



Building a better tomorrow

Our sustainability leadership ambition

JLL Global Sustainability Report 2017



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Our sustainability leadership ambition

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About JLL

JLL is a leading professional services firm that specializes in real estate and investment management. A Fortune 500 company, we help real estate owners, occupiers, and investors achieve their business ambitions. In 2017, we had revenue of \$7.9 billion and fee revenue of \$6.7 billion, managed 4.6 billion square feet of space (423 million square meters), and completed investment sales, acquisitions and finance transactions of approximately \$170 billion. At the end of 2017, we had nearly 300 corporate offices, operations in over 80 countries and a global workforce of 82,000.

We work for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit entities, public-private partnerships, and government entities looking to

outsource real estate services. Through LaSalle, we invest for clients on a global basis in both private assets and publicly traded real estate securities. We provide services to approximately half of the Fortune 500 companies and approximately 88% of the Fortune 100 companies.

Key financial information



	2017	2016	2015
Gross revenue (USD millions)	7,932	6,804	5,966
Net income attributable to common shareholders (USD millions)	254	318	438
Diluted earnings per share (USD)	5.55	6.98	9.65
Adjusted EBITDA (USD millions) ¹	760	658	742

¹ 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, 11th 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



2017 ENERGY STAR Partner of the Year – Sustained Excellence Award



Performance highlights

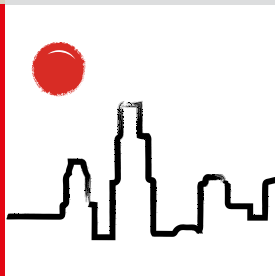


80
countries where JLL serves clients



82,000
employees globally

Achieved
225
sustainable building certifications for clients



38%
of global office area covered by green building certifications

Exceeded
all current sustainability targets

452,000
metric tons CO₂e averted by advising on renewable energy projects

8,300
days employee volunteering days



More than
9,000
employees taking in-person ethics training

metric tons CO₂e averted by advising on renewable energy projects



\$8.7m
total charitable contributions



Introduction from our CEO

Welcome to our 2017 Global Sustainability Report.



Christian Ulbrich
Chief Executive Officer

2017 marked another great year for JLL as we reported record global revenue and drove an increase in our growth momentum. Alongside this positive performance, the firm has made significant progress in delivering Beyond - our transformational, long-term strategic vision for the future of our business. Beyond seeks to equip and position our business for continued profitable growth over the next decade, enhancing our leading position, providing best-in-class services to our clients, and creating inspiring and rewarding career paths for our people.

We recognize that we have a real opportunity to provide tangible action to deliver a more sustainable future for all of our stakeholders. With this in mind, we have developed Building a Better Tomorrow, our sustainability leadership ambition. A core component of the Beyond strategic vision, Building a Better Tomorrow is integrated into all aspects of our organization, from our growth framework, through all our services, and in our core values of teamwork, ethics, and excellence.

The built environment accounts for more than 40% of global energy consumption and for approximately one-third of the world's carbon emissions, affording JLL the opportunity to partner with our clients in addressing climate change head on. To demonstrate our commitment to a sustainable future, we have pledged to set a Science Based Target, an ambitious emissions reduction goal that is in line with climate science and the aims of the Paris Agreement. Beyond our own impacts, we work with clients to assist them in defining and reaching carbon-reduction and other environmental, social, and economic targets.

As well as setting a Science Based Target, we are also introducing ambitious goals across the other areas of our Building a Better Tomorrow program which will drive sustainability through delivering lasting value for our clients, engaging our people, and supporting the communities where we live and work. Taken as a whole, we believe that the delivery of these aims will enable JLL to contribute to a more sustainable future for all.

In order to help achieve our ambitious sustainability goals, we continue to forge and strengthen 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.

Our 2017 Global Sustainability Report shows how we are playing our full part in Building a Better Tomorrow.

Thank you for your continued interest in JLL.

Christian Ulbrich

Chief Executive Officer
June 2018

A letter from our Global Chief Corporate Responsibility Officer



*Richard Batten
Global Chief Corporate
Responsibility Officer*

Today is a proud day for us at JLL. Whilst we have been reporting our sustainability performance for the last nine years and have made great strides towards improving our impact in that time, today we are making a step change in our commitment to Building a Better Tomorrow.

Alongside the publication of this report, I am delighted to be able to tell you that JLL has successfully met all of our existing sustainability targets. In the pages of this document you can read about the ambitious new goals that will replace them. These targets will dramatically reduce our impact on the earth's resources and create value over the long term for our clients, people,

and the wider community. These targets are backed up with clear accountability and governance to ensure we achieve them.

As a leading professional services firm with operations across the world, we have the opportunity to drive change by minimizing the impact of our own and our clients' operations. In the pages of this report you will find the results of the hard work and enthusiasm of colleagues around the globe, people who are passionate about creating that change and are embedding sustainability into everything we do.

I'd like to thank the Global Sustainability Team and the members of JLL's Board of Directors and Global Executive Board

for their vision, belief and hard work in bringing us to this important point in our sustainability journey. I'd like to give special mention to Mark Ohringer, JLL's retiring General Counsel, under whose stewardship our grass roots sustainability programs were developed into the coherent global strategy and leadership ambition we have today.

Richard Batten

Global Chief Corporate Responsibility Officer
June 2018

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 goals, 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 fully 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 are most relevant to our business.

In 2017 we undertook a detailed exercise to identify the SDGs that are most material to our business. Following

guidance published by the Global Reporting Initiative, UN Global Compact, and the World Business Council for Sustainable Development (WBCSD) we mapped the value chain impacts for five of JLL's core business units: Project & Development Services, Integrated Facilities Management, Property & Asset Management, Advisory & Consulting and LaSalle. An additional value chain was created to map our corporate impacts, including business support functions and our own office occupancy strategy.

The exercise has enabled us to understand the most significant upstream and downstream impacts for each business unit and corporate activity; the objective being to identify which SDGs are most material along each stage of our value chain, and subsequently prioritize actions and interventions where we have the greatest potential to make a positive contribution (as well as mitigating any negative impacts). These will be our guiding resource for implementing action against the SDGs going forward.



The value chains were tested and refined with the input of stakeholders from across JLL to ensure they provide an accurate reflection of our business. As a result, we have confirmed the following six SDGs as most relevant to JLL:



3: Good health and wellbeing

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



5: Gender equality

Achieve gender equality and empower all women and girls.



8: Decent work and economic growth

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



11: Sustainable cities and communities

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



12: Responsible consumption & production

Ensure sustainable consumption and production patterns.



13: Climate action

Take urgent action to combat climate change and its impacts.

We are reviewing our global targets and strategy according to the findings of the value chain study to ensure that we are contributing as fully as possible to these select SDGs. In addition, we will utilise the value chain analyses to engage our core service lines on how they can have a meaningful impact in the areas most relevant to them. We will publish more detailed information on how we are taking this forward in the coming months.

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 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 seek 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 largely 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. listed 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 efforts. In addition, our governance and remuneration practices are reported primarily in the [Proxy Statement](#) for our Annual Meeting of Shareholders. In 2015, JLL published its first online Integrated Report, a copy of which can be found online at JLL.com.



NETWORK

Thinking Beyond

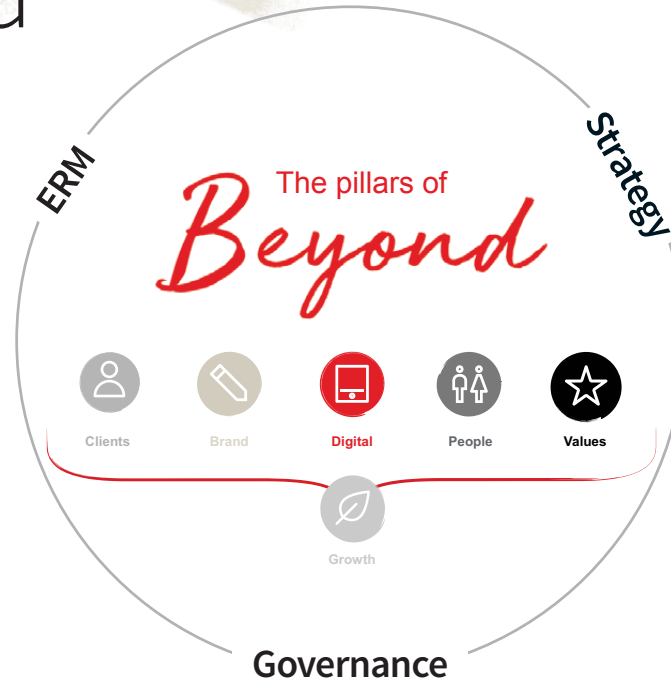
The value creation model

Inputs

- Financial resources
- Client relationships and connectivity
- Skilled and diverse people
- Intelligence, brand and IT
- Buildings and infrastructure



Mission and vision



- Client*
Relationship management and trust
- People*
High engagement and innovation
- Digital*
Technology and research
- Values*
Sustainability and ethics
- Brand*
Reputation
- Growth*
Global business model with local market knowledge



- Market, political and social stability

External environment



- Stable natural environment

Output

How we deliver and service

- Leasing
- Capital Markets
- Property Facility Management
- Project Management and Development
- Advisory and Consulting
- Investment Management



Desired outcomes

- Consistent and high shareholder return
- Long-term client relationships
- Talented employees
- Enhance intelligence, brand and IT
- New and improved real estate
- Increased employment, education and wealth distribution
- Conserving the depleting natural environment

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 ambition, 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 commitment to deploying innovative, forward thinking solutions for ourselves and our clients. We believe these are the fundamental elements to the success of Building a Better Tomorrow. In order to ensure that these efforts support JLL's wider business strategy, Building a Better Tomorrow is aligned with the firm's long-term strategic vision, Beyond. In addition, Building a Better Tomorrow and JLL's global shared values of Teamwork, Ethics and Excellence are mutually supportive.

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 10. These governance arrangements include three regional sponsors appointed by our regional heads.

Building a better tomorrow

Our sustainability leadership ambition



Building a Better Tomorrow – continued

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 90% 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.

Overseen by our three regional CEOs, the relevant country CEOs are responsible for overseeing 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.

Sustainability at LaSalle Investment Management

LaSalle Investment Management's primary objective is to deliver superior investment results for its clients; sustainability best practices are a key component to achieving this objective. LaSalle has a range of tools such as its Global Environmental, Social Responsibility, and Corporate Governance Policy, Due Diligence Guidelines, and its GreenGuide, which detail how LaSalle incorporates sustainability into its decision making process for investments. Working together with LaSalle's Sustainability Officers, fund teams and asset managers are responsible for implementing ESG best practices and reporting to clients on the sustainability programs within their funds. LaSalle believes that integrating sustainability into its operations not only enhances the performance of its client's investments, but also helps attract sophisticated investors to LaSalle's investment vehicles.

Global sustainability governance

For JLL to achieve our ambition to be 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 boardroom. 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.

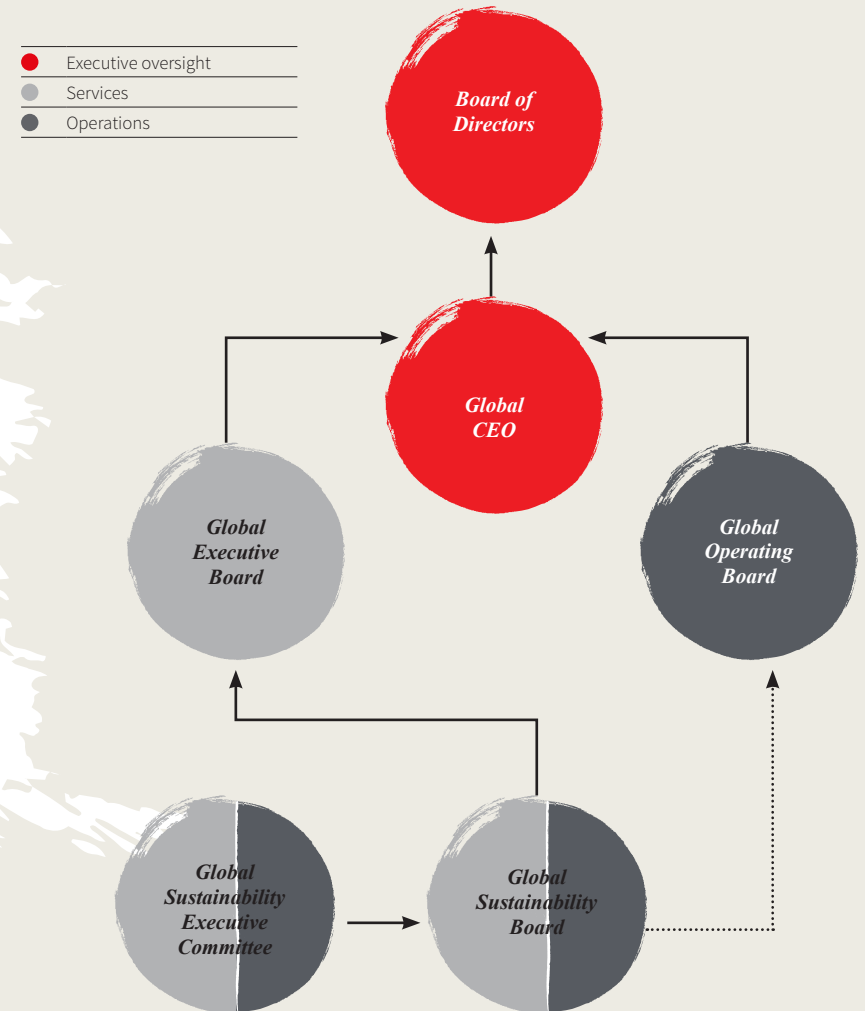
In terms of our work with clients, the Global Energy and Sustainability Services (ESS) Specialty Board (ESS Board) is responsible for developing and delivering a comprehensive suite of ESS services to our clients. The Board also oversees the management, technology and reporting systems; shared best practices and program offerings, and the deployment of consistent and measurable processes. Our global team of sustainability professionals provide ESS advisory, programs and services for

our clients around the world. The ESS Board is a subsidiary of our Global Integrated Facilities Management (IFM) Board and is comprised of regional heads of JLL's ESS teams and is led by the Head of ESS APAC.

Our efforts to address sustainability within our internal operations are overseen by the Global Sustainability Board (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 GS Board, chaired by JLL's Global 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 Global Sustainability Executive Committee, responsible for overseeing the budget and resources related to the Global Sustainability team, and the Building a Better Tomorrow strategy.

Global sustainability governance



Global sustainability governance – continued

Roles and responsibilities

In 2017, JLL's Global Sustainability team included 9.2 full time equivalent employees (FTE). Reporting into JLL's Global Chief Corporate Responsibility Officer, the Global Sustainability team is responsible for the delivery of global sustainability reporting and communications; the facilitation of the Building a Better Tomorrow strategy globally; and representing JLL in its interactions with external sustainability organizations. The team is supported by 26 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 which will only increase as we move ahead with the implementation of Building a Better Tomorrow.

JLL has a team of 274 sustainability professionals who provide industry-leading services to our clients. The majority of these professionals are from our Energy and Sustainability Services group. In 2017, our sustainability professionals worked with 630 clients to drive sustainability improvements in their portfolios. Through Building a Better Tomorrow, we are growing our efforts to embed sustainability into JLL's core real estate services.

Sustainability governance at LaSalle Investment Management

As one of the world's leading real estate investment managers, LaSalle recognizes that real estate has a significant impact on the environment and seeks to play a meaningful role in addressing ESG in real estate – in conjunction with delivering superior investment results for its clients. With this goal in mind, LaSalle has a Global Sustainability Committee (GSC) that is led by the LaSalle's dedicated Global Sustainability Officer, Eric Duchon, and chaired by the LaSalle's Global CEO, Jeff Jacobson. The GSC is comprised of Energy & Sustainability Taskforces in the Americas, Asia, Europe, and for LaSalle Real Estate Securities, which are each led by LaSalle's Sustainability Officers. The GSC consists of over 45 LaSalle professionals across business functions from around the world. The GSC has developed and implemented a formal Environmental, Social Responsibility, and Corporate Governance policy for LaSalle. Broadly speaking, the goal of LaSalle's ESG Policy is to:

- reduce the environmental impacts of its business operations;
- reduce the environmental impacts of its investment properties, monitor the effects of climate change on those properties and improve performance;
- deliver the best solutions to its clients through meeting and/or exceeding the

requirements of environmental laws and regulations;

- drive thought leadership and innovation on sustainable property investments; and
- collaborate with clients, tenants, property managers and other service providers to ensure the best sustainable solution to the management of properties while maximizing investment performance.

LaSalle's approach is consistent with its belief that LaSalle is more effective in developing top quality sustainability practices by formulating policy and setting priorities at the global and regional levels and integrating sustainability into the practices of all of fund level personnel. LaSalle's goal is to drive sustainability as an integral component of its asset management activities on behalf of its clients.

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dedicated sustainability
professionals



Targets, materiality, and stakeholder engagement

Targets form a key part of credible sustainability strategies and offer a number of benefits. They provide clear and measurable objectives for an organization to rally around, helping to ensure that there is a clear understanding of the direction the organization. To ensure that JLL's sustainability strategy and targets hone in on the key impacts of our business and what matters most to our stakeholders, we engage in a regular assessment of our material issues.

Setting new sustainability targets for our business

Having exceeded our existing targets at the end of 2017, we now have an opportunity to make a step change in our commitment to sustainability by setting ambitious new goals for JLL. These goals cover all four Pillars of Building a Better Tomorrow.



Our new sustainability targets



Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020.



Each J8 country to improve gender balance of leadership population by 2021.

Identify challenges and provide targeted solutions to the attrition and development of employees, in particular those with up to 3 years' service (2018/19)



Set a Science Based Target for JLL's global Scope 1 and 2 emissions, and an accompanying Scope 3 target.

Interim carbon reduction goals:

- Reduce building-related GHG emissions per corporate office employee by 2% p.a. from 2017 to 2019
- Reduce building-related energy consumption per corporate office employee by 2% p.a. from 2017 to 2019

100% of JLL office space larger than 10,000ft² to have a sustainability certification by 2030.

Based on the average employee Lost Time Injury Frequency Rate (LTIFR) of the two prior performance periods, achieve by 2020 a LTIFR reduction of 10%.

Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety

Sustainable procurement framework to be adopted globally by 2020



Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020.

Targets, materiality, and stakeholder engagement – continued

Our material issues

We recognize that stakeholder engagement is a key success factor for our sustainability program. Without ensuring that we are addressing those issues which materially affect our clients, investors, employees, and communities, we are limiting our ability to drive positive and transformational change through our organization - and more widely. For this reason, JLL has undertaken three prior reviews to identify our most material sustainability considerations. The details of these reviews are covered in our previous Global Sustainability Reports, available on JLL.com.

In 2017, we undertook an additional materiality assessment to ensure that we are addressing the most significant sustainability impacts through Building a Better Tomorrow, the outline of which is shown in the graphic below. This was designed to refine, complement, and build on the findings of our previous materiality assessments.

JLL's Global Sustainability team based the materiality process on the globally accepted sustainability framework, Accountability's AA1000 Principles Standard and aligned it to the Global Reporting Initiative framework and other best-practice standards,

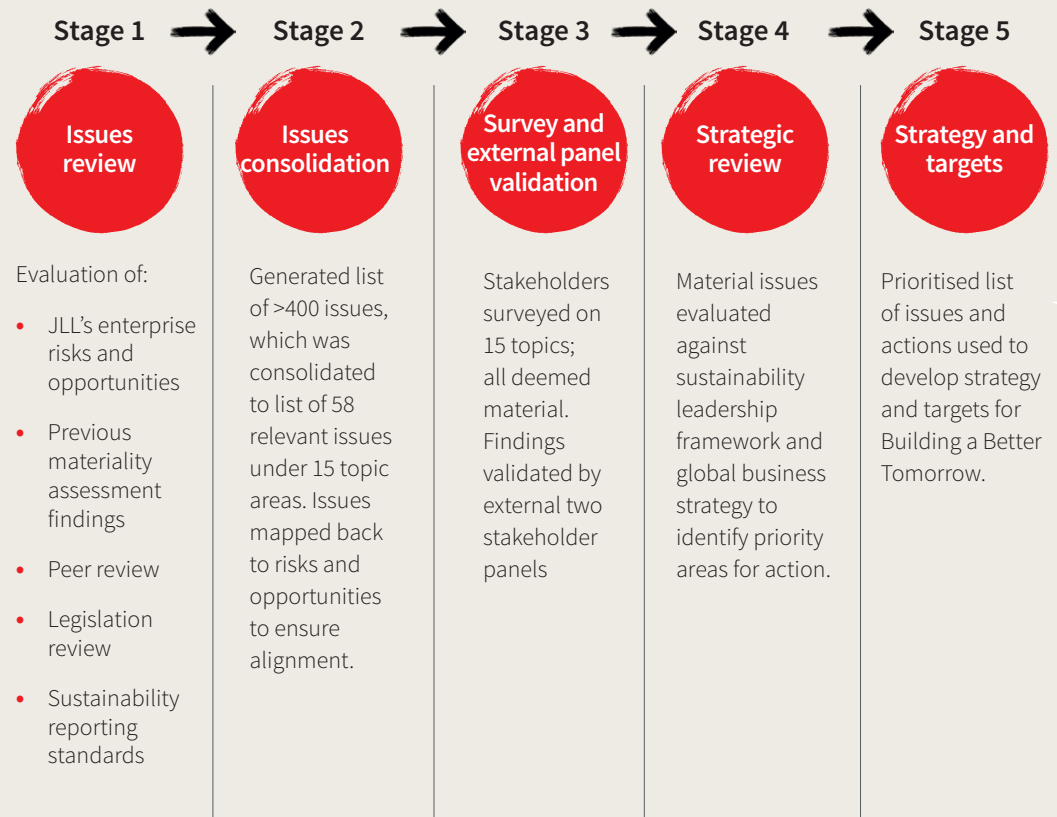
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including CDP, the Dow Jones Sustainability Index (DJSI), and the Sustainability Accounting Standards Board (SASB).

The materiality process began with an initial 'long list' of potential items that considered a range of sustainability issues based on:

- JLL's enterprise risks identified through the firm's Enterprise Risk Management (ERM) program;
- risks and opportunities identified through the firm's Integrated Reporting (IR) process;
- previous materiality assessment findings;
- a review of three industry peers and large multinational organizations;
- existing information from external stakeholders, e.g. customer feedback, NGO discussions, legislative changes;
- input and expertise of internal stakeholders; and
- sustainability reporting standards and guidance noted above, as well as real estate industry sector guide, FTSE4Good, and the UN Sustainable Development Goals.

Materiality process summary



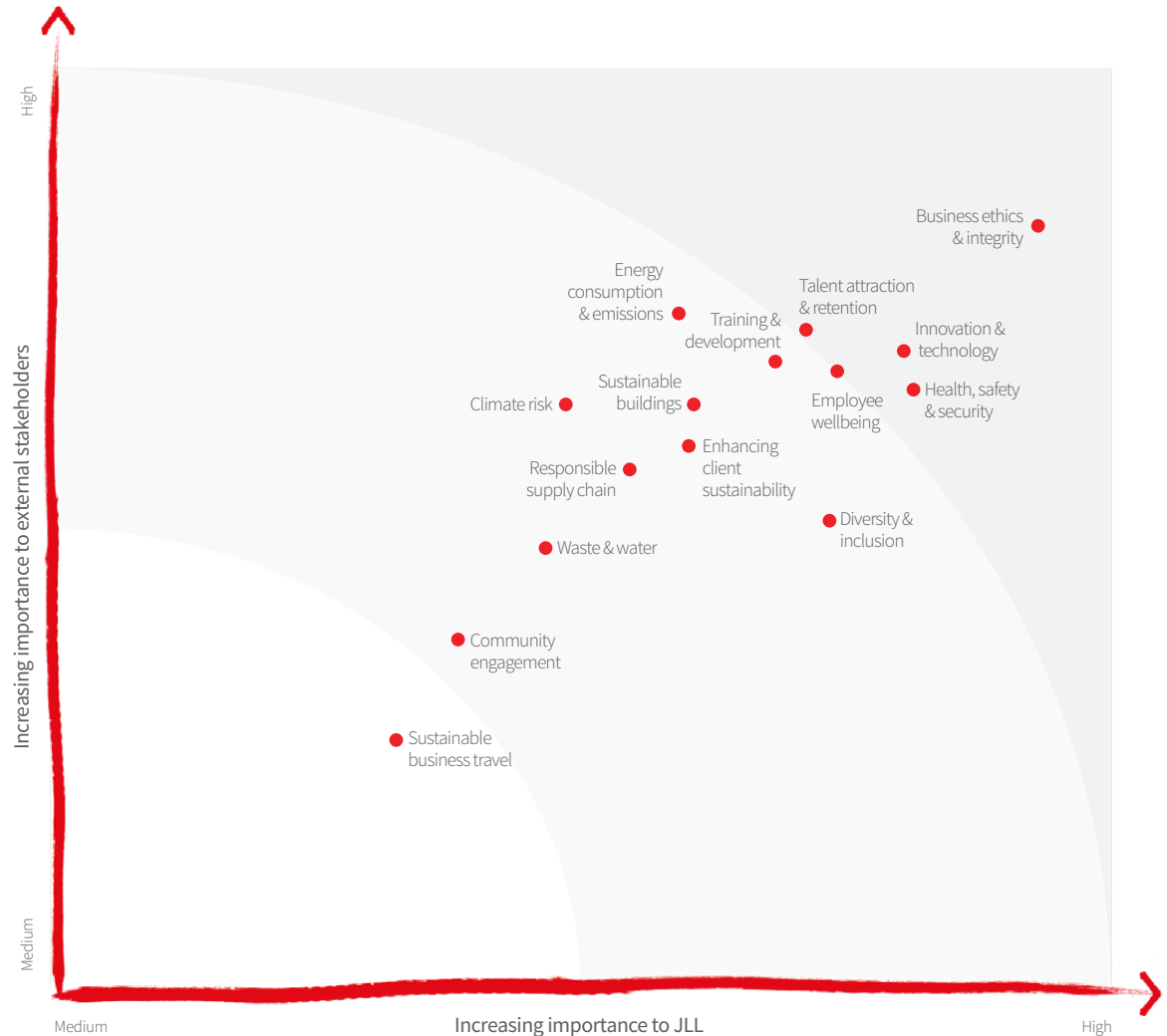
Targets, materiality, and stakeholder engagement – continued

An initial list of over 400 sustainability issues were identified through this process. A primary review by JLL's sustainability team ranked those issues in terms of their relevance and importance. This process helped narrow the scope to topics relevant to JLL's core business and stakeholders. A secondary review which included further consolidation, grouping, and alignment to enterprise risks and opportunities, reduced the list to 58 relevant issues which were grouped into 15 material topic areas. These areas subsequently formed the basis for survey questions sent to internal and external stakeholders.

In total we received 195 responses to the survey from stakeholders in 22 different countries. Around 80% of the responses were provided by JLL employees with the remainder coming from a variety of external stakeholder groups such as clients, investors, suppliers, and NGOs. To balance the disparity between internal and external survey respondents, the results were reviewed by a panel of external stakeholders convened by Ceres, a sustainability non-profit organization working with investors and businesses to build leadership and drive a low carbon economy. This process showed that all 15 issues under consideration were

deemed to be material to JLL's business. The ranked list of issues and JLL's approach to each of them is shown in the matrix and table below.

An evaluation of the resulting material issues was undertaken to inform the continued development of our sustainability strategy and targets. This involved checking against Boston College's Center for Corporate Citizenship's (BCCCC) paper [Stages of Corporate Citizenship: A Developmental Framework](#) to compare our current state against our future ambition. They were also checked against JLL's global business strategy and other corporate priorities in order to identify priority areas for action over the short, medium and long term, and to inform our target setting process.



Targets, materiality, and stakeholder engagement – continued

Rank	Our material issues	Our approach	GRI material topic	More info
1	Business ethics and integrity	Maintain our commitment to ethics through our Ethics Everywhere program, supported by a network of Ethics Officers, and legal, ethics and compliance training programs. We aim to continue to be one of the World's Most Ethical Companies.	Anti-corruption (GRI-205)	Page 18
2	Innovation and technology	Drive innovation throughout everything we do; ensure that we are utilizing technology and innovative solutions to deliver the BaBT program objectives. Focus on strengthening this latter component in 2018/19.	N/A	Page 21
3	Health, safety and security	Ensure consistency of management approach worldwide; improve data quality and coverage to enable us to set global, performance-based targets.	Occupational health and safety (GRI-403)	Page 39, 40
4	Talent attraction and retention	Create a globally-aligned approach to talent process management through partnership of Talent across regions; utilize modern, fresh technology platforms to deliver a global recruiting and onboarding experience that will attract, engage and inspire employees	Training and education (GRI-404)	Page 31-36
5	Employee wellbeing	Reinforce our commitment to employee wellbeing globally through local HR programs and the establishment of Champions Networks with an aim to set targets on this issue in the future.	N/A	Page 36
6	Training and development	Create exciting employee growth and development opportunities, and continue to drive current successful programs on global platforms, like MyDevelopment.	Training and education (GRI-404)	Page 35
7	Energy consumption and emissions	Reduce our energy consumption and carbon footprint in line with climate science across the full scope of our operations (from 2020). Focus on data preparation, SBT implementation planning, and delivery of an office energy pilot program in 2018-2019.	Energy (GRI-302) Emissions (GRI-305)	Page 41
8	Sustainable buildings	Apply the highest standards of sustainability and well-being in our own offices around the world; in larger offices, via achieving external certifications e.g. LEED, WELL.	Marketing and labelling (GRI-417)	Page 43
9	Diversity and inclusion	Continue to drive inspiring initiatives in countries through the leadership of D&I teams in each region.	Diversity and equal opportunity (GRI-405)	Page 33
10	Enhancing client sustainability through our services	Raise baseline knowledge of sustainability, BaBT program, and JLL competencies and offerings; increase cross-selling of sustainability with other services. Improve quality and coverage of client impact data in the aim of setting collaborative targets with clients in the future.	Training and education (GRI-404)	Page 24
11	Climate Risk	Reduce our energy consumption and carbon footprint in line with climate science across the full scope of our operations (from 2020). Aim to strengthen our approach to resiliency/adaptation going forward.	N/A	Page 17
12	Responsible supply chain	Ensure consistency of approach to sustainable procurement process and ambitions around the world, while allowing for regional targets/priorities.	Procurement practices (GRI-204) Supplier environmental assessment (GRI-308) Human rights assessment (GRI-412)	Page 28, 44, 49
13	Waste and water	Improve our data collection on waste and water within our own operations, and identify opportunities to have a measurable impact in this area going forward, for ourselves and for our clients. Consider setting targets in this space in the future.	Water (GRI-303) Effluent and waste (GRI-306)	Page 42
14	Community engagement	Establish consistent opportunity for employees globally to spend their time volunteering; Establish governance for Communities efforts locally and globally; Move towards a more unified impact-focused approach to community engagement globally in the longer term.	Local communities (GRI-413)	Page 48
15	Sustainable business travel	Implement policies and practices to reduce business travel in line with SBT requirements.	Energy (GRI-302) Emissions (GRI-305)	Page 42

Targets, materiality, and stakeholder engagement – continued

Engaging with our stakeholders

The success of our business depends on the quality of the relationships we forge inside and outside our organization. We strive to maintain our reputation as a company that is trusted and relied upon by our stakeholders. 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, depicting the nature of our relationships and those we engage with as a priority (shown in red).

We use a number of approaches to ensure our sustainability strategy is meeting our priority stakeholders' needs. Our affiliations with Ceres, CDP, local Green Building Councils and other sustainability organizations are a critical part of engaging with our stakeholders. Specific detail on our stakeholder engagement activities can be found in the [Annex C](#) of 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;
- initiated a program to organize and enhance our health and safety activities that had been largely decentralized; and
- enhanced governance by revising membership of the Global Sustainability Board and creating the Global Sustainability Executive Committee and subsidiary Boards.

In June 2017 and February 2018, JLL engaged Ceres to facilitate a stakeholder review of our proposed goals with panels consisting of JLL clients, shareholders, academics, and non-profit organizations. The panel provided detailed feedback on the process, scope, and ambition of JLL's proposed new global goals for sustainability. As a result of these reviews and other input, JLL revisited and revised a number of our goals, most significantly those associated with our Workplaces Pillar.

More broadly, stakeholders are able to engage JLL directly via

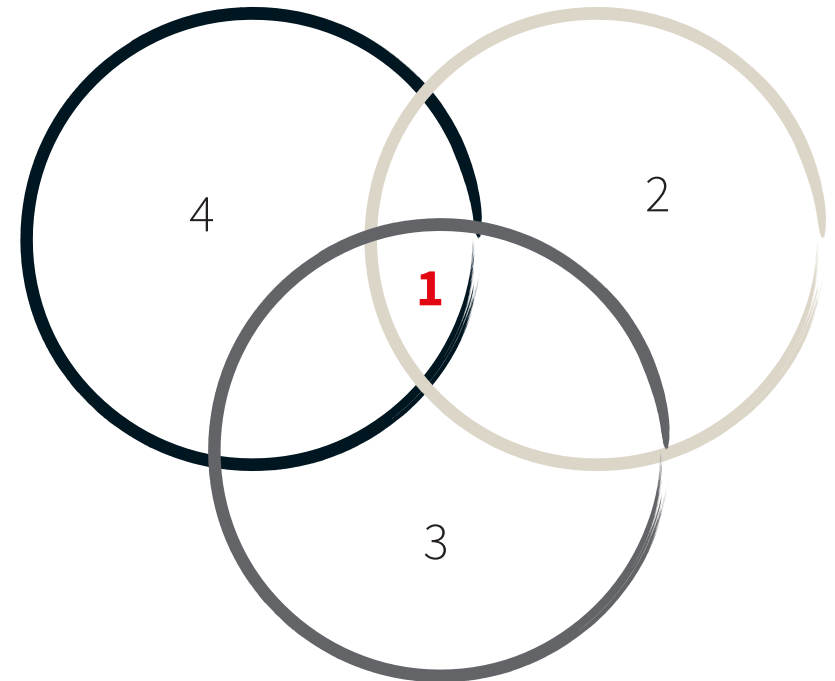
the contact information provided on [JLL.com](#). For matters relating specifically to JLL's sustainability performance, please refer to the [Contacts](#) page of this report.

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.

Climate risk was identified as a material issue for JLL in our most recent materiality assessment. We will be working through the company's enterprise risk management process to ensure that this important issue is being handled as robustly as possible. Further information on this area will be provided in our future sustainability reporting outputs.

Stakeholder engagement



1 Employees, clients, shareholders, and our Board of Directors

3 Financial analysts, regulators (i.e. SEC), governments

2 Suppliers and partners (including NGOs)

4 Communities, our clients' clients

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 delivering smart, forward-thinking and value-enhancing solutions for our clients and for ourselves. These Foundations are supported by our commitment to JLL's global shared values that underscore our commitment to clients and to each other, providing 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 four percentage points on an annual basis over a ten-year period.

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 11th year in a row. We also received Ethics Inside re-certification from the NYSE Governance Council in 2017 and Corporate Responsibility Magazine placed us as #56 on its list of Best Corporate Citizens.

Ethical behavior is a core responsibility of each and every JLL employee and is one of JLL's

three values. 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 2017, more than 9,000 of our employees undertook in-person training at more than 200 different sessions relating to legal, ethics, or compliance matters. In 2017, we conducted 884 investigations of potential violations of our Code of Business Ethics, equivalent to 10.8 investigations per 1,000 employees. Of these investigations, 63% resulted in action being taken, ranging from additional training to termination of employment.

Our Foundations for Building a Better Tomorrow – 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 programs in which we are involved. Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and has made a commitment to report on the progress toward the six principles of the PRI. In its most recent PRI Assessment Report in 2017, LaSalle was awarded strong scores across the board, including an “A+” in Strategy & Governance.

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

Providing thought leadership

JLL has earned a reputation for progressive thinking through extensive investments in research and thought leadership. Throughout 2017, we produced 90 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](#), 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 65 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 (GRESB), 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 for Building a Better Tomorrow – continued

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. JLL is a signatory of the UNGC's Women's Empowerment Principles and is closely monitoring our contributions toward the Sustainable Development Goals, as set out on page 5.

WE SUPPORT



Flood Risk Management for Commercial Real Estate

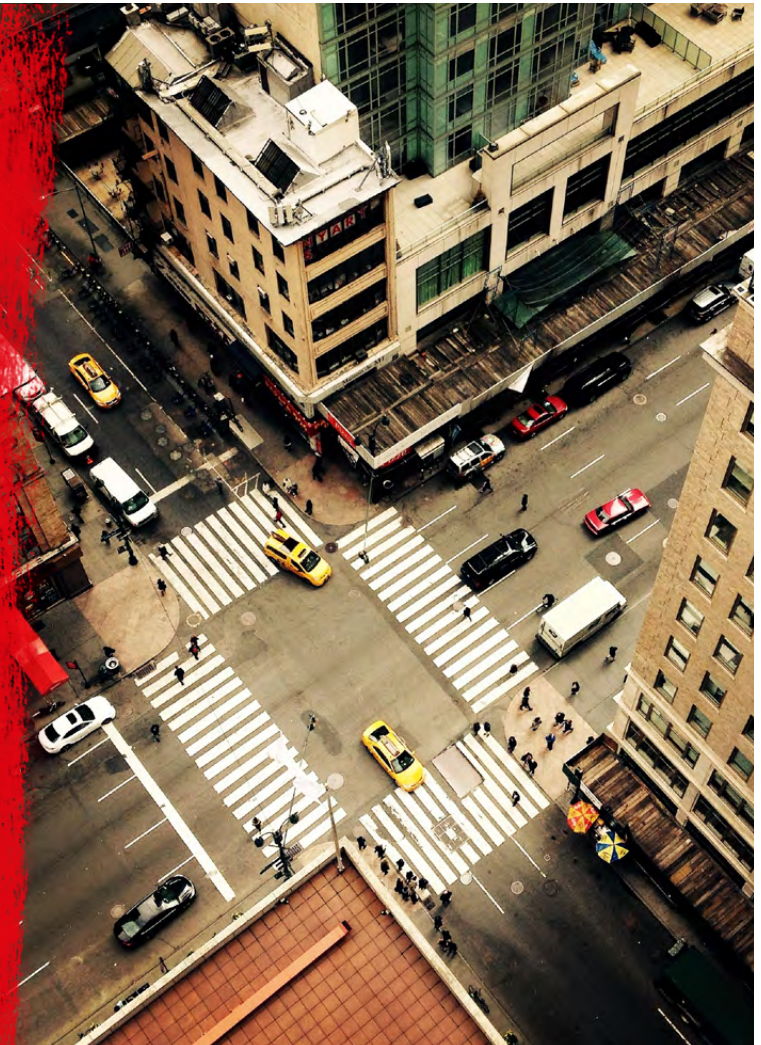
Since the 1970s insured losses from weather-related catastrophes such as floods and storms have increased 14 times, growing from an average annual loss in the 1970s of three billion dollars per year to 44 billion dollars per year in the first five years of the current decade. One can expect these costs to rise in the future if climate change continues unabated.

Franz Jenowein, Director, Global Sustainability Research, participated in a yearlong initiative led by the World Economic Forum on the future of construction to shed light on sustainability challenges. His contribution culminated in an essay entitled "Flood Risk Management for Commercial Real Estate". The essay has been published in [Shaping the Future of Construction - Insights](#)

[to Redesign the Industry](#), a WEF whitepaper, and Future of Construction, an online platform for the infrastructure and urban development industries.

In his essay Jenowein outlines key steps for managing building-related flood risks, which include establishing a flood threat profile for real estate assets, evaluating mitigation features and procedures, analyzing written plans for emergency protocols, evaluating readiness to activate plans and assessing rapid recovery procedures to ensure a return to "business as usual".

Through contributions such as Jenowein's, we can help our clients and ourselves better understand flood risk management best practices.



Our Foundations for Building a Better Tomorrow – continued

Innovation and technology

We strive to deliver smart, forward-thinking and value-enhancing solutions at every opportunity—both for our clients and within our own walls. We constantly assess strategic opportunities to strengthen our capabilities and keep our innovative, competitive edge. More than 90% of JLL's profits are invested back into the business. Investments in the latest data and technology tools specifically allow our people to mine the depths of our intellectual property to help clients maximize the value of their real estate. With this in mind, our commitment to technology and innovation forms one of the six Pillars of Beyond, our long-term strategic vision.

At JLL, employees are encouraged to chase big ideas, knowing that their creativity is supported, their vision is valued, and their drive never goes unnoticed. The Da Vinci Awards were created in 2003 to honor the game changers and the visionaries within our business. Each year, out of hundreds of submissions, we select six to eight gold winners who have the opportunity to

pitch their ideas to our executive judging panel with the chance to win a cash prize and the opportunity to scale their ideas around the world. Since 2003, JLL can attribute more than \$800 million in direct revenue to Da Vinci award-winning ideas. Da Vinci solutions also currently produce \$200 million annually in client savings.

In 2011, we instituted a formal Innovation and Product Development (IPD) platform that combines dedicated resources, proprietary idea-collaboration technology and a simplified process to surface and nurture innovative ideas. Our two-pronged IPD strategy focuses first on creating a culture of innovation, and second on value creation through product development. Through this program, we've delivered more than \$150 million in cost savings, and an average 20% productivity improvement across our client base.



Our Foundations for Building a Better Tomorrow – continued

Influencing boards to drive sustainability



Paul Greven
Chief Counsel, JLL Canada

Historically the role of General Counsel has been to act as a company's first line of defense on legal matters. Once considered "process reviewers" charged with overseeing an organization's compliance, General Counsel were expected to solve legal problems and to mitigate risk through their knowledge of industry rules and regulations.

However, in recent years the role has evolved. General Counsels are now regarded as strategic members of an organization's executive team with a high level of visibility both inside and outside of the business. Now more than ever General Counsel are expected to safeguard a company's reputation and integrity through their ability to influence positive change.

To help in-house lawyers from other organizations enact similar change, we have partnered with the Global Compact Network Canada (GCNC), the Canadian Chapter of the United Nations Global Compact, to release [JLL's Guide for General Counsel](#) outlining how to influence an organization's Board of Directors to drive sustainability.

The guide is designed to serve as a tool for in-house counsel. It provides helpful ideas and practical suggestions for bringing about change in organizations, regardless of their geographical location.

Paul Greven, Chief Counsel, JLL Canada, believes General Counsel are uniquely positioned to take a leading role in implementing corporate sustainability initiatives. "Based on the research and peer reviews conducted for the guide, it is widely agreed that one of the key areas in which lawyers should focus is on interactions and influence over their organization's Board of Directors. I have observed that raising awareness, particularly with the Boards of Directors, is a crucial avenue for setting the course of corporate social responsibility and ethical actions within a company."

At JLL we recognize that our Building a Better Tomorrow initiative is not possible without strong leadership from the top. Our lawyers have taken an active role in championing sustainability and have helped shift the focus of our business away from short-term gains to long-term successes.

JLL's Guide for General Counsel provides in-house lawyers with suggestions for how to get started and stay motivated as they guide their organizations through the adoption of sustainability initiatives. The guide is also designed to be beneficial for the Board of Directors, Senior Executives and upper management.

Leonardo Occhiuzzi, Senior Designer, National Marketing, JLL Canada, was instrumental in designing the guide. "We wanted to ensure the guide was clear, engaging and relevant to anyone who is interested in driving sustainability in their organization."

Thanks to the work of many, JLL's Guide for General Counsel provides an accessible tool with ideas and practical suggestions for facilitating change to create long-term value.

Generating lasting value for our Clients

Clients

The 4.6 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 improve energy efficiency, societal impacts, and costs.

\$82m

Estimated 2017 US client project savings through energy efficiency
2016: \$59m | 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, as we seek to maximize the positive impact we can have in the world. This helps our clients to own, occupy, invest in and develop healthier and more productive places. 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, 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. 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 2017, we assisted our clients in achieving a total of 225 green building certifications, helping to provide healthy, efficient, and productive workplaces for their occupants. 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.

Over the past 12 months JLL UK has spoken to some of our leading clients, industry bodies and other key stakeholders about how real estate companies need to adapt their business models in response to seven environmental and socio-economic trends that are set to shape the sector over the next twenty years (please see our [Transforming Real Estate website](#) for more details). Our report [The](#)

[Transformation Framework](#) provides leadership teams with a tool to help manage risks, build resilience and capitalize on new opportunities for growth and long-term value creation in a fast changing world.



Generating lasting value for our Clients – continued

Driving excellence in client buildings

Thanks to the work of our staff at JLL, a leading global wholesale insurance provider has achieved LEED Gold certification at their 1301 Avenue of the Americas office in New York under the LEEDv4 rating system. This is a significant achievement as LEEDv4 requires enhanced technical stringency from previous versions of the rating system. The new rating system places greater emphasis on building materials, water and energy efficiency, human experience, and occupant comfort. The changes represent the next era for the built environment in which we are collectively scaling up and demanding more from the places we live and work.

Our staff worked with the client to ensure the workspace met the highest standards of sustainability. Low-flow water fixtures

were utilized in restrooms and pantries, resulting in a more than 40% reduction in water consumption. Outdoor airflow monitors and CO₂ sensors were installed in all densely occupied spaces to maintain optimal indoor air quality. An energy model, created by the client and JLL, was used to reduce energy consumption by more than 18% from the recognized industry baseline. Materials with high recycled content or low emission standards were used in the workspace whenever possible. Additionally, during renovation more than 80% of waste was diverted from landfills. Numerous other sustainability initiatives were implemented throughout the office, creating a healthy, highly efficient, and cost-saving green workspace.



Client green building certifications in 2017

LEED 117

Green Star 75

BREEAM 10

Green Mark 21

WELL 2

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 2017, we helped deliver estimated energy savings of 757 million kWh (approximately 358,000 metric tons of CO₂),

for our U.S. clients alone. This equates to an estimated cost savings of \$82 million. This reduction in Carbon emissions is roughly equivalent to removing 77,000 passenger vehicles from the road for a year.

Advising clients on renewable energy

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

In 2017, JLL provided advice on renewable

energy projects (those projects which were either installed or had received planning consent) that are estimated to have averted more than 450,000 metric tons of CO₂e. Furthermore, 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 more than 750,000 additional metric tons of CO₂e.

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 195,000 buildings included on these platforms.

Client renewable energy projects 2017			
	Installed or consented ³	Planning & feasibility	TOTAL
Capacity (MW)	674	970	1,644
Estimated averted emissions (metric tons of CO ₂ e)	451,553	758,579	1,210,132

3. Those that received planning consent.

195,000

buildings with information held on our technology platforms

1,200,000

metric tons of CO₂e potentially averted through renewable energy advice

Generating lasting value for our Clients – continued

Forward thinking energy storage solutions

The use of renewable energy is increasing at a worldwide level, with a sizeable proportion being intermittent generation in the form of wind energy and solar power. This is resulting in an increasing need for grid scale balancing services, which help manage energy security issues arising from peaks and troughs in power generation.

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In the United Kingdom, JLL represents electricity grid network providers, developers and investors in renewable energy and storage technologies.

Our Planning and Development and Energy and Infrastructure teams have advised clients on over 500 Megawatts of battery storage assets over the last twenty-four months, the majority of which have been at the grid scale. In 2017, we secured planning permission for the development and operation of a 49.95-Megawatt battery storage facility in Fife for a global client, as well as a 49.95-Megawatt installation for a solar energy company based in London. JLL managed the public consultation, pre-application consultation, planning application process and environmental assessment work streams for our clients. Both projects are currently going through a process of commercial due diligence in order to determine a route to market with expected build out dates in 2020.



Generating lasting value for our Clients – continued



LaSalle Sustainable Property Investing

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. We believe these factors should be considered when evaluating real estate securities, real estate-related investments, and managing real estate assets.

One of the five guiding principles in LaSalle's ESG Policy is to reduce the environmental impact, monitor the effects of climate change on clients' properties, and improve performance. One way in which it does this is through participation in voluntary industry initiatives, such as the Urban Land Institute's Greenprint Center for Building Performance (Greenprint) and the Global Real Estate Sustainability Benchmark (GRESB). Greenprint is 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 2017, LaSalle submitted all assets under operational control in the Americas, Asia, and Europe to Greenprint for benchmarking and tracking.

LaSalle submitted \$9.78 billion in assets under management (AUM) to the Global Real Estate Sustainability Benchmark (GRESB) in 2017. GRESB is an industry-driven organization committed to assessing the sustainability performance of real estate portfolios (public, private and direct) around the globe. Survey results for LaSalle's submissions provide existing and potential investors with ESG performance information. In 2017, LaSalle achieved 8 Green Stars; LaSalle is committed to continuously improving its performance.

Procuring sustainably for our clients

JLL has an extensive supply chain which supports a significant amount of procurement on behalf of clients: JLL manages 4.6 billion square feet of space for clients worldwide and has a total third-party spend of more than \$30 billion. We therefore have a significant opportunity to deliver sustainable outcomes across our substantial, diverse supply chain which will help us manage risks, create sustainable products and services, build a culture of responsibility, and leverage knowledge to drive improvements.

We are committed to engaging suppliers that do not place

our brand, reputation or client relationship at risk or cause us to be in violation of any applicable laws, rules or regulations. Our global standards for suppliers are set out in our [Vendor Code of Conduct](#), which aims to improve supplier compliance, promote greater transparency, and create growth backed by sustainable practices.

Our clients also require that purchases conducted on their behalf are made with integrity and in full compliance with the laws and regulations that govern our business activities. In addition, many of our clients in the electronic industry have adopted the Responsible Business Alliance (formerly the Electronic Industry Citizenship Coalition) Code, which establishes standards to ensure that working conditions in the electronics industry supply chain are safe, that workers are treated with respect and dignity and that business operations are environmentally responsible and conducted ethically. Similar standards are applied to their first tier service providers. We adopted the RBA Code in 2012 and regularly engage with our clients and RBA to demonstrate our compliance with the Code.

Generating lasting value for our Clients – continued

Addressing risk in our supply chain

Our global internal audit, legal and compliance, and procurement functions continuously strive to improve our approach to supply chain risk and compliance. We have received Ethisphere® Institute’s Ethics Inside Certification for 2017 and 2018 on the basis of our ethics and compliance program, corporate citizenship and responsibility initiatives, and governance systems including our policy document for our supply chain.

JLL has established a global vendor risk management, ethics, and compliance (RMEC) program, which seeks to identify and decrease potential business and sustainability risks and legal liabilities when engaging suppliers both for ourselves and our clients. Adopting a risk-based approach, the RMEC program assesses suppliers and creates a risk profile based on multiple key risk indicators including service scope, geography, government connections, access to data and secure areas and projected spend, and directs enhanced level of due diligence and rigor towards high-risk and high-impact suppliers. Our suppliers are also routinely screened against multiple databases for sanctions,

money-laundering and regulatory violations prior to engagement for any provision of goods or services. We are also developing a comprehensive Governance, Escalation and Audit program to provide for greater internal controls through a combination of processes, accountability and monitoring of our supply chain.

While we directly engage with suppliers to assess risk, we also partner with third party risk management providers to collect and validate data on some of our high-risk suppliers’ ethical behavior, labor practices including modern slavery, and health, safety and environmental practices in order to make informed decisions about them. In 2017 we ran a pilot of key suppliers through EcoVadis, an independent third party agency that evaluates companies’ corporate social responsibility initiatives against a set of sustainability criteria. We also use Avetta, a supply chain risk management platform that assists with prequalification of contractors and suppliers. In addition, JLL’s 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.

As part of the RMEC program, we offer comprehensive training to our employees on [JLL’s Code of Business Ethics](#) which includes principles of sustainability relevant to us and our supply chain. In 2017, we ran ethics and compliance workshops for our dedicated supply chain management employees across all three regions. We also conduct ethics and compliance training workshops for our vendors in key risk markets. We are currently developing a formal training program for creating awareness on ethics, compliance and corporate social responsibility. JLL encourages transparency and reporting of issues by suppliers and maintains a global ethics helpline as well as a website to facilitate anonymous reporting by third parties. We have a non-retaliation policy for reporting of issues or incidents in good faith.



Case study

Extending sustainability services to our MENA clients



*Chris Aird
Associate, Project &
Development Services, JLL Dubai*

Now more than ever sustainability is a top priority for many organizations. Businesses are seeking to reduce their environmental and energy footprints, while ensuring real estate costs remain low. To help our clients achieve their goals, we offer cutting edge Energy and Sustainability Services (ESS) in many regions around the world.

In 2017 we instituted an ESS program in the United Arab Emirates to facilitate further sustainability adoption in the region. We provide guidance to our clients on corporate sustainability strategy and sustainability reporting and communications. Our services include employee management and training, direction on responsible property investment strategy, assistance with reporting and assurance and more. Additionally, we help deliver sustainable real estate offerings to our clients through LEED gap analysis and certification, socio-economic impact assessments, and other customized sustainability programs. Through these efforts we aim to achieve green building certifications for our interested clients in the MENA region.



*David Pine-Coffin
National Director, Property and
Asset Management, JLL Dubai*

Chris Aird, Associate, Project & Development Services, JLL Dubai, suggests ESS offerings are essential to remain competitive in the EMEA market. “Our efforts working with environmentally conscious clients can help businesses achieve their sustainability goals. We are helping organizations transform their workplace objectives into action, which increases JLL’s business proposition in the region.”



*Tania Toma
Associate Director, Strategic
Consulting, JLL Dubai*

Our team in the United Arab Emirates has made substantial progress in implementing ESS by

engaging internal and external stakeholders. In conjunction with the local leasing department, our team has reached out to key landlords in Dubai to engage with them on the importance and value of ESS. The team has issued fee proposals for LEED assessments, energy audits, LEED gap analysis, and masterplan sustainability reviews and recommendations. Furthermore, our team has educated more than 40 staff members on ESS topics that can be applied to a variety of business lines throughout JLL.

David Pine-Coffin, National Director, Property and Asset Management, JLL Dubai, believes the region’s heavy dependence on fossil fuels can be partially offset by the implementation of ESS in workspaces and other commercial buildings. “As the built environment accounts for more than 40% of global energy consumption, Energy and Sustainability Services are necessary to reduce the impacts of climate change and to liaise with regional business owners about the importance of being environmentally conscientious.”

Our ESS team in the United Arab Emirates has implemented the program on top of their usual workloads, as they feel there is a void of real estate sustainability services offered in the region.

Tania Toma, Associate Director, Strategic Consulting, JLL Dubai, is proud of the progress her team has achieved but would like to expand the scope of services offered in the region. “In the next twelve months we would like to build out the current ESS platform, reach out to more client companies, issue further fee proposals for services offered and secure key wins in the

sustainability sector. We are excited for things to come.”

Beyond the implementation of ESS in the United Arab Emirates, our MENA Sustainability Services team released their [2017 Sustainability Report](#). The report outlines successes for the year and features examples of work being conducted in the region. In 2017 our MENA team supported a key client in delivering their sustainability strategy, helped develop and implement an energy reduction program in Ubora Tower in Dubai, held a client briefing event on best practice opportunities for improvements and new sustainability initiatives, was shortlisted for the Gulf Sustainability Awards - Best Sustainability Educational Program, and more. Work being done in the four Pillars of Building a Better Tomorrow is also highlighted throughout the report. Additionally, the report features the team’s action plan and the roadmap ahead for 2018.

“The region’s heavy dependence on fossil fuels can be partially offset by the implementation of ESS in workspaces and other commercial buildings.”

David Pine-Coffin
National Director, Property and
Asset Management, JLL Dubai

Engaging our

People

Our shared values of teamwork, ethics, and excellence are at the heart of everything we do. We promise to help our people achieve their ambitions by enabling them to explore new opportunities, build expertise, create long-term careers, work with talented people, and succeed through inclusion.

\$18.8m

spent on training staff in 2017



Engaging our people

Achieve your ambitions

In April 2017, we announced our employee value proposition – our promise to our people and candidates to help them achieve their ambitions.

We've since launched many initiatives that bring our employee value proposition to life – including initiatives in recruiting, onboarding, career development, and performance management.

We also wanted to know if our employees connected with this promise. We ran a campaign last summer to find out what employees themselves had to say about how JLL helps them achieve their ambitions. The results were inspiring, with employees from across the world sharing their unique and innovative stories. We look forward to sharing even more inspiring stories in 2018 about how we support the success of our people.

We continue to reinforce our three goal categories (clients, growth and people) that:

- align our people's efforts with firm-wide strategy throughout all levels of the organization;
- simplify and streamline the goal-setting process for all our people; and
- build focus and attention on our priorities by cascading manager goals to team members.

As outlined in the following sections, we've worked this year to ensure these goal categories are infused into all aspects of employee life, from performance management and reward to diversity and inclusion strategies.



Achieve *your* ambitions

Engaging our people – continued

Our culture of diversity and inclusion

Diversity is a strategic imperative for the way we do business. In 2017, we compiled a newsletter of diversity and inclusion progress around the world, which we launched at our senior leader's conference. Stories included:

- JLL employees in Sweden partnered with a social enterprise called Mitt Liv that works for an inclusive society and a value-added labor market.
- In Ireland, JLL fostered a partnership with the Junior Achievement Program, a nonprofit organization encouraging young people in education to prepare for the world of work.
- In Asia Pacific, JLL hosted a Diversity Week featuring talks, exercises, communications and celebrations of the diversity that powers JLL in various countries.
- JLL's Australian employees joined forces with the Property Council of Australia on two industry wide initiatives aimed at creating a more even gender balance across real estate.

- In the U.S., JLL is partnering with Wounded Warrior Project (WWP) to help manage its portfolio of 16 offices. JLL was also named to the 50 Out Front: Best Places to Work for Women and Diverse Managers in the U.S.

- LaSalle Investment Management hosted their first women's networking cocktail reception for almost 50 female professionals

The newsletter also featured a snapshot view of the regional strategies to drive diversity and inclusion, as well as goals behind these initiatives.

We've highlighted our diversity and inclusion progress not only internally, but also to candidates and new hires via our new global onboarding website. We have now implemented our onboarding website in 13 locations so far.

We are committed and taking action to improving the gender diversity of our leadership. We are proud that 44% of our independent board members are female including the Chairman of our Board, Sheila Penrose.

	Male %	Female %
Total employees	64	36
Board members	60	40
Leadership (L-Band)	83.5	16.5



Engaging our people – continued

International Women's Day

Our celebrations of International Women's Day across the world were truly inspiring. In the Americas and Asia Pacific, we saw JLL mobilize around the global International Women's Day hashtag, #PressForProgress. Employees in Asia Pacific were asked to share stories about female colleagues who inspire them, and they received over 250 nominations; these stories were then featured in marketing efforts across the region. In India, JLL shared different stories of women who are paving their own unique way under the hashtag #womenofJLL, including India's first female safety officer deployed in JLL Bangalore, G.S. Vineela. In the US, Canada and Latin America, female employees submitted their stories to the "Her"-story campaign, and more than 25 stories across the business were featured.

Events were also held around the world to commemorate International Women's Day. 22 events were held across the Americas, including a Chicago Women's Business Network event where Sheila Penrose, Chairman of the JLL Board, provided valuable career advice. In EMEA, our UK offices celebrated the 100 year anniversary of women gaining the right to vote, and our Turkey office organized an event with a local cosmetics company that challenged traditional perceptions of beauty.

We are proud to honor the achievements of our powerful and ambitious female colleagues who help JLL succeed every day.



Engaging our people – continued

Personal and career development

We continue to strive to offer our employees opportunities for personal and professional growth. In 2017 we invested \$18.8 million on training across the globe, ensuring that are equipped with the skills they need to deliver the best possible service to our clients, as well as achieving their own ambitions. This figure equates to \$228 per employee compared to \$216 in 2016.

We track much of our training for employees through MyDevelopment, our learning management system. Last year, JLL in the Americas created a series of more than 100 videos housed on MyDevelopment called Ambition Builders, eCourses designed to build employee skills in communication, client service, diversity, leadership, strategic planning, and more. Ambition Builders will soon be launched globally, and will be available in different languages including English, French, Spanish and Portuguese.

We are also working on developing training around our new global leadership capabilities. These capabilities describe what we look for in leadership and provide guidance to employees on what skills they need to develop in order to progress their careers.

In the last quarter of 2017, we launched MyPerformance, our new approach to performance management. This included a simplified performance rating scale, simple goal categories aligned to people, clients and growth, and anytime feedback.

We have launched Workday, a new and improved HR Information System platform in the United States and Canada, with Europe, Middle East, Africa, and Asia Pacific set to implement in 2018. Workday has vastly improved the employee information management experience by making information easier to find, understand, and organize.

In March 2018, we announced the introduction of our new global Career Framework. Employees will be able to see not only where their role is located on the framework, but they will also be able to use the framework to map out possible career paths that will allow them to achieve their ultimate career ambitions.

Rewarding and recognizing our employees

We are committed to offering our employees reward platforms that are truly connected to their ambitions.

In 2017, we launched our first-ever

globally aligned reward platform, Going Beyond, to house the various existing reward programs across the world on one consistent, branded platform. Our U.S. operations, LaSalle Investment Management, and a few key global accounts have been early adopters of this new platform.

We also continue to support global award initiatives. JLL's Da Vinci program is still thriving and showcasing the great ideas of our employees all around the globe. In 2017, we featured a truly inspiring Da Vinci-winning innovation: the first JLL engineering patent. The patent idea itself is the first of its kind, saving our clients time and money and most importantly increasing safety protocols in the industry.



Engaging our people – continued

DaVinci in Detail

Electrical work is one of the largest causes of serious injury and death in the workplace. Issues often arise from the difficulty involved in coordinating the power-down of an electrical panel (especially in critical environments), and/or in some stakeholders trying to avoid the disruption of a powerdown by not following due process.

Dave Crowell, an Engineering Operations Manager at JLL, decided there had to be a way to fix this issue stating, “I wanted to bridge the gap between staying productive and staying safe.” In an effort to drive the highest level of safety and minimize electrical system downtime, Dave invented an Electrical Parts Guard that can be used in conjunction with existing electrical panels. The Electrical Parts Guard

is an aftermarket safety device that ensures personnel performing branch circuit wiring modifications on an electrical panel are not exposed to energized electrical parts. JLL received a U.S. patent on the device in 2016, and steps are underway to roll out this lifesaving technology to the market. Improved levels of safety and compliance along with the lack of downtime satisfy both clients as well as the United States Occupational Safety and Health Administration.

The Electrical Parts Guard is a shining example of our people finding innovative ways to protect what is most important – our employees, clients and vendors. “JLL’s dedication to safety truly makes us stand out,” Dave said.



Health and well-being

At JLL, we deliver meaningful lifestyle and well-being opportunities for our people which we strive to ensure are available and accessible to employees in every country. In Asia Pacific, JLL promotes a number of local efforts to highlight health and wellness. In Australia, JLL has been running training and awareness initiatives on mental health to educate and inform employees. JLL in India launched a health and wellness app called Zoojoobe on which colleagues can share how they track against health goals.

In our EMEA region, we also see a lot of local engagement. Our MENA (Middle East and North Africa) team offers corporate discounts on fitness clubs, mindfulness sessions, holds blood donation drives, and raises awareness for opportunities to participate in local charity organizations. In Germany, new policies were implemented to encourage more flexibility, including a work from home option and sabbatical opportunities.

Our health and well-being program in the U.S. is well-established and empowers health champions to run initiatives and health reward programs. Employees are also offered a wide variety of tools to improve or address health issues. Partnerships like Real Appeal, a digital weight loss program offered to employees at no cost, has helped JLL participants lose a combined weight of 5,900 pounds (2,676 kg).

We are constantly working toward a more integrated, global approach to well-being that takes advantage of valuable and motivating health and wellness opportunities for all employees.

Case study

Our employees share their stories



*Candice Hanson
Associate Project Manager,
Corporate Solutions,
JLL Americas*

At JLL, our employees' ambitions are our business. We offer a culture that is inclusive, inspiring, expert, and entrepreneurial. We encourage our colleagues to take advantage of the many opportunities offered throughout our organization. In order to maintain our competitive advantage in the industry, we offer a unique and innovative work culture where our employees can thrive and grow.

In 2017, JLL launched its employee value proposition (EVP), which highlights what is special about our work culture and emphasizes our pledge to help our people achieve their ambitions, both personally and professionally. As part of the EVP launch, we encouraged employees from around the world to share how they've achieved their ambitions at JLL for a chance to be featured on our internal and external communications platforms. This campaign, called "Achieve Your Ambitions: Tell Us Your Story", was designed to further emphasize our inspiring culture by offering employees a direct platform to use their voices and share their stories.

The campaign was a way to showcase real examples of employees achieving their goals with the help of JLL. To articulate our employee value proposition, we had asked our own employees to help us define what's special about our work culture. Since their experiences shaped the foundation of the EVP in the first place, it was

important to create a platform to allow employees to continue to share how they relate to it.

Employees were encouraged to share bold stories or inspiring accomplishments that highlighted their unique ambitions. Each week for four months new stories were chosen to showcase our impressive staff. Employees were featured from countries including the U.S., Australia, Canada, Egypt, France, Germany, India, London, Mexico, Thailand and Turkey.

Beyond the weekly stories, four employees were chosen as Entry of the Month winners in May, June, July, and August. The winners successfully showcased our employee value proposition through their stories and highlighted the true differentiators of JLL as an employer: we focus on opportunity, we are experts in what we do, we are in it for the long term, we have a talent for talent and we succeed through inclusion. The winners were interviewed for longer internal and external features and were given JLL-branded gifts.

Candice Hanson, Associate Project Manager, Corporate Solutions, JLL Americas, was chosen as June's Entry of the Month. "JLL brings to life these amazing campaigns such as 'Achieve your Ambitions' that allow us to share our stories and become the voices of the company. I think my

favorite part about the campaign was having the opportunity to hear from others about their journeys and how JLL, in many ways, has changed their lives. JLL takes pride in their people and they create a culture that inspires us to be our best selves."

Our employees are what make JLL a great place to work and we are always looking for innovative ways to celebrate their accomplishments. The "Achieve Your Ambitions: Tell Us Your Story" campaign was an inspiring way to see our EVP come to life.

"My favorite part about the campaign 'Achieve your Ambitions' was having the opportunity to hear from others about their journeys and how JLL, in many ways, has changed their lives."

Candice Hanson
Associate Project Manager,
Corporate Solutions, JLL Americas

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.



225

JLL offices with green building certifications

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. We seek to procure sustainable materials and strive 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.

Health and safety

In 2017, we continued to strengthen our focus on the health and safety of our employees and supply partners, both in our own offices and the sites we manage on behalf of our clients.

We launched our “Future of Work” research series with focus on “the human experience” – a reference to how the work environment can have a positive impact on the employee’s

overall happiness and productivity. Our continued commitment to providing a work environment where workers can thrive is no better demonstrated than in our own JLL Chicago and Shanghai offices where we have refurbished our own tenancies to meet the highest standards of health, safety, and wellness. These offices have become showcases for illustrating to staff and clients that there are real benefits for this type of design.



Transforming our Workplaces– continued

We continued to expand the number of businesses and locations where we have certification to international standards such as ISO14001 and OHSAS18001 and have commenced a transition plan for those businesses with OHSAS18001 and/or national standards certification to the new ISO45001:2018.

Despite our best efforts to bring about improvements in all aspects of health and safety management, we regret to report that one JLL employee was fatally injured in a security-related incident in China. We have since reviewed our security arrangements and provided additional training to staff.

For 2017:

- Our Recordable Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, was 0.31.
- 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 0.17.

In addition to the above performance, we were informed by our insurance carrier that our Experience Modification Rate (EMR) had been adjusted to a rating of 0.53.

JLL's Global Safety Week continues to be a successful event in raising awareness and engaging JLL staff, contractors and clients to focus on topical health and safety matters. In 2017 we had more than 30,000 participants globally, and included seminars, site-based role-plays, poster design competitions, and awards.

JLL's dedicated Global Health and Safety Report will be available at JLL.com later in the year.



Transforming our Workplaces– continued

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 set targets to reduce energy consumption, GHG emissions and rented area per employee from our own offices. Using 2012 as our baseline, we aimed to achieve the following GHG-related improvements 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%.

We are pleased to be able to report that we have achieved each of our three five year targets.

In 2017, JLL's absolute GHG emissions were 67,492 metric tons of CO₂e, compared to 67,634 metric tons in 2016, a decrease of 0.2%.

Our performance against our 2017 targets was as follows:

- Our building-related greenhouse gas emissions per corporate office employee were 1.3 metric tons, a reduction of 15% against our 2012 baseline.
- Our building-related energy consumption per corporate office employee was 3,269 kWh in 2017, down 12 % compared to 2012.
- In 2017 we rented 156 square feet per corporate office employee compared to 174 square feet per corporate

office employee in 2012, a 10 % decrease.

These achievements are largely driven by increased efficiency in the use of the office space we occupy. While our headcount has grown by 38% over the target period, the space we occupy has risen by only 24%. This has resulted in a reduced energy intensity per person and per square foot of rented space. This is a result of real estate consolidation projects we have undertaken recently. These projects aim to reduce the number of office buildings on our portfolio and have contributed substantially toward the delivery of our carbon targets.

Managing our own environmental footprint

1.3

GHG emissions per corporate office employee metric tons CO₂e

3,269

energy use per corporate office employee kWh

67,492

total carbon footprint metric tons CO₂e

Implementing green building practices in our corporate offices

62

JLL offices with green building certifications

Our 2017 carbon footprint

GHG emissions source	GHG Protocol Scope	Metric tons of CO ₂ e	Percentage of total carbon footprint
Company-owned vehicles	1	19,027	28%
Natural gas consumption	1	231	0.3%
Electricity consumption	2	9,343	14%
District chilled water	2	25	0.04%
Business travel	3	19,163	28%
Building-related emissions*	3	19,704	29%
Total		67,492	100%

* estimated emissions

Transforming our Workplaces– continued

As a contributing factor in our target performance, we also take advantage of green energy. At the end of 2017, 23 of our offices, representing 7% of our portfolio, procured energy from renewable sources, helping to reduce greenhouse gas emissions associated with our operations and supporting the demand for clean energy.

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, 87 % 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. While we have some market-based emissions data available in certain geographies, we are not currently able to obtain complete data in order to calculate market-based Scope 2 emissions for our full global operations. We will be undertaking a significant project to improve the timeliness, completeness, and availability of data from our global operations as a key action in 2018-19.

In addition to our carbon footprint, JLL's water consumption and waste arisings were also identified as material issues in our latest materiality process. While we are not currently able to report on our impacts in these areas, we are working to improve our data within our own operations, and identify opportunities to have a measurable impact in this area going forward – both for ourselves and for our clients. We will be considering future target setting for these issues once we have a suitably robust data set to support these efforts.

Reducing the impact of our business travel

JLL's 2017 business travel activities generated approximately 19,200 metric tons of CO₂e, making up 28 % of our total carbon footprint. At present, we collect travel data from 44 % 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. We are currently considering a regional travel procurement model which will help to improve the coverage, completeness and accuracy of this data.

Obtaining a full picture of the impact of our business travel will be a key action to support our preparation for setting a Science Based Target. We will be working on this throughout 2018 and 2019 with a view to implementing policies and practices to reduce these impacts in future.

In support of our aims of driving down business travel and providing staff with options to support flexible working practices, 44 % of our offices have video conferencing facilities and all our employees are routinely provided with personal IT equipment with video conferencing functionality. We encourage our employees to minimize the use of business travel by making use of these alternatives whenever possible.



Transforming our Workplaces– continued

Healthy and sustainable buildings

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. 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 2017 20% of our offices had green building or fit-out certifications such as LEED, BREEAM or RICS SKA, covering 38% of our total office area. In addition, many of our offices are applying green building principles but are yet to achieve official certification.

As you will have seen earlier in the report, we have introduced a target to ensure that every building we occupy over 10,000 ft² has a green building certification. This will serve to ensure that we are providing the most efficient, healthy and productive workplaces for our staff and provide a platform for us to deliver future savings against our Science Based Target.

Our commitment to provide healthy and productive workplaces was evidenced by our new Shanghai office. The office's design, energy efficiency, facilities and materials all strictly follow the standards of two certifications - the LEED v4 Platinum and the WELL Platinum. JLL Shanghai aspires to become one of the first offices in Asia

Pacific to obtain both platinum certifications. 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, premises are required to undergo rigorous testing and a final evaluation carried out by a third party.

We 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 large parts of 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.

JLL has also adopted innovative policies in the area of workplace strategies. In total, 84% 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.



Transforming our Workplaces– continued

Environmental impact of procurement

We are continuously seeking to improve the sustainability practices of our suppliers to encourage and influence sustainability 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 requirements. We ensure compliance with the Code via our [Vendor Due Diligence](#) program which uses a risk-based approach to identify and address risk areas including environmental issues. We have also specified the selection of energy efficient information technology equipment, wherever possible. Some of our corporate offices have adopted the Flexible Framework for Procurement, which guides our business through five levels of sustainable procurement, enabling a systematic approach over

time and allowing us to measure and monitor progress on sustainable procurement.

Our risk management, ethics and compliance program will increasingly allow us to engage with our supply base to assess risks and drive ethical behavior and corporate social responsibility including positive environmental impact. Our business relationships with third party platforms such as EcoVadis and Avetta enhance our visibility on high-risk suppliers' behaviors and practices enabling us to explore sustainability initiatives.



Towards a circular economy

We have pledged a 2020 commitment in the United Kingdom to support the transition to a circular economy through our services, workplaces, and public affairs activities. In 2017, we hosted a launch event for the Circular Office Campaign which was led by Business in the Community, a business-led membership body made up of progressive organizations of all sizes who understand that the prosperity of business and society are mutually dependent.

In a Circular Economy resources are kept for as long as possible in order to extract their maximum value. At the end of each service life resources are recycled, recovered, or regenerated to create new products and materials that can be sold to consumers and businesses. A circular economy differs from a traditional linear economy that works according to the 'make-use-dispose' model.

Countries and businesses around the world are implementing initiatives to adopt circular economies in order to reduce unnecessary waste.

In our United Kingdom offices we have avoided the use of over one million single-use plastic items by moving to biodegradable cups and cutlery. Additionally, we have taken part in the City of London's coffee cup recycling challenge that has diverted more than four million disposable cups from landfills. We have also recycled over three tons of coffee grinds from our London offices for use in bio-fuel.

Our efforts to move to a circular office in our United Kingdom offices will help reduce waste, drive greater resource productivity, and position JLL to better address future resource scarcity issues.

Case study

Driving sustainability and well-being in our workplaces



*Eddie Ng
Managing Director,
JLL East China*

As our organization continues to grow, it is becoming increasingly important to advance sustainability applications in our workplaces. That is why JLL is actively pursuing WELL certifications for some of our key offices around the world.

The WELL certification rating is based on seven categories of building performance including air, water, light, nourishment, fitness, comfort and mind. The WELL Building Standard™ is awarded only to offices with the most worker-friendly facilities.

Our Shanghai headquarters is one of only three WELL Certified™ Platinum buildings in the world and is the only building with the designation in Asia Pacific. Sustainability and wellness are incorporated into all aspects of our Shanghai workspace. The office boasts features that are designed to enhance employee well-being, streamline technology adoption, and improve the client experience.

Eddie Ng, Managing Director, JLL East China, has worked in the real estate industry for more than two decades and knows the importance of putting people first. “WELL is about creating and monitoring health, happiness, mindfulness, and productivity, in our buildings and communities. It’s all about creating a workplace where our people can be agile both mentally and physically, to ensure that we continue to have the most productive team in the industry.”

Smart technology is incorporated throughout our office to improve staff productivity and

user experience. An app-enabled air filtration system provides real-time measurements of Shanghai’s air quality indoors and out, and can be used by facilities managers to optimize the office’s air quality, safeguarding the health of our employees and visitors. Reclaimed wood and wall finishes are utilized throughout the interior and exterior of the office, which help reduce the project’s environmental impact. Lighting in the workspace is designed to promote circadian health and to improve day-to-day energy efficiency. Furthermore, staff are encouraged to engage in an active lifestyle by working out at the in-house gym, utilizing the subsidized bicycle-sharing program, and dining at the office’s health-focused café.

Desk assignments are a thing of the past in our Shanghai office. Instead staff can sit themselves in flexible areas around the workspace. This allows a co-working style that encourages openness, collaboration, and knowledge-sharing.

The work done in our Shanghai headquarters was inspired by our New York City office at 28 Liberty Street, the first ever WELL Certified™ JLL office and one of only twenty-eight WELL Certified™ Silver workspaces in the world. It was also one of the first commercial interior projects to be WELL Certified™ in New York City. Our office at 28 Liberty Street is a leader in workplace health and wellness.

The office utilizes integrated technology that works with the building’s HVAC system to remove contaminants, dust particles,

toxic mold, odors, and bacteria from the air. Additionally, the system controls the office’s humidity and carbon monoxide levels to increase the quality of air for our staff and clients. The workspace boasts an open floor plan and floor-to-ceiling windows, allowing most employees direct access to sunlight and scenic views of the Brooklyn and Manhattan Bridges. Lights throughout the office turn off in daylight and turn on when infrared sensors detect someone is in the room, reducing energy consumption in the workspace. Additionally there is task lighting with adjustable color temperature settings and occupancy sensors at each workstation. Our staff receive discounts to nearby gyms, have access to a subsidized bicycle-sharing program, and receive free and healthy snacks daily. Ergonomic furniture allows employees to stand or sit throughout the day reducing discomfort and body strain and promoting health and well-being.

Dana Robbins Schneider, Managing Director, Projects, JLL New York, believes staff must be happy and healthy to be productive. “Our new workspace in Lower Manhattan demonstrate JLL’s strong commitment to supporting human health, well-being, and comfort in commercial buildings. You produce when you are in your office, and you are motivated.”

Our offices in Shanghai and New York City have set the bar high for JLL offices around the world.

“Staff must be happy and healthy to be productive. You produce when you are in your office, and you are motivated.”

Dana Robbins Schneider
Managing Director, Projects,
JLL New York

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.

8,300

employee volunteering days

\$8.7m

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.

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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.



Supporting education in India

Diwali, also known as the festival of lights, falls between mid-October and mid-November each year. To celebrate the holiday which commemorates the triumph of light over darkness, millions of people around the world light candles, set off fireworks, visit friends and family, exchange gifts, and give to those in need.

This year our staff in India decided to embrace the philanthropic side of Diwali. To celebrate the festival JLL India partnered with Project Nanhi Kali, an Indian non-governmental organization that supports schooling for underprivileged

students, to fund the primary education of more than 360 girls. Our staff contributed towards the initiative and helped the Nanhi Kali project team enroll students in high-quality academic programs. Additionally, the funds were deployed to ensure students received the necessary social support to reduce their chances of failing or dropping out of school.

In the spirit of Diwali, JLL India brought the light of education to disadvantaged girls throughout the country.

Supporting our Communities– continued

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.

In 2017, JLL recorded total charitable contributions of \$8.7m

million from both corporate and employee donations as well as the cost to the business of employee volunteering. Our direct corporate donations of approximately \$3.5 million are equivalent to 0.7 % of our pre-tax profits, compared to LBG's benchmark of 1.2%. Our employees volunteered more than 8,300 days of their time to support charitable causes, a 23% increase compared to 2016. This volunteering contribution equates to a cost of approximately \$3.6 million in staff costs. It is challenging for us to fully quantify 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 assess 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.



Supporting vulnerable people in Germany

There are more than 850,000 homeless citizens and refugees living in Germany. On average 2,500 German children become homeless each year and more than 50,000 German children live in orphanages. In 2017 the country experienced its highest rate of child poverty in recent history.

Armed with these statistics, our team decided to implement a German-wide program to support families and children in need. Community service projects were conducted in cities across the country such as Berlin, Cologne, Dusseldorf, Frankfurt, Hamburg, Hanover, Leipzig, Munich, and Stuttgart. Projects included donating clothes and toys to children living in refugee homes, volunteering in soup kitchens, spending time with orphaned

children, giving blankets to homeless people, and donating Easter presents to impoverished families.

Additionally, all JLL Germany offices participated in Christmas wish tree. Trees were decorated with wishes from children living in orphanages throughout the country. Our staff then purchased presents for the children based on their wishes. Thanks to our team in Germany, orphaned children were able to experience the fun of opening presents during the holiday season.

At JLL we are committed to supporting our communities and forging charitable partnerships that allow our people to contribute to the issues that matter most to them.

Supporting our Communities– continued

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.

As part of our risk assessment strategy, we have reviewed external indices to identify countries with high prevalence of slavery, low government response, and poor record for civil liberties and identified high-risk services provided in each country in order to understand and mitigate our exposure. As a result, our supplier risk management, ethics, and compliance program has embedded modern slavery, human rights, and workplace safety as a key focus in our supplier pre-qualification and due diligence process. We also require our suppliers to provide information on their own policies and processes when engaging fourth parties for provision of goods and services to us and our clients. In addition, our work on establishing a governance and audit 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.

JLL also has a formal Supplier Diversity Program in the US, which is aimed at promoting and increasing business opportunities for minority,

women, disabled, veteran, and/or LGBT-owned business enterprises to ensure that they receive their fair market share of our client's business. In establishing this policy and program, we recognized our commitment to the communities in which we serve and the marketplaces in which we conduct business. Strengthening the diverse business community economically contributes to the overall economic growth and expansion of our markets. JLL has been an active national member and supporter of two of the leading diversity organizations – National Minority Supplier Development Council (NMSDC) and Women's Business Enterprise National Council (WBENC). Over the last three years, JLL US has spent on average in excess of \$432 million annually with minority suppliers and contractors. Select direct and indirect supplier partners are encouraged to host their own initiatives and programs to support inclusion and utilization of Diverse Business Enterprises (DBE), enabling JLL's commitment to growing and developing diverse enterprises.



Case study

Providing relief to communities in need



Bob Best
Senior Director, Health, Safety,
Security & Environment,
JLL Chicago

In 2017 three unusually strong hurricanes devastated communities in the United States and Puerto Rico. Across seven states more than 2,400 members of our staff were impacted by the hurricanes—gale-force winds, storm surges, and flooding water. In Puerto Rico 244 members of our staff were left without power and reliable communication, and without access to food, water and basic life, health and safety needs. Our 441 client facilities on the island suffered immense infrastructure damage and a lack of electricity and internet access, but we were able to keep the facilities operational.

In the aftermath of Hurricanes Harvey, Irma and Maria, which hit land in quick succession, communities were left reeling over the devastation to their homes, property and businesses. Knowing the gravity of the situation, our Emergency Response Team jumped into action to assist the impacted areas and to ensure our client facilities became operational as quickly as possible.

Business lines across JLL provided a wide range of support to those in need. Our Human Resources team reached out to JLL staff daily during the aftermath of the storms. Humanitarian efforts were coordinated to help impacted JLL personnel and their families obtain shelter, food, personal care items, and transportation. JLL's Supply Chain Management & Procurement organization coordinated shipments of essential supplies to our client locations and employees. Our staff helped secure fuel, office space, and other workplace items for our clients to



ensure they could continue operations. In one of the more dramatic instances, a JLL employee and his client were discussing the desperate need to get emergency humanitarian aid to employees, friends and family on the island. The discussion set in motion a partnership—leveraging the client's private jet and arranging for JLL volunteers to buy, package, and transport supplies to an airfield to be flown directly from mainland United States to Puerto Rico.

Bob Best, Senior Director, Health, Safety, Security & Environment, JLL Chicago, saw the aftermath of the hurricanes as an opportunity to deliver a new standard of service. "We marshalled all available resources and coordinated with our Emergency Response Team from our headquarters in Chicago, providing everything from fuel and generators, to diapers and toothpaste as well as a mobile doctor who navigated through unpassable roads to make 'house calls' to our employees."

Our established crisis management and emergency communications protocols and tools are designed to maximize the efficiency of our crisis response, to limit the disruption period during a natural or manmade disaster, and to enable JLL to quickly resume service delivery. Our strong supplier relationships allowed us to come up with creative ways to overcome the challenges presented in the aftermath of the three hurricanes.

"These kind of client partnerships are growing stronger and we're seeing the importance and benefit of how we approach them. Over the ensuing weeks and months, thanks poured in to us from people that don't work for JLL. We had an 'aha' moment: we are no longer a just vendor – we're partners and we'll be there to stand with our clients in times of adversity." **protect your people as we would our own.**

"Our established crisis management and emergency communications protocols and tools are designed to maximize the efficiency of our crisis response and to limit the disruption period during a natural or man-made disaster."

Bob Best
Senior Director, Health, Safety,
Security & Environment, JLL
Chicago

Contact us



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Global Chief Corporate Responsibility Officer

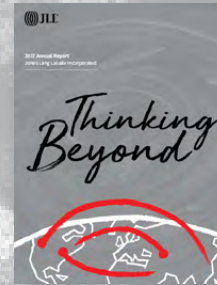
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[Annual Report](#)



[Business Continuity](#)



[Code of Business Ethics](#)



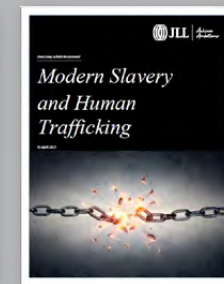
[Corporate Facts](#)



[Ethics Everywhere Annual Report](#)



[IT Business Continuity](#)



[JLL Modern Slavery Statement](#)



[Proxy Statement](#)



[Professional Standards Guide](#)



[Transparency Report](#)



[Vendor Code of Conduct](#)



[Vendor Due Diligence](#)



Achieve Ambitions



Annexes

ANNEX A

JLL 2017 Global Sustainability Report - data note

The following notes provide details around definitions, re-statements and methodologies pertaining to the data in our 2017 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 and accordingly the data in this report may not correspond with that in earlier publications. We are continuously working to improve our data processes, although due to the decentralized nature of our organization this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication. All financial figures are reported in US dollars.

Scope

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

Unless otherwise stated, the data in this report covers operations in 99% of our corporate offices, all activity related to our Energy and Sustainability Services and certain activity from sustainability advice embedded into core services.

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 2017, data relating to our operations (from the Corporate Sustainability Survey) represented 256 corporate offices and 21,377 corporate office employees. The data coverage, as a percentage of corporate offices and employees from our carbon management system, is 99.2% and 99.5% respectively, reflecting a number of missing country survey responses. Puerto Rico did not provide a survey response in 2017. Peru as a recent addition is not yet surveyed, and Sri Lanka continued to be excluded from the survey due to the small size of our office there. In 2016, the survey data represented 254 corporate offices and 18,808 corporate office employees. Data coverage, as a percentage of corporate offices and employees from our carbon management system, was 98.8% and 99.5% respectively.

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 0.313 kg CO₂e per kWh for the UK, and 0.450 CO₂e per kWh for the USA (from the IEA World Energy Outlook 2016 - Pages 272 and 270 respectively). Averted carbon has been calculated for wind by applying a 30% capacity factor and assuming installations are fully operational, 24 hours a day and 365 days a year.

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 82,804; 76,952; and 66,024 in 2017, 2016 and 2015 respectively. JLL Annual Report (AR) employee figures differ slightly from these, as AR figures are extracted from our employee records at an earlier date. All management in 2017 was approximately 8,637. This definition varies slightly from previous years: Directors, which include Associate Directors and above, were approximately 7,848; and 6,986 in 2016 and 2015 respectively.

Workplaces

Energy and resources for our own operations: The base year for JLL's 2017 emissions reduction targets is 2012, which was chosen to maximize data completeness and comparability. These are intensity targets normalized per corporate office employee, 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 (CO₂), methane (CH₄) and nitrous oxide (N₂O) 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 CO₂e.
- Scope 2: Purchased electricity consumption data is multiplied by country/state level emissions factors to convert to emissions metric tons of CO₂e. The

ANNEX A – continued

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 87% 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 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 US energy intensity covers all US 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 CO₂e/mile conversion factors.

Emissions/conversion factors used above can be found on our [website](#).

Communities

Philanthropic contributions: In the 2017 reporting year, we collected increasingly detailed data on JLL's corporate contributions, in line with London Benchmarking Group guidelines. In addition to direct cash donations, we began reporting the value of in-kind contributions, community program management costs and the value of employee volunteering time. We also now report the number of our beneficiary organizations globally.

Corporate charitable contributions as % 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 time was estimated by dividing JLL's total spend on compensation + benefits (published in our Annual Report), by the total number of employees to give an annual cost per employee. Daily value was then calculated using 250 working days.

ANNEX B

JLL 2017 Global Sustainability Report - data summary

<i>About JLL</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
Corporate facts			
Portfolio size of managed properties worldwide (billion square feet)	4.6	4.4	4.0
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	58.1	60.1	58.3
Corporate offices	297	286	287
Countries (with a corporate office)	55	56	55
Countries (where we provide services)	80	80	80
Employees	81,900	77,300	61,500
Corporate office employees ¹	21,481	18,912	18,852
Employees, Americas	28,142	25,297	24,091
Employees, Asia Pacific	37,971	36,096	32,537
Employees, EMEA	15,344	14,348	8,078
Sustainability awards	31	43	22
Key financials			
Revenue (million \$)	7,932	6,804	5,966
Net income attributable to common shareholders (million \$)	254	318	438
Diluted earnings per share (\$)	5.55	6.98	9.65
Adjusted EBITDA (million \$) ²	760	658	742
Economic value retained (million \$)	251	314	434

Ethics (see more data in JLL's Ethics Everywhere report)

Employees who received in-person training on anti-corruption policies and procedures	9,000	10,826	12,040
Number of JLL ethics officers	32	32	25
Actions taken from ethics violations (% of total investigations)	58 %	51 %	69 %
Employees who fully understand their obligations under JLL Code of Ethics	No survey	No survey	96%
Employees who believe JLL shows a commitment to ethical conduct (%)	No survey	No survey	89%
Total investigations	884	638	503
Ethics investigations per 1000 employees	10.8	8.3	8.2
Total actions ³	560	375	346
<i>Clients</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
Energy and sustainability services			
Positions with a functional responsibility for sustainability - Services (FTE)	274	283	224
Sustainability clients (including a majority from ESS)	630	516	388
Client monetary savings - U.S. managed portfolio (million \$) ⁴	82	59	47
Client energy savings - U.S. managed portfolio (million kWh) ⁴	757	558	424
Client emissions reduction - U.S. managed portfolio (metric tons CO ₂) ⁴	358,157	281,568	247,000
Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)	38,674	29,733	26,082

ANNEX B – continued

Capacity of client renewable energy - installed or consented (MW)	674	349	268
Capacity of client renewable energy sources - planning and feasibility (MW)	970	1,526	1,015
Averted emissions from client renewable energy - installed or consented (metric tons CO ₂ e)	451,553	464,922	233,879
Averted emissions from client renewable energy - planning and feasibility (metric tons CO ₂ e)	758,579	1,958,778	1,549,628
Buildings on JLL's sustainability data platforms	195,488	186,663	178,908
Client sustainable building certified space (m ²)	3,497,232	1,503,434	NA
Total client sustainable building certifications	225	138	121
Client sustainable building certifications LEED	117	93	110
Client sustainable building certifications Green Mark	21	22	—
Client sustainable building certifications BREEAM	10	10	9
Client sustainable building certifications Green Globes	—	1	—
Client sustainable building certifications Green Star	75	10	1
Client sustainable building certifications IGBC	—	2	—
Client sustainable building certifications Green Factory	—	—	1
Client sustainable building certifications WELL	2	—	—

LaSalle sustainable property investing

LaSalle UNPRI performance (UN Principles for Responsible Investment)	A+	NA	NA
LaSalle GRESB performance (Global Real Estate Sustainability Benchmark)	8 green stars	NA	NA

<i>People</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
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Diversity and inclusion

Employees under 18 ⁵	0.03 %	0.02 %	NA
Employees age 18-29 ⁵	23 %	24 %	NA

Employees age 30-39 ⁵	33 %	32 %	NA
Employees age 40-49 ⁵	22 %	22 %	NA
Employees age 50-59 ⁵	17 %	17 %	NA
Employees age 60-69 ⁵	6 %	5 %	NA
Employees 70+ ⁵	0.3 %	0.2 %	NA
Board members (% female)	40 %	40 %	36 %
Independent board members (% female)	44 %	44 %	44 %
Top Management (% female) ⁶	—%	NA	NA
Management (% female) ⁶	21 %	NA	NA
Junior Management (% female) ⁶	36 %	NA	NA
Non Management (% female) ⁶	36 %	NA	NA
All Management (% female)	29 %	28 %	27 %
All staff (% female)	36 %	35 %	35 %
Directors as proportion of total employees (%)	10 %	10 %	11 %

Personal and career development

Training hours from JLL's Sustainability University ⁷	—	1,907	4,415
Sustainability training hours outside of Sustainability University	4,953	14,500	11,828
Employee attrition	28 %	25 %	26 %
Employee attrition (males)	28 %	26 %	25 %
Employee attrition (females)	29 %	28 %	29 %
Completion rate for Global Employee Engagement Survey	No survey	No survey	69 %
Employees who agree that overall, they are extremely satisfied with this company (%)	No survey	No survey	78%
Employees who feel positive about this company's commitment to sustainability (%)	No survey	No survey	83%

ANNEX B – continued

<i>Workplaces</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
Health & safety			
Recordable cases incidence (RIR) rate ⁵	0.31	0.50	0.72
Days away, restricted duty and transfer (DART) rate ⁵	0.17	0.26	0.50
Number of staff fatalities	1	1	1
Energy and resource use			
Total emissions (metric tons CO ₂ e) ⁸	67,492	67,634	63,604
Scope 1: Company-owned vehicles (metric tons CO ₂ e)	19,027	18,555	16,556
Scope 1: Natural gas (metric tons CO ₂ e)	231	261	228
Scope 2: Electricity (metric tons CO ₂ e) ⁸	9,343	10,358	11,247
Scope 2: District chilled water (metric tons CO ₂ e) ⁸	25	0.0004	0.0005
Scope 3: Business travel (metric tons CO ₂ e) ⁹	19,163	21,184	18,802
Scope 3: Estimated leased building carbon (metric tons CO ₂ e) ⁸	19,704	17,276	16,772
Building-related emissions (metric tons CO ₂ e)	29,302	27,895	28,246
Building-related emissions intensity (metric tons CO ₂ e/corporate office employee) [with exclusions]	1.3	1.4	1.5
Building-related energy intensity (kWh/corporate office employee) [with exclusions]	3,269	3,686	3,629
Rented area (square feet) ⁸	3,331,219	3,058,349	3,221,922
Workplace density (square feet per corporate office employee)	156	162	172
Total actual energy consumption (MWh) ¹⁵	87,910	82,803	78,962
Energy consumption - Natural gas (MWh)	1,271	1,446	1,258
Energy consumption - Electricity (MWh) ⁸	17,015	20,077	19,394
Energy consumption - District chilled water (MWh) ⁸	12	0.02	0.02
Estimated building-related energy (MWh) ⁸	53,493	50,314	48,266
Energy consumption - Gasoline (MWh)	69,206	60,167	52,889

Energy consumption - Diesel (MWh)	406	1,114	5,107
Offices with video conferencing facilities (%) ¹⁰	44 %	72 %	68 %
Offices with renewable energy (%)	7 %	7 %	9 %
Healthy & sustainable buildings			
JLL Offices with a sustainable building certificate (%)	20 %	16 %	19 %
Offices with an alternative workplace strategy (%)	84 %	77 %	73 %
Business travel			
Emissions from business travel (metric tons CO ₂ e) ⁹	19,163	21,184	18,802
Environmental impact of procurement			
Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)	51 %	45 %	46 %
Existence of a policy governing the procurement of sustainable office supplies (% of countries)	73 %	64 %	66 %
Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)	76 %	67 %	70 %
Communities			
Employee volunteering			
Volunteering days	8,309	6,737	5,533
Charitable contributions			
Total charitable contribution, including corporate donations, employee donations and value of donated employee time (million \$) ¹¹	8.7	7.8	8.0
Employee contribution (million \$)	1.6	0.7	0.7
Value of donated employee time (million \$)	3.6	2.8	2.7
Corporate charitable contribution (million \$)	3.5	4.3	4.6
Value of management costs related to community engagement (% of total contribution) ¹²	3.55 %	NA	NA
Value of corporate in-kind charitable contributions (% of total contribution) ¹²	2.59 %	NA	NA
Number of organizations that benefited from community contributions ¹²	382	NA	NA

ANNEX B – continued

Corporate charitable contribution (% of pre-tax profit)	0.7 %	1.0 %	0.8 %
London Benchmarking Group, average member charitable contributions as % of pre-tax profit	1.19 %	1.0 %	1.1 %
Foundations	2017	2016	2015
Thought leadership			
Thought leadership publications ¹³	90	42	31
Green Blog posts	43	43	48
RealViews sustainability posts ¹⁴	33	11	7
Organizations and industry initiatives related to sustainability	65	62	55
Governance			
Independent members of the Board of Directors (% of total)	90 %	90 %	82 %
Results of shareholder voting on executive remuneration (in favor)	95 %	56 %	94 %
Results of shareholder voting on re-election of Board members (in favor)	98.6 %	93.1 %	99.7 %
Positions with a functional responsibility for sustainability - Operations (FTE)	35	26	23

Footnotes:

- 2016 and 2015 corporate office employees data is restated due to data improvements.
- Adjusted EBITDA attributable to common shareholders (Adjusted EBITDA) represents EBITDA attributable to common shareholders (EBITDA) further adjusted for certain items management does not consider directly indicative of the company's ongoing performance in the context of certain performance measurements. These adjusting items include (i) restructuring & acquisition charges and (ii) net non-cash MSR and mortgage banking derivative activity
- 2016 figure has been restated due to entry error
- 2016 figure has been restated to correct a data error.
- Please note that there was a scope change between 2015 and 2016, please refer to JLL 2016 Sustainability Report.
- The classification of management grades was changed in 2017, therefore we cannot directly compare to previous years figures.
- JLL Sustainability University was not active in 2017,
- 2016 and 2015 figures have been re-stated from previous years' reports to reflect a scope correction in the US office energy consumption data.
- Missing 2017 travel emissions from Russia and Spain, which were included in 2016.
- Decrease from 2016 and 2015 figures is due to a correction in scope. In 2017 all countries included only offices with videoconferencing equipment in conference rooms offering good quality video and audio connection, instead of including also software (e.g. Skype) on staff laptops.
- 2015 and 2016 figures have been re-stated from previous years reports to reflect inclusion of the value of employee time
- This breakdown was measured for the first time in 2017
- 2017 figure is not directly comparable to previous years due to calculation methodology update
- 2016 and 2015 figures are restated after a methodology adjustment to include only sustainability related posts.
- 2015 energy breakdown is missing Ethanol consumption of 313 MWh, which is included in this total.

ANNEX C

Stakeholder Engagement Activities

	<i>Our approach to stakeholder engagement</i>	<i>Stakeholders' top priorities</i>	<i>Action taken by JLL</i>
Investors	<ul style="list-style-type: none"> The following occurred as a part of the 2017 materiality assessment: <ul style="list-style-type: none"> Requested feedback from JLL's Investor Relations team; solicited input from investors via online survey; Reviewed investor-led standards (e.g. The International Integrated Reporting Council and the Sustainability Accounting Standards Board); and Received input from key investors via two stakeholder meetings organized by Ceres. Held first JLL Investor Day, December 2017, attended by JLL executive leadership and circa 175 investors Hold regular meetings between JLL Investor Relations and our shareholders, and one-off discussions between shareholders and sustainability teams. Facilitate dialogue between shareholders and JLL management during quarterly earnings calls and town hall meetings. JLL participates in the NYU Stern School of Business Integrated Reporting project. Sponsor, present and engage participants at the Social Responsible Investing Conference. 	<ul style="list-style-type: none"> Corporate governance Business ethics and integrity Reporting transparency Energy consumption & emissions Employee well-being Diversity & Inclusion Climate risk Sustainable buildings (JLL's own offices) <ul style="list-style-type: none"> Positive human experience in the workplace Energy management Healthy buildings 	<ul style="list-style-type: none"> Scheduled first JLL ESG-focused webcast open to interested investors in 2018. Reviewed and improved JLL's global ERM processes and systems. Committed to setting a Science Based Target by 2020. Set a target to ensure that 100% of JLL office space larger than 10,000ft² will have a sustainability certification by 2030. Established a program to improve environmental performance measurement, tracking and reporting.
Clients	<ul style="list-style-type: none"> The following occurred as a part of the 2017 materiality assessment: <ul style="list-style-type: none"> Requested input from clients via online survey; and gathered feedback from key clients via two stakeholder meetings organized by Ceres. Conduct regular surveys to examine trends, such as the CoreNet Global and JLL Corporate Occupier surveys. Participate in one-off discussions with clients that have strong supplier sustainability programs. JLL provides sustainability information in requests for proposal or supplier questionnaires (e.g. Ecodesk or EcoVadis). Publish thought leadership articles and blogs. Send Client Assignment Satisfaction Surveys that evaluate performance at the end of each major project and distribute Client Relationship Surveys at the end of each year. 	<ul style="list-style-type: none"> Business ethics & integrity Energy consumption & emissions Talent attraction & retention Health, safety & security <ul style="list-style-type: none"> Health and safety of JLL employees Health and safety of third parties Physical security at JLL managed properties Innovation & technology 	<ul style="list-style-type: none"> Committed to setting a science-based target by 2020. Set a target to ensure that 100% of JLL office space larger than 10,000ft² will have a sustainability certification by 2030. Established a program to improve environmental performance measurement, tracking and reporting. Set a target to adopt a global sustainable procurement framework covering both corporate and client procurement by 2020.

ANNEX C – continued

Employees	<ul style="list-style-type: none"> The following occurred as a part of the 2017 materiality assessment: <ul style="list-style-type: none"> Solicited input from employees via online survey. Provide our staff with education opportunities (e.g. ethics and safety training). Established a range of Employee Resource Groups (e.g. VetNet, Women’s Business Network). Created an online community around Building a Better Tomorrow where employees can pose questions and share achievements. Invited interested employees to join the JLL Sustainability Network to enable deeper engagement. 	<ul style="list-style-type: none"> Business ethics & integrity Health, safety & security <ul style="list-style-type: none"> Health and safety of JLL employees Health and safety of third parties Physical security at JLL managed properties Innovation & technology Diversity & inclusion Employee well-being Career development 	<ul style="list-style-type: none"> Reviewed the robustness of processes and systems related to non-financial data collection and analysis Increased our emphasis on technology improvements (such as video conferencing, connectivity, and equipment). Increased the programs available through the MyDevelopment, an online training portal that includes leadership development programs and client excellence training. 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. Centralization of H&S governance/program/platforms to better manage this issue globally.
Suppliers	<ul style="list-style-type: none"> The following occurred as a part of the 2017 materiality assessment: <ul style="list-style-type: none"> Solicited input from suppliers via online survey Hold supplier review sessions with key suppliers. Develop supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient. Make use of the OneView Strategic Sourcing module. Hold our Supplier of Distinction Awards. Have launched a Supplier Diversity Program. 	<ul style="list-style-type: none"> Business ethics & integrity Responsible supply chain <ul style="list-style-type: none"> Human rights and employment conditions Health, safety and well-being in the supply chain Sustainable purchasing policies Training & development Talent attraction & retention Enhancing client sustainability through our services. 	<ul style="list-style-type: none"> Set a target to adopt a global sustainable procurement framework covering both corporate and client procurement by 2020. Signed the Modern Slavery Act and provided a public statement of our commitment. Developing new Global Procurement Policy including sustainability considerations. Set a target to train all procurement employees on sustainable procurement practices between 2018 and 2020 (Clients pillar target) Including sustainability criteria in our supplier onboarding process.
Other Stakeholders	<ul style="list-style-type: none"> The following occurred as a part of the 2017 materiality assessment: <ul style="list-style-type: none"> Solicited input from NGOs, industry bodies, academic institutions, etc. via online survey. Participate in regular discussions with Ceres regarding our sustainability reporting and strategy. JLL engages with CDP and DJSI year-on-year analysis and annual feedback sessions. Seek annual certifications and awards schemes (e.g. Ethics Inside). Undertake an annual peer review process with UN Global Compact. 	<ul style="list-style-type: none"> Business ethics & integrity Innovation & technology Climate risk Talent attraction & retention Diversity & Inclusion Corporate governance Reporting transparency Responsible supply chain Energy consumption & emissions 	<ul style="list-style-type: none"> Launched Building a Better Tomorrow, JLL’s sustainability leadership ambition. Created country and regional governance model for accountability, delivery and engagement. Presented to Board of Directors on sustainability strategy and objectives. Conducted value chain assessment to identify most relevant SDGs.

Annex D

Annex D

JLL GRI G4 Standards Content Index

June 2018

List of References

2017 Sustainability Report

2017 Annual Report

2017 Form 10-K

Notice of the 2017 Annual Meeting of Shareholders and Proxy Statement

jll.com/sustainability

2017 Corporate Facts

2018 CDP response - to follow

Code of Business Ethics

2017 Ethics Everywhere Annual Report

Global Health and Safety Policy

Diversity at JLL

Transparency Report

Global Sustainability Commitment

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 (2017 Sustainability Report, page 3)	No
Organizational profile		
GRI 102-1	Jones Lang LaSalle Incorporated	No
GRI 102-2	About JLL (2017 Sustainability Report, page 1); Our Services and Business Segments (2017 Form 10-K, page 5); Real Estate Services: Americas, EMEA and Asia Pacific (2017 Form 10-K, page 6)	No
GRI 102-3	Form 10-K (2017 Form 10-K, page 58)	No
GRI 102-4	About JLL (2017 Sustainability Report, page 1); Corporate Offices (2017 Annual Report, pages 14-1)	No
GRI 102-5	About JLL (2017 Sustainability Report, page 1)	No
GRI 102-6	About JLL (2017 Sustainability Report, page 1); Real Estate Services: Americas, EMEA and Asia Pacific (2017 Form 10-K, page 6)	No
GRI 102-7	About JLL (2017 Sustainability Report, page 1); Who we are (2017 Annual Report, page 2); What we have accomplished (2017 Annual Report, page 4); Real Estate Services: Americas, EMEA and Asia Pacific (2017 Form 10-K, page 6); Item 6: Selected Financial Data (Unaudited) (2017 Form 10-K, page 60)	No
GRI 102-8	About JLL (2017 Sustainability Report, page 1); People (2017 Sustainability Report, page 31); Data summary (2017 Sustainability Report, Annex B), Employees (2017 Form 10-K, page 26)	No



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GRI 102-41	We are not able to collect this information in 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 (2017 Sustainability Report, page 38); Communities (2017 Sustainability Report, page 46)	No
GRI 102-10	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2017. Minor changes include: <ul style="list-style-type: none">• 110 targeted acquisitions (2017 Form 10-K, page 4)• Increase in number of employees from 77,000 to 82,000 Employees (2017 Form 10-K, page 26)	No
GRI 102-11	Strong governance, enterprise risk management and integrity (2017 Form 10-K, page 21); Item 1A Risk Factors (2017 Form 10-K, page 30); Our approach (jll.com/sustainability); Thinking Beyond: Our Strategic Vision (2017 Corporate Facts, page 31)	No
GRI 102-12	Our Foundations (2017 Sustainability Report, page 19); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none">• Copenhagen Communiqué• Cancun Communiqué• Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration• Caring for Climate• Building and Real Estate Climate Declaration• United Nations Global Compact• United Nations Principles for Responsible Investment• Low Carbon USA	No
GRI 102-13	Our Foundations (2017 Sustainability Report, page 18); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none">• Business for Innovative Climate and Energy Policy• Caring for Climate• CDP• Ceres• Clinton Global Initiative's PACENOW Coalition• CoreNet Global• EcoVadis• Electronic Industry Citizenship Council• Ethisphere® Institute• Global Real Estate Sustainability Benchmark• Global Reporting Initiative• Greenprint / Urban Land Institute• International Integrated Reporting Council• NAZCA - Non-State Actor Zone for Climate Action• Women's Business Enterprise National Council USA• New York Stock Exchange Governance Council• Sustainability Accounting Standards Board• United Nations Global Compact• United Nations Principles for Responsible Investment• US Environmental Protector Agency ENERGY STAR• World Economic Forum Partnering Against Corruption Initiative• World Green Building Council (Strategic Advisory Board member)	No

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GRI 102-13	<ul style="list-style-type: none"> • Australia Green Building Council • Dutch Green Building Council • India Green Building Council • Irish Green Building Council • Polish Green Building Council • Russian Green Building Council • UK Green Building Council • US Green Building Council 	No
Identified material aspects and boundaries		
GRI 102-45	Notes to Consolidated Financial Statement (3) Business Segments (2017 Form 10-K, page 102); Data Note (2017 Sustainability Report, Annex A)	Unknown
GRI 102-46	Our material impacts (2017 Sustainability Report, page 15)	No
GRI 102-47	Annex D refers	No
GRI 103-1	Annex D refers	No
GRI 102-48	Data summary (2017 Sustainability Report, Annex B)	No
GRI 102-49	Data summary (2017 Sustainability Report, Annex B)	No
Stakeholder engagement		
GRI 102-40	Engaging our stakeholders (2017 Sustainability Report, page 17)	No
GRI 102-42	Engaging our stakeholders (2017 Sustainability Report, page 17)	No
GRI 102-43	Annex C: Stakeholder engagement activities (2017 Sustainability Report, Annex C)	No
GRI 102-44	Engaging our stakeholders (2017 Sustainability Report, page 17), Annex C: Stakeholder engagement activities (2017 Sustainability Report, Annex C)	No
Report profile		
GRI 102-50	Calendar year 2017	No
GRI 102-51	Jul-17	No
GRI 102-52	Annual	No
GRI 102-53	Contacts (2017 Sustainability Report, page 51)	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
Governance		
GRI 102-18	Our Foundations (2017 Sustainability Report, page 18); Global sustainability governance (2017 Sustainability Report, page 10)	No

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Ethics and integrity

GRI 102-18 Our Foundations (2017 Sustainability Report, page 18); Code of Business Ethics; Transparency Report; 2017 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 Strategic Framework (2017 Form 10-K, page 16); Global Strategic Priorities (2017 Form 10-K, page 17); Introduction from the CEO (2017 Sustainability Report, page 3); About JLL (2017 Sustainability Report, page 1) No

GRI 201-1	Financial Performance (Notice of the 2017 Annual Meeting of Shareholders and Proxy Statement, page S-3); Item 6. Selected Financial Data (Unaudited) (2017 Form 10-K, page 60); Item 8. Financial Statements and Supplementary Data (2017 Form 10-K, pages 94); Supporting our community (2017 Sustainability Report, pages 46); Data summary (2017 Sustainability Report, Annex B)	Regional breakdown of community investment	The Standard Disclosure or part of the Standard Disclosure is not applicable	We chose to publically 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
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GRI 201-2	Risks and Opportunities (2018 CDP response, to follow); Environmental liabilities and regulations, climate change risks, and air quality risks (2017 Form 10-K, page 52); Infrastructure disruptions (2017 Form 10-K, page 39). The CDP response will be available toward the end of 2018.				No
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Category: Environmental

Material aspect: Energy

GRI 103-1-3	Workplaces (2017 Sustainability Report, page 38); Workplaces (jll.com/sustainability); Building a Better Tomorrow (2017 Sustainability Report, pages 8).				No
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GRI 302-1	Data summary (2017 Sustainability Report, Annex B); Workplaces (2017 Sustainability Report, pages 38)	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
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GRI 302-2	Data summary (2017 Sustainability Report, Annex B); Workplaces (2017 Sustainability Report, pages 38)				No
GRI 302	Data summary (2017 Sustainability Report, Annex B); Workplaces (2017 Sustainability Report, pages 38)				No
GRI 302	Data summary (2017 Sustainability Report, Annex B); Workplaces (2017 Sustainability Report, pages 38); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.				No
Material aspect: Emissions					
GRI 103-1-3	Workplaces (2017 Sustainability Report, pages 38); Clients 2017 (Sustainability Report, page 23); Workplaces (jll.com/ sustainability); Clients (jll.com/sustainability)				No
GRI 305-1	Workplaces (2017 Sustainability Report, pages 38); Clients 2017 (Sustainability Report, page 23); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions.	No
GRI 305-2	Workplaces (2017 Sustainability Report, pages 38); Data Summary (Sustainability Report, Annex B); Workplaces (jll. com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.				No
GRI 305-3	Workplaces (2017 Sustainability Report, pages 38); Data Summary (Sustainability Report, Annex B); Workplaces (jll. com/sustainability); 2018 CDP Response (to follow) The CDP response will be available toward the end of 2018.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions.	No
GRI 305-4	a. Data Notes and Data Summary (2017 Sustainability Report Annexes A and B) b. The denominator chosen to calculate the ratio = Corporate office employees c. JLL's intensity ratio includes: office natural gas emissions (Scope 1), office electricity emissions (Scope 2) and office estimated emissions (natural gas & electricity) (Scope 3). d. Gases included in the calculation = CO ₂ , N ₂ O, CH ₄ More information available at: Workplaces (2017 Sustainability Report, page 28); Clients (2017 Sustainability Report, page 23)				No
GRI 305	Targets and Initiatives 2018 CDP Response (to follow), The CDP response will be available toward the end of 2018.				No

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Material aspect: Products and services

GRI 103-1-3	Introduction from the CEO (2017 Sustainability Report, page 3); Global Sustainability Commitment; Clients (2017 Sustainability Report, pages 23); Clients (jll.com/sustainability)				No
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Material aspect: Supplier environmental assessment

GRI 103-1-3	Procuring sustainably for our clients (2017 Sustainability Report, page 28); Addressing risk in our supply chain (2017 Sustainability Report, page 29); Environmental impact of procurement (2017 Sustainability Report, page 44); Minimizing the social impact of our supply chain (2017 Sustainability Report, page 28); Workplaces (jll.com/sustainability/)				No
GRI 308-1	Procuring sustainably for our clients (2017 Sustainability Report, page 28); Addressing risk in our supply chain (2017 Sustainability Report, page 29); Environmental impact of procurement (2017 Sustainability Report, page 44); Minimizing the social impact of our supply chain (2017 Sustainability Report, page 28); Workplaces (jll.com/sustainability/)				No

Category: Social

Sub-category: Labor practices and decent work

Material aspect: Employment

GRI 103-1-3	People (2017 Sustainability Report pages 31); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2017 Ethics Everywhere Annual Report, pages 3-6)				No
GRI 401-1	Data summary (2017 Sustainability Report, Annex B)	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 (2017 Sustainability Report, page 39); 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
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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 (2017 Sustainability Report, page 31); Data Summary (2017 Sustainability Report, Annex B)	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 (2017 Sustainability Report, page 39)				No
Material aspect: Training and education					
GRI 103-1-3	Personal and career development (2017 Sustainability Report, page 35); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); Introduction (2017 Ethics Everywhere Annual Report, pages 3-6); Benchmarking (2017 Ethics Everywhere Annual Report, page 10); Year Over Year Data (2017 Ethics Everywhere Annual Report, page 22); Global Investigation Data (2017 Ethics Everywhere Annual Report, page 20)				No
GRI 404-1	Data summary (2017 Sustainability Report, Annex B)	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 (2017 Sustainability Report, Annex B)	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
Material aspect: Diversity and equal opportunity					
GRI 103-1-3	Our culture of diversity and inclusion (2017 Sustainability Report, page 33); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14-17); Introduction (Code of Business Ethics, pages 11-13); UK Equal Opportunities Policy; Benchmarking (2017 Ethics Everywhere Annual Report, page 10); Diversity at JLL (http://www.diversityatjll.com/)				No

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GRI 405-1	Our culture of diversity and inclusion (2017 Sustainability Report, page 33); Data summary (2017 Sustainability Report, Annex B)	Frameworks for diversity data collection are varied globally and this presents a challenge in recording diversity indicators across all JLL countries. Currently data on total staff by minority groups as well as governance bodies by age and minority groups is not complete.	The information is currently unavailable	We will look into feasibility/value of collecting this information in future reporting years.	No
Sub-category: Society					
Material aspect: Local communities					
GRI 103-1-3	Supporting our communities (2017 Sustainability Report, page 46); Communities (jll.com/sustainability); Our Responsibility to Communities (Code of Business Ethics, pages 36-38)				No
GRI 413-1	Supporting our communities (2017 Sustainability Report, page 46); Communities (jll.com/sustainability); Data summary (2017 Sustainability Report, Annex B)				No
Material aspect: Anti-corruption					
GRI 103-1-3	Our Foundations (2017 Sustainability Report, page 18); 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); 2017 Ethics Everywhere Annual Report, Corporate Governance Policies (Transparency Report, page 8)				No
GRI 205-2	Ethics, governance and thought leadership (2017 Sustainability Report, page 15-16); Data summary (2017 Sustainability Report, Annex B); 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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GRI 205-3	Data summary (2017 Sustainability Report, Annex B); 2017 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
Sub-category: Product responsibility Material aspect: Customer privacy					
GRI 103-1-3	2017 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, 2017 Form 10-K, page 41); Ability to protect intellectual property; infringement of third-party intellectual property rights (2017 Form 10K, page 37); Burden of complying with multiple and potentially conflicting laws and regulations and dealing with changes in legal and regulatory requirements (2017 Form 10-K, page 48)				No
GRI 418-1	Data summary (2017 Sustainability Report, Annex B)	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