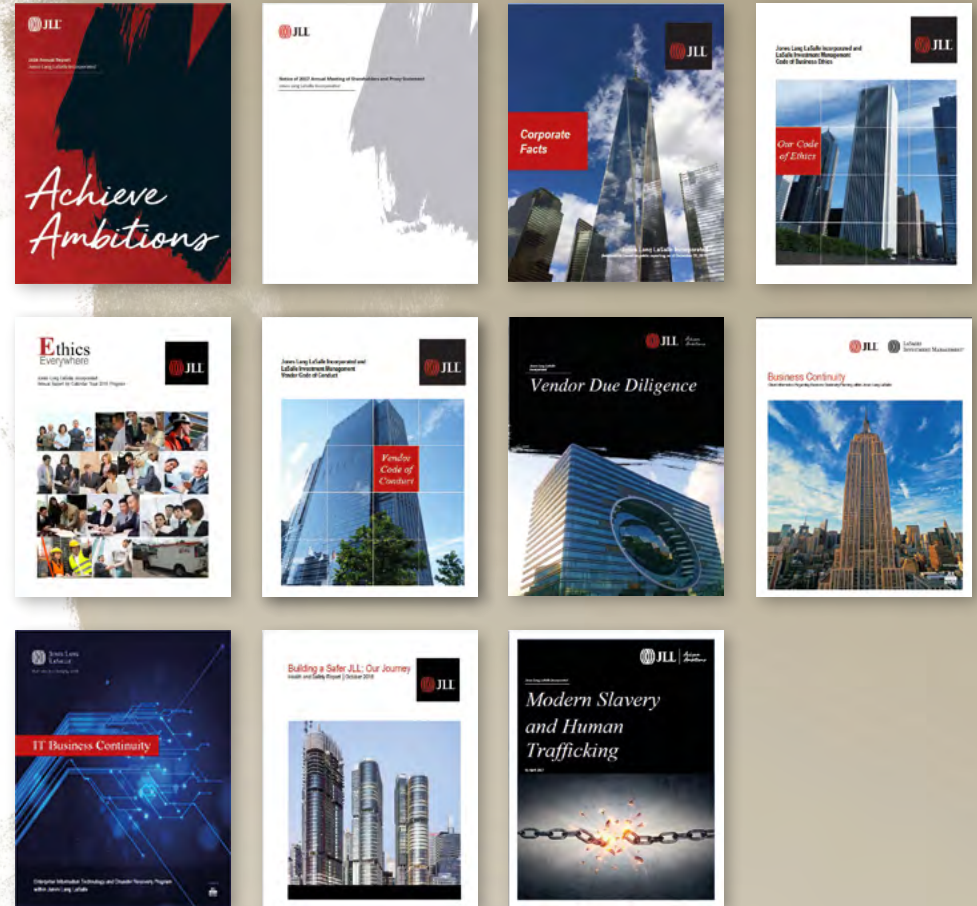
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# ANNEX A

## ANNEX A

### **JLL 2016 Global Sustainability Report data note**

The following notes provide details around definitions, restatements and methodologies pertaining to the data in our 2016 Global Sustainability Report. These notes should be read alongside the Data summary in the table below, as well as relevant indicators 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 Global Sustainability team. Through the data collection process we occasionally identify better quality historical data. We are continuously working to improve our data processes, although due to the decentralized nature of our organization this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication. All financial figures are reported in U.S. dollars.

### **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 its sustainability approach and performance on [its website](#).

Unless otherwise stated, this report covers 99% 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.

### **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 2016, data relating to our operations (from the Corporate Sustainability Survey) represented 302 corporate offices and 19,130 corporate office employees. The data

coverage, as a percentage of corporate offices and employees from our carbon management system, is 99% and 99.5% respectively, reflecting a number of missing country survey responses. In 2015, the survey data represented 268 corporate offices and 18,806 corporate office employees. Data coverage, as a percentage of corporate offices and employees from our carbon management system, was 93% and 99.8% respectively. Argentina and Chile did not provide a survey response in 2016 and Sri Lanka continued to be excluded from the survey due to the small size of our office there.

### **About JLL**

We define EBITDA attributable to common shareholders ("EBITDA") as net income attributable to common shareholders before (a) interest expense, net of interest income, (b) provision for income taxes and (c) depreciation and amortization. Although EBITDA is a non-GAAP financial measure, it is used extensively by management in normal business operations to develop budgets and forecasts as well as measure and reward performance against those budgets and forecasts, exclusive of the impact from capital expenditures, reflected through depreciation expense, along with other components of our capital structure. EBITDA is believed to be useful to investors and other external stakeholders as a supplemental measure of performance and is used in the calculation of certain covenants related to our revolving credit facility. However, this measure should not be considered as an alternative to net income determined in accordance with U.S. generally accepted accounting principles

("U.S. GAAP"). Any measure that eliminates components of a company's capital and investment structure as well as costs associated with operations has limitations as a performance measure. In light of these limitations, management also considers results determined in accordance with U.S. GAAP and does not solely rely on EBITDA. Because EBITDA is not calculated under U.S. GAAP, it may not be comparable to similarly titled measures used by other companies.

### **Clients**

Energy management for our clients (all): Please see [JLL Sustainability – Energy and resources](#) for details.

Renewable energy for our clients (all): Estimated averted annual GHG emissions were calculated using a global emissions factor of 0.576 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:

- CASBEE Green Mark (GMM, GMFM)
- Certified Energy Auditor (CEA)
- Certified Demand Side Management (CDSM)
- CIBSE Low Carbon Energy Assessor

## ANNEX A – continued

- Berde Associate
- IEMA Approved Lead Environmental Auditor
- Greenship
- Business Energy Professional (BEP)
- Chartered Energy Manager
- SKA Assessor
- CAP
- Certified Energy Manager (CEM)
- IGBC AP
- Energy Institute Member (MEI)
- Zero Waste Business Associate  
Pearl Qualified Professional (PBRs)
- Green Advantage
- Lean Six Sigma Greenbelt
- WELL AP
- Green Globes Professional
- IFMA Sustainability Facility Practitioner (SFP)
- Chartered Environmentalist (CEnv)
- NABERS Energy
- LEED
- BREEAM
- Green Star
- AIEMA

### **People**

Workplace, well-being and diversity (all): For employee indicators in this section, we use data from our people system, which differs slightly from our financial system.

Total employees by gender: Total employees from our people system were 76,952, 66,024 and 57,925 in 2016, 2015 and 2014 respectively. JLL Annual Report (AR) employee figures differ slightly from these, as AR figures are extracted from our employee records at an earlier date.

Directors by gender: Directors, which include Associate Directors and above, were approximately 7,848; 6,986 and 6,514 in 2016, 2015 and 2014 respectively.

### **Workplaces**

Energy and resources for our own operations: The base year for JLL emissions reduction targets is 2012, which was chosen to maximize data completeness and comparability. Our targets are intensity targets that are normalized per corporate office employees, which we feel better reflects our operations than total employees, which includes client site-based staff. Our targets include only building-related energy and emissions, excluding energy consumed outside our operations. We exclude offices with incomplete data from our intensity calculations.

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 of office buildings. 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 emissions 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 86% of those offices we estimate energy consumption partially or fully as we do not receive consumption data from the landlord. In these offices we use the rented area we occupy, proportion of year it was occupied and average office energy intensity and breakdown information from the U.S. Energy Information Administration (under Department of Energy) to calculate our estimated consumption of electricity and natural gas. 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 U.S. energy intensity covers all U.S. climate zones, we feel this is the best available approximation of global climate zone variation. 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 on [www.jll.com/sustainability/](http://www.jll.com/sustainability/).

### **Communities**

Corporate charitable contributions as a percentage of pre-tax profit: We state only corporate contributions as a percentage of pre-tax profit. LaSalle Investment Management contributions are included in the corporate figures.

Value of JLL employee's volunteering day was estimated by dividing U.S. employees' average annual salary (including directors and non-directors) by the number of U.S. working days in 2016 (251).

## ANNEX B

### Annex B

#### Global Sustainability Report 2016 – Data summary

About JLL	2016	2015	2014
<b>Corporate facts</b>			
Portfolio size of managed properties worldwide (billion square feet)	4.4	4.0	3.4
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	60.1	58.3	53.6
Corporate offices	286	287	230
Countries (with a corporate office)	56	55	53
Countries (where we provide services)	80	80	80
Employees	77,300	61,500	58,100
Corporate office employees <sup>9</sup>	19,234	18,852	16,246
Employees, Americas <sup>1</sup>	25,297	24,091	18,922
Employees, Asia Pacific <sup>1</sup>	36,096	32,537	29,885
Employees, EMEA <sup>1</sup>	14,348	8,078	8,398
New employee hires, Americas <sup>2</sup>	7,422	7,823	5,395
New employee hires, Asia Pacific <sup>2</sup>	15,111	13,899	11,511
New employee hires, EMEA <sup>2</sup>	3,541	2,946	2,323
Global new employee hires (female)	9,845	9,016	7,207
Global new employee hires (male)	16,513	15,806	12,129
Sustainability awards	43	22	24
<b>Key financials</b>			
Revenue (million \$)	6,804	5,966	5,430
Net income attributable to common shareholders (million \$)	318	438	386
Diluted earnings per share (\$)	7	10	9
EBITDA (million \$)	613	707	606
Economic value retained (million \$)	314	434	382

Clients	2016	2015	2014
<b>Energy and sustainability services</b>			
Positions with a functional responsibility for sustainability – Services (FTE)	283	224	227
Sustainability clients (including a majority from ESS)	516	388	467
ESS revenue (million \$)	26.7	21.8	18.7
ESS revenue/global revenue (%)	0.4	0.4	0.3
Client monetary savings – U.S. managed portfolio (million \$)	47	47	47
Client energy savings – U.S. managed portfolio (million kWh)	424	424	477
Client emissions reduction – U.S. managed portfolio (metric tons CO <sub>2</sub> )	247,000	247,000	278,000
Client emissions reduction – Equivalency measure (removing emissions of average home's energy consumption)	29,733	26,082	30,011
Capacity of client renewable energy – installed or consented (MW)	349	268	42
Capacity of client renewable energy sources – planning and feasibility (MW)	1,526	1,015	1,095
Averted emissions from client renewable energy – installed or consented (metric tons CO <sub>2</sub> e)	464,922	233,879	62,650
Averted emissions from client renewable energy – planning and feasibility (metric tons CO <sub>2</sub> e)	1,958,778	1,549,628	1,628,426
Buildings on JLL's sustainability data platforms	186,663	178,908	160,537
Energy and sustainability accredited professionals (cumulative to year-end)	1,659	1,706	1,531
Number of client buildings where JLL has enabled increased sustainability performance	13,792	11,454	8,098
Client green building certified space (m <sup>2</sup> )	1,503,434	NA	1,678,293
Total client green building certifications	138	121	87
Client green building certifications LEED	93	110	61
Client green building certifications Green Mark	22	–	–
Client green building certifications BREEAM	10	9	12
Client green building certifications Green Globes	1	–	–
Client green building certifications Green Star	10	1	–
Client green building certifications IGBC	2	–	–
Client green building certifications Green Factory	–	1	–
Client green building certifications Unknown	–	–	14

## ANNEX B – continued

<i>People</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>	<i>Workplaces</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>
<b>Diversity and inclusion</b>				<b>Health &amp; safety</b>			
Employees age under 18 <sup>8</sup> (%)	0.02%	NA	NA	Recordable cases incidence (RIR) rate <sup>3</sup>	0.50	0.72	0.87
Employees age 18-29 <sup>8</sup> (%)	24%	NA	NA	Days away, restricted duty and transfer (DART) rate <sup>3</sup>	0.26	0.50	0.65
Employees age 30-39 <sup>8</sup> (%)	32%	NA	NA	Countries with at least one HW&S initiative (%)	81%	84%	79%
Employees age 40-49 <sup>8</sup> (%)	22%	NA	NA	Number of staff fatalities	1	1	NK
Employees age 50-59 <sup>8</sup> (%)	17%	NA	NA	Number of contractor fatalities	3	3	NK
Employees age 60-69 <sup>8</sup> (%)	5%	NA	NA	<b>Energy and resource use</b>			
Employees age 70+ <sup>8</sup> (%)	0.2%	NA	NA	Total emissions (metric tons CO <sub>2</sub> e) <sup>4</sup>	69,919	63,604	51,917
Board members (% female)	40%	36%	30%	Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)	18,555	16,556	10,736
Independent board members (% female)	44%	44%	38%	Scope 1: Natural gas (metric tons CO <sub>2</sub> e)	305	228	184
International directors (% female)	13%	13%	14%	Scope 2: Electricity (metric tons CO <sub>2</sub> e) <sup>4</sup>	10,512	11,247	10,762
Regional directors (% female)	18%	17%	15%	Scope 3: Business travel (metric tons CO <sub>2</sub> e)	21,184	18,802	15,680
National directors (% female)	23%	22%	21%	Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) <sup>5</sup>	19,363	16,772	14,556
Associate directors (% female)	36%	33%	33%	Building-related emissions (metric tons CO <sub>2</sub> e) <sup>4</sup>	30,180	28,246	25,501
All directors (% female)	28%	27%	27%	Building-related emissions intensity (metric tons CO <sub>2</sub> e/ corporate office employee) with exclusions	1.5	1.5	1.5
All staff (% female)	35%	35%	35%	Building-related energy intensity (kWh/corporate office employee) with exclusions <sup>4</sup>	3,982	3,629	3,695
Directors as proportion of total employees (%)	10%	11%	11%	Rented area (square feet) <sup>5</sup>	3,372,773	3,221,922	2,622,961
<b>Personal and career development</b>				Workplace density (square feet per corporate office employee) <sup>4</sup>	175	172	160
Training and development spend (million \$)	16.5	16.2	15.3	Total actual energy consumption (MWh) <sup>6</sup>	83,367	78,962	61,734
Training and development spend per employee (\$)	216	248	263	Energy consumption – Natural gas (MWh)	1,692	1,258	1,013
Employees with agreed performance objectives	NA	32,027	28,206	Energy consumption – Electricity (MWh) <sup>4</sup>	20,394	19,394	18,600
Training hours from JLL's Sustainability University	1,907	4,415	5,242	Estimated building-related energy (MWh) <sup>4</sup>	56,166	48,266	42,271
Sustainability training hours outside of Sustainability University	14,500	11,828	4,213	CDP Climate Change Score (previously Disclosure score from CDP Supplier Program) <sup>7</sup>	B	91	86
Employee attrition <sup>2</sup>	25%	26%	25%	CDP Climate Change Score (previously Performance score from CDP Supplier Program) <sup>7</sup>		C	C
New starters (% of total employees) <sup>2</sup>	34%	38%	33%	Offices with energy and greenhouse gas emissions initiative(s) (%)	51%	63%	66%
Employee attrition (% males) <sup>2</sup>	26%	25%	24%	Offices with video conferencing facilities (%)	72%	68%	64%
Employee attrition (% females) <sup>2</sup>	28%	29%	27%	Offices with renewable energy (%)	7%	9%	10%
Completion rate for Global Employee Engagement Survey	No survey	69%	No survey				
Employees who agree that overall, they are extremely satisfied with this company (%)	No survey	78%	No survey				
Employees who feel positive about this company's commitment to sustainability (%)	No survey	83%	No survey				

## ANNEX B – continued

<i>Workplaces</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>
<b>Fit-out</b>			
JLL Offices with a green building or fit-out certificate (%)	16%	19%	17%
JLL Offices with a green building or fit-out principles (%)	57%	50%	47%
Offices with an alternative workplace strategy (%)	77%	73%	62%
<b>Business Travel</b>			
Emissions from business travel (metric tons CO <sub>2</sub> e)	21,184	18,802	15,680
Countries that report business travel (%)	48%	47%	33%
Energy consumption outside JLL operations (diesel and gasoline) (MWh)	61,280	57,996	42,120
Energy consumption – Gasoline (MWh)	60,167	52,889	39,238
Energy consumption – Diesel (MWh)	1,114	5,107	2,882
<b>Environmental impact of procurement</b>			
Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)	45%	46%	35%
Existence of a policy governing the procurement of sustainable office supplies (% of countries)	64%	66%	53%
Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)	67%	70%	51%
Existence of a policy governing the procurement of sustainable company cars (% of countries)	22%	23%	20%
<b>Workplace well-being</b>			
<i>Communities</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>
<b>Employee volunteering</b>			
Volunteering days	6,737	5,533	4,590
<b>Charitable cash contributions</b>			
Total charitable contribution, including corporate and employee (million \$)	5.0	5.3	4.8
Corporate charitable contribution (million \$)	4.3	4.6	4.1
Corporate charitable contribution (% of pre-tax profit)	1.0%	0.8%	0.8%
London Benchmarking Group, average member charitable contributions as % of pre-tax profit	1.0%	1.1%	1.2%

## **Social impact of procurement**

<i>Foundations</i>	<i>2016</i>	<i>2015</i>	<i>2014</i>
<b>Thought leadership</b>			
Thought leadership publications	42	31	43
Green Blog posts	43	48	42
Green Blog unique readers	12,395	8,179	6,022
RealViews posts	232	200	NA
RealViews unique readers	528,491	355,805	NA
Industry initiatives related to sustainability	62	55	58
<b>Governance</b>			
Independent members of the Board of Directors (% of total)	90%	82%	80%
Results of shareholder voting on executive remuneration (in favor)	56%	94%	99%
Results of shareholder voting on re-election of Board members (in favor)	93.1%	99.7%	99.6%
Countries with formal internal sustainability programs (%)	52%	52%	53%
Positions with a functional responsibility for sustainability – Operations (FTE)	26	23	26
<b>Ethics (see more data in JLL's Ethics Everywhere report)</b>			
Number of JLL ethics officers	32	25	27
Actions taken from ethics violations (% of total investigations)	51%	69%	83%
Employees who fully understand their obligations under JLL Code of Ethics	No survey	96%	No survey
Employees who believe JLL shows a commitment to ethical conduct (%)	No survey	89%	No survey
Employees who received in-person training on anti-corruption policies and procedures	10,826	12,040	3,577
Total investigations	638	503	333
Ethics investigations per 1,000 employees	8.3	8.2	5.7
Total actions	328	346	277

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## ANNEX B – continued

### Footnotes:

- 1 The regional breakdown excludes 774 LaSalle employees and 437 employees who were not assigned a region. It differs from the Annual Report figure due to later date of extraction.
- 2 The new hire and attrition statistics exclude 5,270 staff members, due to e.g. information gaps as a result of acquisitions, or unknown region/gender information.
- 3 Please note that the scope of data increased in 2016, therefore the 2016 figures are not directly comparable with previous years' data.  
The 2016 metrics include: Global Integrated Facilities Management, All U.S. staff, U.K. Property and Asset Management and corporate staff, APAC Property and Asset Management, Tetris U.K., Australia All staff, Project & Development Services APAC and Integral (U.K.).  
To arrive at the rates we used hours worked data directly provided by the PeopleSoft (PS) HR system. For the U.S. and Canada we got the actual paid hours statistics from PS (inclusive of overtime (OT) and standard contract hours). For the remainder of the globe we could only access our people's standard contracted hours, so to arrive at an hours worked figure that incorporated OT we deemed OT to be 3.2%; 3.2% being the average percentage of OT to contracted hours we found in the U.S. and Canada.  
The 2015 metrics include: Integrated Facilities Management globally + all employees in the U.S.
- 4 All these metrics and intensities are restated due to new information received post-reporting.
- 5 Area data is restated after data corrections.
- 6 Excludes estimated building-related energy consumption and business travel.
- 7 New scoring methodology combines the previously separate scores into one.
- 8 Employees by age data brackets were changed in 2016 and data is not available for 2014-2015 in the same bracket division.
- 9 Corporate office employees data is restated as duplication was discovered in the 2015 figure.



## ANNEX C

### Annex C

#### UN Sustainable Development Goals

JLL has mapped the 17 United Nation Sustainable Development Goals (SDGs) against the four Pillars of Building a Better Tomorrow plus the supporting Foundations. The results of this assessment are shown in the table right. JLL will regularly review the relevance of the SDGs against our business model to ensure that we are maximizing our contribution to their delivery and reporting on those Goals with most relevance to our business. While we have prioritized seven priorities for action (page 4), we know that our actual business impact extends beyond these areas.

#	Sustainable Development Goal	Building a Better Tomorrow Pillar				
		Clients	People	Workplaces	Communities	Foundations
1	No poverty	-	◆	-	◆	◆
2	Zero hunger	-	-	-	◇	-
3	Good health and well-being	◆	◆	◆	◇	◆
4	Quality education	-	◆	-	◆	-
5	Gender equality	-	◆	-	◆	◆
6	Clean water and sanitation	◇	-	◇	-	-
7	Affordable and clean energy	◆	-	◆	-	◆
8	Decent work and economic growth	◆	◆	◆	◇	◆
9	Industry, innovation and infrastructure	◆	-	-	-	◆
10	Reduced inequalities	-	◆	-	◆	-
11	Sustainable cities and communities	◆	◇	◆	◆	◆
12	Responsible consumption and production	◆	-	◆	◆	◆
13	Climate action	◆	-	◆	◇	◆
14	Life below water	◇	-	◇	◇	-
15	Life on land	◇	-	◇	◇	-
16	Peace, justice and strong institutions	-	-	-	-	◆
17	Partnerships for the goals	-	-	-	-	◆

- ◆ = Material issue addressed under this Pillar
- ◇ = Issue is not material but is relevant to this Pillar
- = Issue is not relevant or material to this Pillar

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## ANNEX C – continued

The SDGs with most relevance to JLL's operations and services are as follows:

**SDG 3 Good health and well-being:** Ensure healthy lives and promote well-being for all at all ages.

The target areas relevant to JLL include:

- Promote mental health and well-being.
- Provide access to quality essential health-care services.

**SDG 5 Gender equality:** Achieve gender equality and empower all women and girls.

The target areas relevant to JLL include:

- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

**SDG 7 Affordable and clean energy:** Ensure access to affordable, reliable, sustainable and modern energy for all.

The target areas relevant to JLL include:

- Double the global rate of improvement in energy efficiency.
- Increase substantially the share of renewable energy in the global energy mix.

**SDG 8 Decent work and economic growth:**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The target areas relevant to JLL include:

- Improve global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation.
- Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for work of equal value.
- Protect labor rights and promote safe and secure working environments for all workers.

**SDG 11 Sustainable cities and communities:**

Make cities and human settlements inclusive, safe, resilient and sustainable.

The target areas relevant to JLL include:

- Ensure access for all to adequate, safe and affordable housing and basic services.
- Reduce the adverse per capita environmental impact of cities.
- Increase the number of cities and human settlements adopting and implementing integrated policies and plans toward inclusion, resource efficiency, mitigation and adaptation to climate change and resilience to disasters.

**SDG 12 Responsible consumption and**

**production:** Ensure sustainable consumption and production patterns.

For JLL this includes issues such as:

- Encourage other companies to adopt sustainable practices and integrate sustainability information into their reporting cycle through partnerships.
- Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
- Produce thought leadership and advocacy that seeks to provide people with information which supports sustainable development and lifestyles in harmony with nature.

**SDG 17 Partnerships for the goals:**

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

For JLL this includes issues such as:

- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

## ANNEX D

### Annex D Stakeholder engagement activities

	<i>Our approach to stakeholder engagement</i>	<i>Stakeholders' top priorities</i>	<i>Action taken by JLL</i>
<b>Investors</b>	<ul style="list-style-type: none"> <li>The following occurred as a part of the 2014 materiality assessment: Requested feedback 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>Hold one-off discussions between shareholders and sustainability teams</li> <li>Dialogue between shareholders and JLL management during quarterly earnings calls and town hall meetings</li> </ul>	<ul style="list-style-type: none"> <li>Risk management</li> <li>Reducing energy/GHG emissions in corporate offices</li> <li>Supply chain engagement</li> <li>Employee recruitment and retention</li> <li>Corporate governance</li> <li>Corporate sustainability innovation and thought leadership</li> <li>Ethics and integrity</li> <li>More efficient use of offices (minimize office size)</li> <li>Improving employee commuting options</li> </ul>	<ul style="list-style-type: none"> <li>Established CEO oversight of our sustainability program.</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>The following occurred as a part of the 2014 materiality assessment: Conducted analysis of most frequently asked questions in request for proposals</li> <li>Conduct regular surveys to examine trends, such as the CoreNet Global and JLL Corporate Occupier surveys</li> <li>Participate in one-off discussions with clients that have strong supplier sustainability programs</li> <li>Include sustainability information in requests for proposals or supplier questionnaires (e.g. Ecodesk or EcoVadis)</li> <li>Provide feedback forms on initiatives such as the Global Sustainability Perspective and Green Blog</li> <li>Send Client Assignment Satisfaction Surveys that evaluate performance at the end of each major project</li> <li>Distribute Client Relationship Surveys at the end of each year</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficiency and conservation</li> <li>Reducing energy/GHG emissions in corporate offices</li> <li>Reducing GHG emissions from business travel</li> <li>Reducing use of paper</li> <li>Waste recycling and reuse</li> <li>Training and career development</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Strived to reduce energy/GHG emissions from offices.</li> <li>Undertook environmental performance measurement, tracking and reporting.</li> <li>Ensured credibility in our service provision by 'walking the talk' internally.</li> <li>Set greenhouse gas emissions and energy reduction targets.</li> <li>Placed a strong focus on corporate governance.</li> </ul>

## ANNEX D – continued

	<i>Our approach to stakeholder engagement</i>	<i>Stakeholders' top priorities</i>	<i>Action taken by JLL</i>
<b>Employees</b>	<ul style="list-style-type: none"> <li>The following occurred as a part of the 2014 materiality assessment: Surveyed 200 employees; included a question about most important issues to employees in annual Corporate Sustainability Survey; conducted 13 executive interviews</li> <li>Conduct regular employee engagement surveys</li> <li>Education opportunities (e.g. ethics training, Sustainability University)</li> <li>ACT: A Cleaner Tomorrow</li> <li>Employee Resource Groups (e.g. VetNet, Women's Business Network)</li> </ul>	<ul style="list-style-type: none"> <li>Improving connectivity through technology</li> <li>Reducing energy/GHG emissions in corporate offices</li> <li>Reducing use of paper</li> <li>Using alternative or renewable energy</li> <li>Waste recycling and reuse</li> <li>Sustainability innovation and thought leadership</li> <li>Supply chain engagement</li> <li>Training and career development</li> <li>Recognition</li> <li>Transparency of compensation</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed the robustness of processes and systems related to non-financial data collection and analysis.</li> <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>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Develop supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient</li> <li>OneView Strategic Sourcing module</li> <li>Supplier of Distinction Awards</li> <li>Supplier Diversity Program</li> </ul>	<ul style="list-style-type: none"> <li>Supplier engagement is undertaken at the local level</li> </ul>	
<b>Multi-stakeholder</b>	<ul style="list-style-type: none"> <li>Participate in regular discussions with Ceres regarding our sustainability reporting and strategy</li> <li>CDP year-on-year analysis and annual feedback sessions</li> <li>Annual certifications and award schemes (e.g. Ethics Inside)</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability governance and board engagement</li> <li>Stakeholder engagement and integration into strategy</li> <li>Setting of absolute emissions and other sustainability targets</li> </ul>	<ul style="list-style-type: none"> <li>Prioritized a list of sub-issues within JLL's strategic framework for sustainability so that we focus on the most important and relevant topics to our stakeholders.</li> <li>Formalized corporate sustainability teams and budgeting.</li> <li>Enhanced governance by establishing a Global Corporate Sustainability Board and naming Colin Dyer as Executive Sustainability Sponsor for both our services and our operations.</li> <li>Began consideration of post-2017 targets.</li> <li>Conducted a review of our material impacts.</li> </ul>

## ANNEX E

### Annex E

#### JLL GRI G4 Standards Content Index 2016

July 2016

List of References	
2016 Sustainability Report	2016 CDP response – to follow
2016 Annual Report	Code of Business Ethics
2016 Form 10-K	2016 Ethics Everywhere Annual Report
Notice of the 2016 Annual Meeting of Shareholders and Proxy Statement	Global Health and Safety Policy
jll.com/sustainability	Diversity at JLL
2016 Corporate Facts	Transparency Report
	Global Sustainability Commitment

#### GENERAL STANDARD DISCLOSURES

GRI Standard Disclosure No.	Page Number (or Link)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	Indicate if the Standard Disclosure has been externally assured.  If yes, include the page reference for the External Assurance Statement in the report.

#### STRATEGY AND ANALYSIS

GRI 102-14	Introduction from the CEO and President (2016 Sustainability Report, page 2)	No
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#### ORGANIZATIONAL PROFILE

GRI 102-1	Jones Lang LaSalle Incorporated	No
GRI 102-2	About JLL (2016 Sustainability Report, page 1); Services and Clientele (2016 Form 10-K, pages 3-13); Real Estate Services: Americas, EMEA and Asia Pacific (2016 Form 10-K, page 20)	No
GRI 102-3	Form 10-K (2016 Form 10-K, page 70)	No
GRI 102-4	About JLL (2016 Sustainability Report, page 1); Corporate Offices (2016 Annual Report, pages 12-13)	No
GRI 102-5	About JLL (2016 Sustainability Report, page 1)	No
GRI 102-6	About JLL (2016 Sustainability Report, page 1); Real Estate Services: Americas, EMEA and Asia Pacific (2016 Form 10-K, page 20)	No
GRI 102-7	About JLL (2016 Sustainability Report, page 1); Who we are (2016 Annual Report, page 2); What we have accomplished (2016 Annual Report, page 4); Real Estate Services: Americas, EMEA and Asia Pacific (2016 Form 10-K, page 20); Item 6: Selected Financial Data (Unaudited) (2016 Form 10-K, pages 73-75)	No

## ANNEX E – continued

GRI 102-8	About JLL (2016 Sustainability Report, page 1); People (2016 Sustainability Report, page 28); Data summary (2016 Sustainability Report, page 43), Employees (2016 Form 10-K, page 38)	No
GRI 102-41	We are not able to collect this information in the majority of the countries we operate in due to labor union memberships being considered a private matter of the employee.	No
GRI 102-9	Workplaces (2016 Sustainability Report, page 34); Communities (2016 Sustainability Report, page 38)	No
GRI 102-10	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2016. Minor changes include: <ul style="list-style-type: none"> <li>• Twenty-eight targeted acquisitions (2016 Form 10-K, page 8)</li> <li>• Two changes on our Board of Directors (2016 Annual Report, page 8)</li> <li>• Increase in number of employees from 61,500 to 77,300 Employees (2016 Form 10-K, page 38)</li> </ul>	No
GRI 102-11	Strong governance, enterprise risk management and integrity (2016 Form 10-K, page 48); Item 1A Risk Factors (2016 Form 10-K, page 58, particularly page 81); Our approach ( <a href="http://jll.com/sustainability">jll.com/sustainability</a> ); Global Strategic Priorities & Strategy 2020 (2016 Corporate Facts, page 27)	No
GRI 102-12	Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); 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>• United Nations Global Compact</li> <li>• United Nations Principles for Responsible Investment</li> <li>• Low Carbon USA</li> </ul>	No

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## ANNEX E – continued

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GRI 102-13	Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as:	No
	<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>• Women's Business Enterprise National Council USA</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>• U.S. Environmental Protection Agency ENERGY STAR</li><li>• World Economic Forum Partnering Against Corruption Initiative</li><li>• World Green Building Council (Strategic Advisory Board member)</li><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>• U.K. Green Building Council</li><li>• U.S. Green Building Council</li></ul>	

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## ANNEX E – continued

<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
GRI 102-45	Notes to Consolidated Financial Statement (3) Business Segments (2016 Form 10-K, page 121); About this report (2016 Sustainability Report, page 41)	Unknown
GRI 102-46	Our material impacts (2016 Sustainability Report, pages 10-12)	No
GRI 102-47	Annex E refers	No
GRI 103-1	Annex E refers	No
GRI 102-48	Data summary (2016 Sustainability Report, page 43)	No
GRI 102-49	Data summary (2016 Sustainability Report, page 43)	No
<b>STAKEHOLDER ENGAGEMENT</b>		
GRI 102-40	Engaging our stakeholders (2016 Sustainability Report, pages 10-12)	No
GRI 102-42	Engaging our stakeholders (2016 Sustainability Report, pages 10-12)	No
GRI 102-43	Annex C: Stakeholder engagement activities (2016 Sustainability Report, page 49)	No



## ANNEX E – continued

GRI 102-44	<p>Annex C: Stakeholder engagement activities (2016 Sustainability Report, page 49); 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:</p> <p>Based on feedback from clients we:</p> <ul style="list-style-type: none"> <li>• Set greenhouse gas emissions and energy reduction targets.</li> <li>• Undertook environmental performance measurement, tracking and reporting.</li> <li>• Ensured credibility in our service provision by ‘walking the talk’ internally.</li> </ul> <p>Based on feedback from employees we:</p> <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> <p>Based on feedback from JLL Board of Directors we:</p> <ul style="list-style-type: none"> <li>• Reviewed the robustness of processes and systems related to non-financial data collection and analysis.</li> </ul> <p>Based on general stakeholder feedback and trends we:</p> <ul style="list-style-type: none"> <li>• Formalized corporate sustainability teams and budgeting.</li> <li>• Enhanced governance by establishing a Global Corporate Sustainability Board and named Colin Dyer as Executive Sustainability Sponsor for both our services and our operations.</li> <li>• Began consideration of post-2017 targets.</li> </ul>	No
<b>REPORT PROFILE</b>		
GRI 102-50	Calendar year 2016	No
GRI 102-51	Jul-16	No
GRI 102-52	Annual	No
GRI 102-53	Contacts (2016 Sustainability Report, page 40)	No
GRI 102-54	This report has been prepared in accordance with the GRI Standards: Core option.	No
GRI 102-55	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines.	No
GRI 102-56	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

## ANNEX E – continued

### GOVERNANCE

GRI 102-18 Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); Global sustainability governance (2016 Sustainability Report, pages 13-14) No

### ETHICS AND INTEGRITY

GRI 102-18 Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); Code of Business Ethics; Transparency Report; 2016 Ethics Everywhere Annual Report No

### SPECIFIC STANDARD DISCLOSURES

DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	Indicate if the Standard Disclosure has been externally assured.  If yes, include the page reference for the External Assurance Statement in the report.

### CATEGORY: ECONOMIC

#### MATERIAL ASPECT: ECONOMIC PERFORMANCE

GRI 103-1-3 Strategy 2020: Our Future Orientation (2016 Form 10-K, pages 10-11); Global Strategic Priorities (2016 Form 10-K, pages 10-11); Introduction from the CEO and President (2016 Sustainability Report, page 2); About JLL (2016 Sustainability Report, page 1) No

GRI 201-1 Financial Performance (Notice of the 2017 Annual Meeting of Shareholders and Proxy Statement, page S-1 and S-2); Item 6. Selected Financial Data (Unaudited) (2016 Form 10-K, pages 73-75); Item 8. Financial Statements and Supplementary Data (2016 Form 10-K, pages 104-155); Supporting our community (2016 Sustainability Report, pages 36-38); Data summary (2016 Sustainability Report, page 43) Regional breakdown of community investment  
The Standard Disclosure or part of the Standard Disclosure is not applicable  
We chose to publicly report our community investment at a global level given that regional figures, on their own, are likely not representative of our impact and do not represent material figures  
Partial

GRI 201-2 Risks and Opportunities (2017 CDP response); Environmental liabilities and regulations, climate change risks and air quality risks (2016 Form 10-K, pages 65-66); Infrastructure disruptions (2016 Form 10-K, pages 52-53). The CDP response will be available toward the end of 2017. No

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### CATEGORY: ENVIRONMENTAL

#### MATERIAL ASPECT: ENERGY

GRI 103-1-3	Workplaces (2016 Sustainability Report, pages 30-35); Workplaces (jll.com/sustainability); Our sustainability strategy (2016 Sustainability Report, pages 7-9)				No
GRI 302-1	Data summary (2016 Sustainability Report, page 43); Workplaces (2016 Sustainability Report, pages 30-35)	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
GRI 302-2	Data summary (2016 Sustainability Report, page 43); Workplaces (2016 Sustainability Report, pages 30-35)				No
GRI 302	Data summary (2016 Sustainability Report, page 43); Workplaces (2016 Sustainability Report, pages 30-35)				No
GRI 302	Data summary (2016 Sustainability Report, page 43); Workplaces (2016 Sustainability Report, pages 30-35); 2017 CDP Response. The CDP response will be available toward the end of 2017.				No

#### MATERIAL ASPECT: EMISSIONS

GRI 103-1-3	Transforming our workplaces (2016 Sustainability Report, pages 31-32); Generating lasting value for clients (2016 Sustainability Report, pages 20-22); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability)				No
GRI 305-1	Transforming our workplaces (2016 Sustainability Report, pages 31-32); Data summary (2016 Sustainability Report page 43); 2016 CDP Response (page 43). The CDP response will be available toward the end of 2017.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions	No

## ANNEX E – continued

GRI 305-2	Transforming our workplaces (2016 Sustainability Report, pages 31-32); Data summary (2016 Sustainability Report, page 43); 2016 CDP Response. The CDP response will be available toward the end of 2017.				No
GRI 305-3	Transforming our workplaces (2016 Sustainability Report, pages 31-32); Data summary (2016 Sustainability Report, page 43); 2016 CDP Response. The CDP response will be available toward the end of 2017.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions.	No
GRI 305-4	<p>a. Annex 1: Data notes and Annex B: Data summary (2016 Sustainability Report, page 43)</p> <p>b. The denominator chosen to calculate the ratio = Corporate office employees</p> <p>c. JLL's intensity ratio includes: office natural gas emissions (Scope 1), office electricity emissions (Scope 2) and office estimated emissions (natural gas &amp; electricity) (Scope 3).</p> <p>d. Gases included in the calculation = CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub></p> <p>More information available at: Transforming our workplaces (2016 Sustainability Report, pages 31-32); Generating lasting value for clients (2016 Sustainability Report, pages 20-22)</p>				No
GRI 305	Targets and Initiatives (2016 CDP response. The CDP response will be available toward the end of 2017				No
<b>MATERIAL ASPECT: PRODUCTS AND SERVICES</b>					
GRI 103-1-3	Introduction from the CEO and President (2016 Sustainability Report, page 2); Global Sustainability Commitment; Generating lasting value for clients (2016 Sustainability Report, pages 20-22); Clients (jll.com/sustainability)				No

## ANNEX E – continued

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### MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 103-1-3	Engaging with our supply chain (2016 Sustainability Report, page 34); Workplaces (jll.com/sustainability/)				No
GRI 308-1	Engaging with our supply chain (2016 Sustainability Report, page 34); Workplaces (jll.com/sustainability/)				No

### CATEGORY: SOCIAL

#### SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK

### MATERIAL ASPECT: EMPLOYMENT

GRI 103-1-3	Engaging our people (2016 Sustainability Report pages 25-27); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2016 Ethics Everywhere Annual Report, pages 2-5)				No
GRI 401-1	Data summary (2016 Sustainability Report, page 43)	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

### MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY

GRI 103-1-3	Health and safety (2016 Sustainability Report, page 31); 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
GRI 403-2	JLL reports these indicators as aggregate figures: Days Away and Restricted Time (DART) rates and Recordable Cases Injury (RIR) rates. Health and safety (2016 Sustainability Report, page 31); Data summary (2016 Sustainability Report, page 43)	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
GRI 403-3	Health and safety (2016 Sustainability Report, page 31)				No

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### MATERIAL ASPECT: TRAINING AND EDUCATION

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GRI 103-1-3	Personal and career development (2016 Sustainability Report, page 26); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2016 Ethics Everywhere Annual Report, pages 2-5); Summary of 2016 Experience (2016 Ethics Everywhere Annual Report, pages 6-10); Year Over Year Data (2016 Ethics Everywhere Annual Report, page 20); Global Investigation Data (2016 Ethics Everywhere Annual Report, page 17)				No
GRI 404-1	Data summary (2016 Sustainability Report, page 43)	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
GRI 404-3	Data summary (2016 Sustainability Report, page 43)	JLL reports global total of employees with performance objectives who therefore undertake bi-annual review. 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

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GRI 103-1-3	Our culture of diversity and inclusion (2016 Sustainability Report, page 26); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); U.K. Equal Opportunities Policy; Summary of 2016 Experience (2016 Ethics Everywhere Annual Report, pages 6-10); Diversity at JLL ( <a href="http://www.diversityatjll.com/">http://www.diversityatjll.com/</a> )				No
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## ANNEX E – continued

GRI 405-1	Our culture of diversity and inclusion (2016 Sustainability Report, page 26); Data summary (2016 Sustainability Report, page 43)	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 the feasibility/ value of collecting this information in future reporting years	No
<b>CATEGORY: SOCIAL</b>					
<b>SUB-CATEGORY: SOCIETY</b>					
<b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>					
GRI 103-1-3	Supporting our communities (2016 Sustainability Report, pages 36-39); Communities (jll.com/sustainability); Our Responsibility to Communities (Code of Business Ethics, pages 36-38)				No
GRI 413-1	Supporting our communities (2016 Sustainability Report, pages 36-39); Communities (jll.com/sustainability); Data summary (2016 Sustainability Report, page 43)				No
<b>MATERIAL ASPECT: ANTI-CORRUPTION</b>					
GRI 103-1-3	Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); 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); 2016 Ethics Everywhere Annual Report, Corporate Governance Policies (Transparency Report, page 8)				No
GRI 205-2	Ethics, governance and thought leadership (2016 Sustainability Report, pages 15-16); Data summary (2016 Sustainability Report, page 43); 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

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## ANNEX E – continued

GRI 205-3	Data summary (2016 Sustainability Report, page 43); 2016 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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### **CATEGORY: SOCIAL**

#### **SUB-CATEGORY: PRODUCT RESPONSIBILITY**

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##### **MATERIAL ASPECT: CUSTOMER PRIVACY**

GRI 103-1-3	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 (2016 Form 10-K, pages 54-55); Ability to protect intellectual property; infringement of third-party intellectual property rights (2016 Form 10K, page 51); Burden of complying with multiple and potentially conflicting laws and regulations and dealing with changes in legal and regulatory requirements (2016 Form 10-K, pages 61-62)	No			
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ANNEX E – continued

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GRI 418-1	Data summary (2016 Sustainability Report, page 63)	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
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## ANNEX F

### Annex F

#### Material impacts

#### Materiality and the Global Reporting Initiative's Standards

For the purposes of achieving 'Core' compliance with the GRI Standards, we have mapped the issues identified in JLL's most recent materiality review against the aspects included in the GRI Standards. We have identified 11 corresponding 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 below.

<i>JLL focus area</i>	<i>Material issues</i>	<i>Corresponding GRI aspects</i>	<i>GRI aspect boundary within JLL</i>	<i>GRI aspect boundary outside JLL</i>	<i>Aspect boundary limitations<sup>1</sup></i>
<b>Clients</b>	<ul style="list-style-type: none"> <li>Portfolio-wide energy management and performance monitoring</li> <li>Measure, report and reduce energy and GHG emissions</li> <li>Energy and sustainability accredited professionals</li> <li>Green building certifications</li> </ul>	<ul style="list-style-type: none"> <li>Products and services</li> <li>Energy</li> <li>Emissions</li> <li>Training and education</li> </ul>	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
<b>Workplaces</b>	<ul style="list-style-type: none"> <li>Energy and GHG emissions reduction from corporate offices and business travel</li> <li>Energy efficiency and conservation</li> <li>Workplace connectivity through technology</li> <li>More efficient use of offices</li> <li>Green building certifications</li> <li>Employee commuting</li> <li>Supply chain engagement</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> <li>Supplier environmental assessment</li> </ul>	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 offices estimate energy consumption either fully or partially

## ANNEX F – continued

<i>JLL focus area</i>	<i>Material issues</i>	<i>Corresponding GRI aspects</i>	<i>GRI aspect boundary within JLL</i>	<i>GRI aspect boundary outside JLL</i>	<i>Aspect boundary limitations<sup>1</sup></i>
<b>People</b>	<ul style="list-style-type: none"> <li>• Health, well-being and safety of employees</li> <li>• Compensation and benefits</li> <li>• Diversity and inclusion</li> <li>• Training and career development</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Occupational health and safety</li> <li>• Training and education</li> <li>• Diversity and equal opportunity</li> </ul>	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.
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Employee volunteering</li> <li>• Charitable contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Local communities</li> </ul>	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
<b>Foundations</b>	<ul style="list-style-type: none"> <li>• Ethics and integrity</li> <li>• Sustainability innovation and thought leadership</li> <li>• External recognition</li> <li>• Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-corruption</li> <li>• Customer privacy</li> </ul>	All JLL business segments	JLL clients and the broader real estate industry through our thought leadership and participation in external initiatives.	NA

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 one'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.

<sup>1</sup> For specific limitations regarding individual key performance indicators, please see our Data summary.