



*Real value in a changing world*

# Moving toward a more *sustainable* enterprise

Jones Lang LaSalle Incorporated  
2012 Sustainability Report | Published September 2013

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## Note to reader

This PDF utilizes interactive elements. Click on [hyperlinks](#) for easy navigation to external documents or web pages.

The section titles at the bottom of each page can also be used to navigate through the document.

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*Image reference (cover): During 2012, Jones Lang LaSalle advised the Asian School of Business in their pursuit of LEED Gold certification at a site in Trivandrum, India. The nearly 80,000 square feet complex includes the following green features: high performing, solar controlled glass; demand controlled ventilation; building envelope enhancements; water efficient fixtures; and innovative lighting design and control strategies. The Jones Lang LaSalle team consisted of cross-functional experts from our Energy and Sustainability Services team and our Project and Development Services group.*



Who we are



Our approach



Energy and resources



Client service excellence



Green buildings



Community and supply chain



Workplace, well-being and diversity



Addendum and data

# Who we are



Jones Lang LaSalle is a leading financial and professional services firm specializing in real estate with a portfolio of 2.6 billion square feet worldwide. We offer comprehensive, integrated real estate and investment management expertise on a local, regional and global level to owner, occupier, developer and investor clients in 70 countries and from 224 corporate offices in 54 countries.



# In conversation with our CEO

Colin Dyer, Jones Lang LaSalle's Chief Executive Officer and President, discusses how the firm is moving forward on sustainability.



**Colin Dyer**  
CEO and President

“Across the globe, our colleagues consistently provide innovative solutions that drive value for our clients. It is an honor to be recognized for the corporate citizenship, integrity, superior client service and integrated global platform that enable them to deliver valuable results”

## How does sustainability underpin Jones Lang LaSalle's strategic priorities in the short, medium and long term?

We structure our business activities around five global priorities, which we call the G5. The first G focuses on extending our competitive position in the world's key real estate and capital markets. The next three address global opportunities in outsourcing, investment sales and institutional investment management.

The fifth G reflects our intent to connect our people, services, technologies and clients globally to best serve the changing needs of our clients, and to successfully manage the enterprise risks we face. It also means embedding sustainability in our transactions, services and operations, enabling us to lead the transformation of the real estate industry by making a positive impact both in and beyond our business. This focus ensures we have a sustainable enterprise that clients, investors and employees can rely on for the long term.

## Which global trends and key drivers have influenced your sustainability program?

Across the world, governments are responding to the threat of climate change with efforts that target energy use and carbon emissions. For the property sector, this is being expressed through legislation such as the EU Energy Performance of Buildings Directive that requires mandatory disclosure of energy performance certificates when buildings are constructed, sold and rented out. While such legislation poses potential risks to our business, it also creates major opportunities with clients.

Another key driver is the impact of extreme weather events on our business, the buildings we manage and the value of real estate investments we make on behalf of clients. In 2012, Hurricane Sandy reinforced the significant nature of this driver as it caused

flooding damage to buildings we manage for clients and disrupted our business operations. Jones Lang LaSalle's business continuity processes enabled us to mitigate the negative impact, but there are further improvements to be made.

Clients increasingly expect us to anticipate legislation, climate risk and other market drivers and to advise them on best practices. This is why we are embedding sustainability across our service offering and continuing our provision of specialist Energy and Sustainability Services, which range from the development of sustainability strategies to the provision of sustainable facilities management services.

Finally, sustainability presents an opportunity to differentiate ourselves from competitors by providing innovative services and maintaining credibility by implementing the same best practices for ourselves. This in turn helps us retain and attract talent, maintain a satisfied workforce and ensure a return for our shareholders. We recognize, too, the positive gain to our brand, reputation and financial performance from leading sustainability practices.

## What were the highlights of your sustainability achievements in 2012 and what new sustainability goals have you set?

We fully achieved 15 of the 17 targets that we set ourselves for 2011-2012, including two of LaSalle Investment Management's 2012-2013 targets that were achieved early. Our achievements were strong in 2012, as in previous years, in the areas of **'Energy and resources'**, **'Client service excellence'** and **'Workplace, well-being and diversity'**. However, I consider the areas of exceptional progress in 2012 to be:

- **Green buildings:** We recently achieved the most LEED Accredited Professionals of any organization in the world and held several industry-leading roles,

“Sustainability presents an opportunity to differentiate ourselves from competitors by providing innovative services and maintaining credibility by implementing the same best practices for ourselves.”



“These achievements are thanks to the efforts and enthusiasm of our employees, and of our leaders around the world who proactively support a strong sustainability agenda.”



such as infusing sustainability into the heart of our involvement with the 2012 London Olympics. Across our own portfolio, we improved on several green building metrics, including the proportion of total offices with green building principles or certifications, and the adoption of alternative workplace strategies in 62 percent of our offices (up from 46 percent in 2011).

- **Community and supply chain:** Jones Lang LaSalle developed a strong focus on supplier sustainability in 2012, including how we can significantly influence

and incorporate sustainability principles into client supply chains. For example, we worked with the Ethisphere Institute to develop an innovative approach to evaluating the integrity and enterprise risks of the suppliers we use for our clients and for our own firm, which we subsequently have launched in 2013. For our own offices, a third of our spend on office and kitchen supplies in 2012 was for items with social and environmental criteria and this has continued to rise each year.

These achievements are thanks to the efforts and enthusiasm of our employees, and of our leaders around the world who proactively support a strong sustainability agenda.

As for areas to improve, we did not achieve our target to incorporate green building / fit-out principles or certifications into all of our 30 new corporate offices in 2012, despite our substantial progress in doing so for a large majority (80 percent) of our offices. Also, our target around best-in-class occupancy strategies was partially achieved.

Rather than issue updates for the 17 targets that expired year-end 2012, we have instead decided to focus on delivering our new reduction targets for energy, GHG emissions and workplace density for Jones Lang LaSalle's global operations by 2017. This is our priority for improved sustainability performance. Complementary to these targets, we will prioritize our five material issues in the revised Global Sustainability Commitment. These commitments, along with the strategic objectives in the LaSalle Global Sustainability Report 2013 and our Global Strategic Priorities (G5) serve as a suite of goals that ensure we progress in the short, medium and long term.

**What are the main challenges of Jones Lang LaSalle's sustainability strategy and how do you plan to address them in 2013 and beyond?**

- **Embedding and formalizing sustainability across all transactions, services and operations.** With a few exceptions, such as widespread adoption of our global ethics program, sustainability at Jones

Lang LaSalle is a concept that is not yet applied or deeply understood by all our 50,000 employees. Embedding sustainability across all that we do requires extensive change management. Since establishing our formal sustainability efforts less than a decade ago, we have made solid progress in laying the foundation for sustainability leadership. This remains a challenge, but it is an evolutionary process we feel well-equipped to lead, given our historical roots and the depth of experience that our existing efforts have provided us. Our collective ability to thrive for more than 250 years suggests we have always had people who know what it takes to sustain a company over time. Our challenge today is dealing with unprecedented change in the world around us that gives new meaning and urgency to the sustainability agenda. We will continue to embrace this challenge unequivocally by focusing on training our employees; incentivizing performance related to sustainability; leveraging the strength of our governance bodies to develop and manage our strategies and our enterprise risks; engaging with clients, shareholders and employees; and capitalizing on opportunities to shape the industry.

- **Quantifying the positive impact of sustainability and holistically defining a causal relationship between our sustainability activities and the strong performance of our company.** As we work to embed sustainability across all transactions, services and operations, it becomes harder to quantify the positive impact of our efforts due to the increasingly integrated but still decentralized nature of our business. This is compounded by the fact that, while we recognize sustainability is good business, it can be difficult to translate its value into meaningful and accurate financial or quantifiable terms. However, we do see significant returns in the form of intangibles like brand differentiation, external recognition, business referrals and lower costs of reducing litigation matters and ethical lapses. Additionally, our sustainability efforts help maintain competitiveness and are often a factor in winning new business as clients increasingly want to know

they are dealing with organizations that really will put their interests first and will be there for them over the long term.

**Which international partnerships position Jones Lang LaSalle for success as a sustainable enterprise?**

We remain committed to the highest standards of responsible behavior and continue to align our efforts with internationally recognized standards such as the United Nations Global Compact. We are very proud to have been named by Ethisphere six years in a row to its list of the World's Most Ethical companies, an accomplishment few other companies have achieved. Through our relationships with outside organizations that have sustainability agendas, we seek opportunities with high impact. Our participation enables us to remain at the forefront of emerging trends, while also expanding our influence and reach. The examples below provide a snapshot of such activities:

- In 2012, we became a member of the International Integrated Reporting Council's pilot program, which aims to develop a global reporting framework that integrates sustainability into long-term decision making.
- We work closely with numerous local green building councils worldwide that actively contribute to influencing sustainability in the property sector.
- We are a lead sponsor to the CDP Cities program, a long-term initiative to improve sustainability in the world's largest cities, and thereby enhance their economic viability.

The many awards we receive from external bodies offer another measure of our position as industry leader. A sample of the sustainability awards we received in 2012 is provided on [page 7](#) of this report.

We look forward to your comments on this report as we work to increase our accountability and transparency to our stakeholders around the world. We greatly appreciate your interest in Jones Lang LaSalle.



# About us

## Where we have corporate offices 2012



Americas

83 8

Offices Countries



EMEA

78 32

Offices Countries



Asia Pacific

63 14

Offices Countries

Across our three geographic business segments – the Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific – we deliver a complete array of real estate services.

We are an industry leader in property and corporate facilities management services, with a portfolio of approximately 2.6 billion square feet worldwide.

Our fourth business segment – LaSalle Investment Management – is a wholly owned member of the Jones Lang LaSalle group and one of the world's largest and most diversified real estate investment management firms with more than \$47 billion of assets under management.

We are incorporated under the state of Maryland laws as a publicly owned company, governed by a board of Directors. Shares of Jones Lang LaSalle are traded on the New York Stock Exchange (NYSE: JLL) and our global headquarters is in Chicago, Illinois.

As of December 31, 2012, we had 224 corporate offices across 54 countries worldwide and operations in more than 70 countries. Our employee count surpassed 48,000 in 2012. This increase resulted primarily from mergers and acquisitions in each region, as well as organic growth. During 2012, we completed 30,500 transactions for landlord and tenant clients, representing 618 million square feet of space. We provided capital markets services for \$63 billion of client transactions.

## Key financials and statistics

In 2012, we generated record-setting revenues totaling \$3.9 billion across our four business segments, a 10% increase over 2011.

The following financial highlights should be read in conjunction with our consolidated financial statements and related notes, as well as the 'Management's Discussion and Analysis of Financial Conditions and Results of Operations' included in our [Annual Report](#) (Form 10-K) for the year ending December 31, 2012.

## Worldwide employees

48,000

2012

45,500

2011

40,300

2010

## Key financials

3,933

2012

3,585

2011

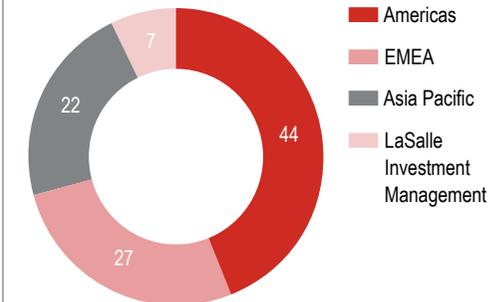
2,926

2010

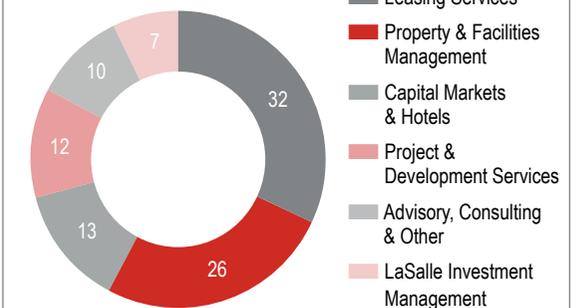
Revenue (million \$)

	2010	2011	2012
Net income (loss) (million \$)	154	164	208
Earnings (loss) (\$ per diluted share)	3.48	3.70	4.63
EBITDA (million \$)	320	339	391

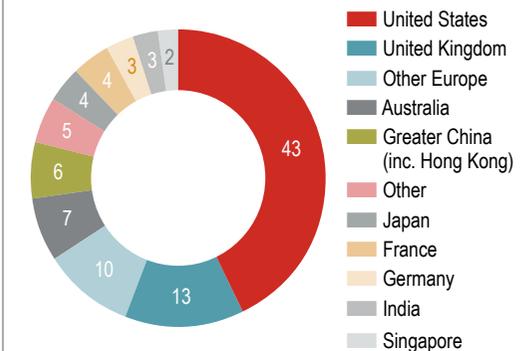
## Revenue by segment 2012 (%)



## Revenue by service line 2012 (%)



## Revenue by market 2012 (%)



Who we are



Our approach



Energy and resources



Client service excellence



Green buildings



Community and supply chain



Workplace, well-being and diversity



Addendum and data

# Our sustainability awards

One of our most important business goals is to maintain our position as a leader – one of the best – in our industry.

We regularly receive recognition for our sustainability efforts through high profile awards, and 2012 was no exception. Our leadership position in sustainability was recognized in 2012 by 29 awards, of which a majority related to our most important asset: our people, or put another way, our material issue 'Workplace, well-being and diversity'.

## A Best Corporate Citizen and a Trustworthy Company

For the second year running, Jones Lang LaSalle was named by Corporate Responsibility (CR) Magazine within the Financial, Insurance and Real Estate sector of its annual list of "Industry Sector Best Corporate Citizens". In 2013, we were listed on the overall "100 Best Corporate Citizens" list, improving our performance from prior years. CR Magazine's listing, which ranks organizations by broad industry sectors, is based on its survey of large-cap Russell 1000 companies that covers more than 300 data points of disclosure in seven categories: environment, climate change, employee relations, human rights, governance, finance and philanthropy.

In addition, the firm was also named by Forbes as one of "America's Most Trustworthy Companies". Forbes partnered with GMI Ratings (GMI) to compile this list by assigning quarterly accounting and governance scores to more than 8,000 companies traded on the U.S. exchanges.

## Global



Sustainability awards 2012	
Workplace, well-being and diversity	18
Client service excellence	7
Energy and resources	3
Green buildings	1

Data note: Client service excellence includes awards related to ethics and our corporate sustainability efforts.

## Americas



## Asia Pacific



## EMEA



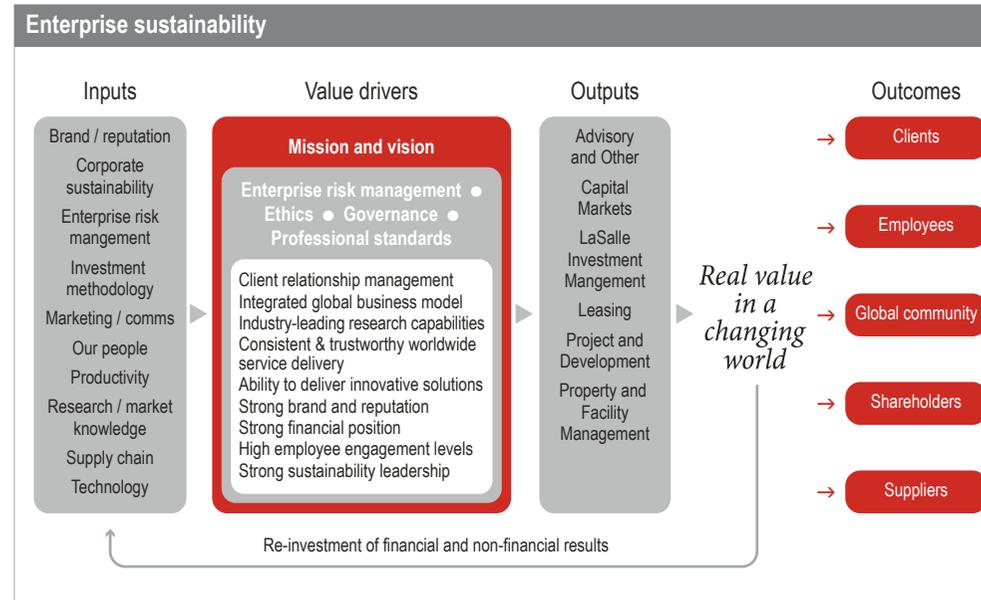
# Piloting integrated reporting – how our business model creates value

As pilot program members of the International Integrated Reporting Council, Jones Lang LaSalle continues to test and incorporate elements from the Integrated Reporting (IR) Framework, which is primarily targeted toward long-term investors.

Our first steps this year focused on:

- Defining how our business model creates value, which we seek to explain in the following text and diagram.
- Ensuring that our suite of annual reporting documents address both the principles and content requirements of the draft Integrated Reporting framework. You can find further information on [page 41](#).

We have designed our business model to (1) create value for our clients, shareholders and employees and (2) establish high-quality relationships with the suppliers we engage and the communities in which we operate. Based on our established presence in, and intimate knowledge of, local real estate and capital markets worldwide – and supported by our investments in thought leadership and technology – we believe that we create value for clients by addressing their local, regional and global real estate needs as well as their broader business, strategic, operating and financial goals.



Our financial position and our reputation for integrity, strong governance and transparency, which we believe are the strongest in the industry, give our clients confidence in our long-term ability to meet our obligations to them.

The ability to create and deliver value to our clients drives our revenue and profits, as well as intangible benefits such as brand value, which in turn allows us to invest in our business. In doing so, we enable our people to advance their careers by taking on new and increased responsibilities within a dynamic environment. We are also increasingly able to expand and develop our relationships with suppliers to our

own organization as well as to our clients, for whom we serve a significant intermediary role. By expanding employment, we stimulate the locations in which we operate and increase the opportunities for those we employ or engage with to participate in community services and other activities beneficial to society.

Our financial position and our reputation for integrity, strong governance and transparency, give our clients confidence in our long-term ability to meet our obligations to them.



# Our approach



The pace of economic, societal and environmental changes continues to present our business with significant risks and opportunities. At the heart of our sustainability strategy is developing a robust understanding of where we can have the biggest impact in relation to these risks and opportunities. Transparency and accountability are also core features of our approach and we remain focused on the highest standards of governance and ethics in all our business dealings.



# Our sustainability strategy

Jones Lang LaSalle aims to lead the transformation of the real estate industry by making a positive impact both within and beyond our business.

## Global Sustainability Commitment

We hold ourselves accountable for our material environmental, economic and social impacts. We continually develop policies, business practices and services to embed sustainability principles across our firm and the wider industry. Revised in 2013, the [Global Sustainability Commitment](#) defines our sustainability objectives relating to five key issues:

- **Energy and resources:** Significantly reduce the environmental impact from real estate
- **Client service excellence:** Deliver the highest standards to our clients worldwide
- **Green buildings:** Integrate sustainability within all real estate decisions
- **Community and supply chain:** Extend our sustainability values to enable widespread change
- **Workplace, well-being and diversity:** Foster a growing and inspiring place for our employees to work

In addition to these stretching commitments, we are publishing three milestone targets in the areas of 'Energy and resources' and 'Green buildings', which are detailed later in this report.

## Two pillars for delivering our commitment

Our sustainability strategy focuses on two pillars: (1) Services and (2) Operations. The first pillar includes the services we provide to clients through our Energy and Sustainability Services business and our LaSalle Responsible Investing program. We are also increasingly focused on integrating sustainability principles across all of our real estate services, thereby providing embedded sustainability advice. The second pillar focuses on operational efforts related to our own people and offices that ensure we 'walk the talk' as a sustainable corporation.

Although we view both pillars as critical to our sustainability strategy, we are aware that the potential positive impact through our services to clients can be substantially greater than our own direct activities and operations.

It is encouraging to note that our employees also recognize the value of sustainability to the business: in our 2012 Global Employee Engagement Survey, 76% of our staff responded favorably when asked if he or she felt positive about our commitment to sustainability (formerly CSR), as compared to 74% in 2010.

## Material sustainability issues

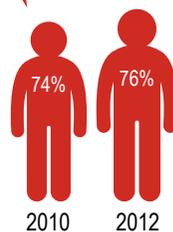
We recognize the importance of reporting on the issues that are most significant to our business, as well as those of greatest concern to our clients, shareholders and employees.

In 2010, we developed a methodology to identify material sustainability issues that reflect both the direct impacts of our operations and indirect impacts arising from actions taken on behalf of clients. You can find more on this process in our [2010 CSR Report](#), including information on how we identify our key

## Our strategic approach to sustainability



I feel positive about this company's commitment to sustainability (formerly CSR).



Favorable responses from Global Employee Engagement Survey.

stakeholders and engage with each group.

We did not extensively review our material impacts during 2012. However, we did witness shifts in our priority issues in response to stakeholder requests and wider trends. We have therefore made some changes, such as re-structuring themes and modifying material issue content. These changes primarily ensure that waste and water issues are more directly addressed and that we emphasize the importance of sustainability in our supply chain.

Our 2010 materiality assessment identified five key issues. These form the basis for the themes we subsequently address in this report ([see page 11](#)).

## Shift from CSR to sustainability

We recently shifted our terminology from corporate social responsibility (CSR) to sustainability. This change better reflects our current focus on the totality of our environmental, social and economic activities; achieves consistency in the communication of our internal and external programs; and more clearly asserts our long-term vision to be a sustainable enterprise in all aspects of our services and operations. Although this initiative does not change the nature of our existing activities, it serves as a progressive step in our future-oriented strategy. We believe "CSR" implies an add-on; doing something because it feels good or morally right to do.



Material issues	Themes covered in this report		Services: Indirect impact to JLL via clients	Operations: Direct impact to JLL	
Energy and resources		<ul style="list-style-type: none"> <li>Energy/GHG emissions</li> <li>Renewable energy</li> <li>Sustainable IT</li> </ul>	<ul style="list-style-type: none"> <li>Waste</li> <li>Water</li> </ul>	✓	✓
Client service excellence		<ul style="list-style-type: none"> <li>Ethics</li> <li>Public policy</li> <li>Industry collaboration</li> <li>Sustainable cities</li> </ul>	<ul style="list-style-type: none"> <li>Technology</li> <li>Innovation</li> <li>Sustainability thought leadership</li> </ul>	✓	✓
Green buildings		<ul style="list-style-type: none"> <li>Green building certifications and portfolio management</li> <li>Accreditations</li> <li>Sustainable occupancy strategies</li> </ul>	<ul style="list-style-type: none"> <li>Alternative workplace strategies</li> <li>Green leases</li> </ul>	✓	✓
Community and supply chain		<ul style="list-style-type: none"> <li>Charitable contributions</li> <li>Volunteering</li> <li>Sustainable procurement</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain engagement</li> </ul>	✓	✓
Workplace, well-being and diversity		<ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Employee satisfaction and engagement</li> <li>Training and development</li> </ul>	<ul style="list-style-type: none"> <li>Compensation and benefits</li> <li>Health, well-being and safety</li> </ul>	✓	✓

Enterprise risk management • Ethics • Governance • Professional standards

Sustainability is about how we approach our business overall, and this more appropriately articulates Jones Lang LaSalle's intentions.

### Our sustainability teams

We consider sustainability to be part of every employee's role and responsibilities, so thousands are actively tackling sustainability challenges. There are, however, several positions that have a functional responsibility for sustainability. As seen in the bottom left graphic, we have not included all embedded roles; volunteer or champions networks; executive sustainability sponsors; ethics officers; or governance committees that may, in some instances, spend some, but not all, of their time on matters related to our sustainability.

Reflecting on the largest component of our dedicated employees, there was a 10% rise in Energy and Sustainability (ESS) clients and a 22% increase in sustainability professionals (including a majority from ESS) from 2011-2012, mostly due to growth in Asia Pacific. This is consistent with the growth in ESS revenue of 13%. The increase in these indicators demonstrates our commitment to providing clients with industry-leading expertise areas.

Beyond this, we are increasingly integrating sustainability into the services we deliver across the firm such as the sustainability experts in Project and Development Services who work on green building certifications and the creation of central sustainability roles to embed sustainability throughout the advice we give.

Our sustainability programs increasingly benefit our business development and recruitment efforts, which serve as a measure of how effectively we are integrating sustainability into our company. We are doing so in the areas of greatest financial impact: when compared against revenue, the 44 countries that utilize our internal sustainability program account for 96% of global revenue in 2012, compared to 87% in 2011.

### Energy and Sustainability Services (ESS) overview



Sustainability professionals

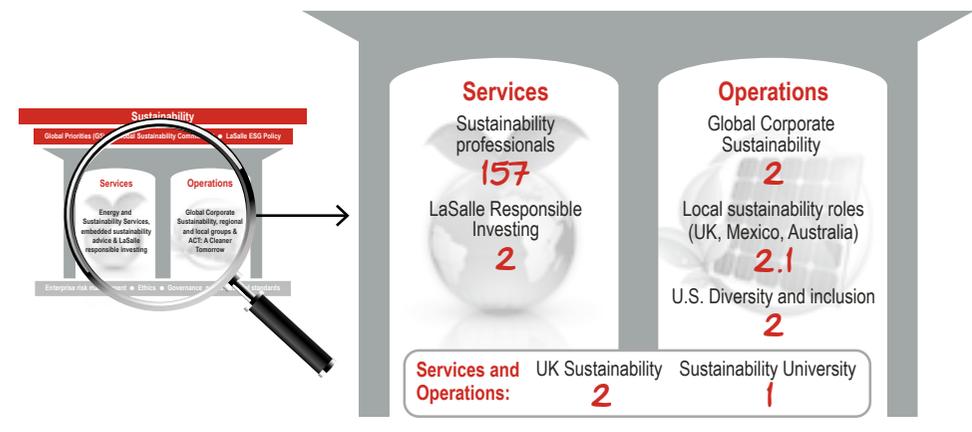
	2010	2011	2012
ESS clients	196	334	366
ESS revenue (million \$)	17.0	19.4	21.8
ESS revenue/global revenue (%)	0.6	0.5	0.6

Data note: These figures include all known sustainability activity, primarily related to the Energy and Sustainability Services business. It also includes activity within our other business lines such as Property and Facilities Management.

### Generation takes a greater stake in Jones Lang LaSalle

Generation Investment Management is an investment manager founded by former U.S. Vice President Al Gore, David Blood and others, which focuses on long-term sustainable investing on behalf of its clients. In 2012, it publicly reported that it had increased its stake in Jones Lang LaSalle to 5.3% (2.3 million shares). Generation states: "Sustainability issues can impact a company's ability to generate returns and therefore must be fully integrated with fundamental equity analysis".

### Dedicated sustainability roles



Data note: LaSalle Responsible Investing and local sustainability roles include part-time functions.

# Governance

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



Independent third-party shareholder advocacy groups have consistently recognized the strength of our corporate governance. Institutional Shareholder Services Inc. (ISS) has given us a "1" for governance, meaning that we are in the top decile of all companies for low governance risk. GovernanceMetrics International (GMI) has given us an overall global rating of 9.5 on a scale of 1 (lowest) to 10 (highest) based on criteria including board accountability, financial disclosure, internal controls, and corporate behavior.

The following section provides details of our governance structure, including how sustainability matters are governed. Additional information about our corporate governance may be found in our [Transparency Report](#) and in the [Proxy Statement](#) for our Annual Meeting of Shareholders, all of which are available on our website.

## The Board of Directors

Our Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business to enhance its long-term value. As of September 2013, the Board had 10 Directors, eight of whom are independent Directors. Our Board is diverse in terms of gender, ethnicity and national origin.

Over the years, we have implemented measures designed to provide shareholders with the highest level of governance: separate Chief Executive Officer and Chairman of the Board roles; annual voting for Directors; majority voting for Directors; enhanced abilities to call for special meetings; and annual advisory voting on executive compensation.

Our 2013 Annual Meeting of Shareholders resulted in a 98% approval of a non-binding resolution on executive compensation. Each of our independent Directors received more than a 99% positive vote for election to a one-year term.

## Sustainability governance

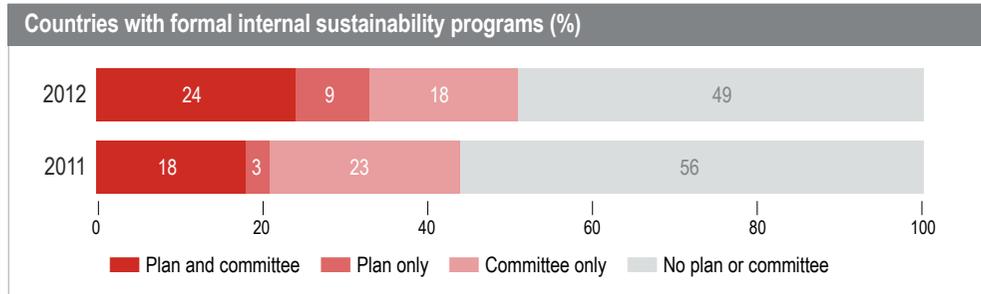
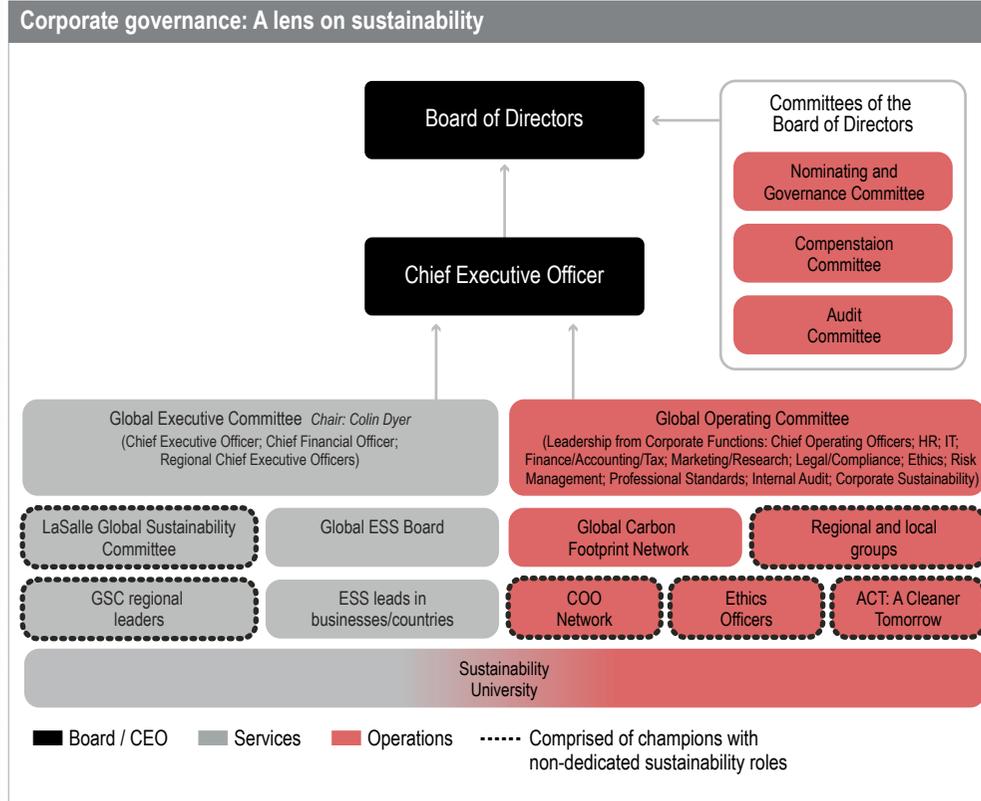
The Board of Directors takes an active role in overseeing the company's sustainability efforts, drawing on progress updates from the following two bodies that represent the pillars of our sustainability strategy:

- **Services:** The Global Energy and Sustainability Services (ESS) Board is the main governance body responsible for developing and implementing a consistent global ESS offering. The Board is made up of regional heads of ESS and is led by the global Head of ESS. Complementary to this Board, LaSalle governs its activities through the Global Sustainability Committee. Chaired by the non-executive Chairman, the Committee consists of senior leaders from all businesses worldwide, ensuring that we remain up-to-date on sustainability topics and that we share our practices company-wide.
- **Operations:** Our internal programs are governed by the Global Operating Committee (GOC), which includes our Global Chief Financial Officer, our business segment Chief Operating Officers and leaders of our principle corporate staff groups, as seen in the diagram below. The Committee coordinates its enterprise risk activities with our Internal Audit function, whose leadership attends GOC meetings and performs an annual risk assessment of our business.

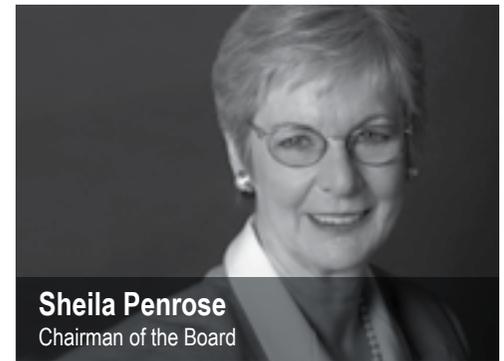
The Board of Directors takes an active role in overseeing the company's sustainability efforts.



One strength of our internal programs is the local and regional governance through various groups. We are expanding our focus on internal sustainability, as demonstrated by the increase of countries with formal programs.



Data note: Formal programs are defined as having management oversight, annual written plans/objectives, committee or green team.



“ Over many years Jones Lang LaSalle has been a leader in good corporate governance. We continue to do so by reflecting the increasing importance of sustainability issues in our governance structures. This ensures that we are held accountable for our social, environmental and financial performance; and that we have built a sustainable enterprise that clients can rely on for the long term. ”

Each of these groups regularly updates our Board of Directors. They are in place to deliver our [Global Sustainability Commitment](#) and the [LaSalle Environmental, Social and Governance Policy](#).

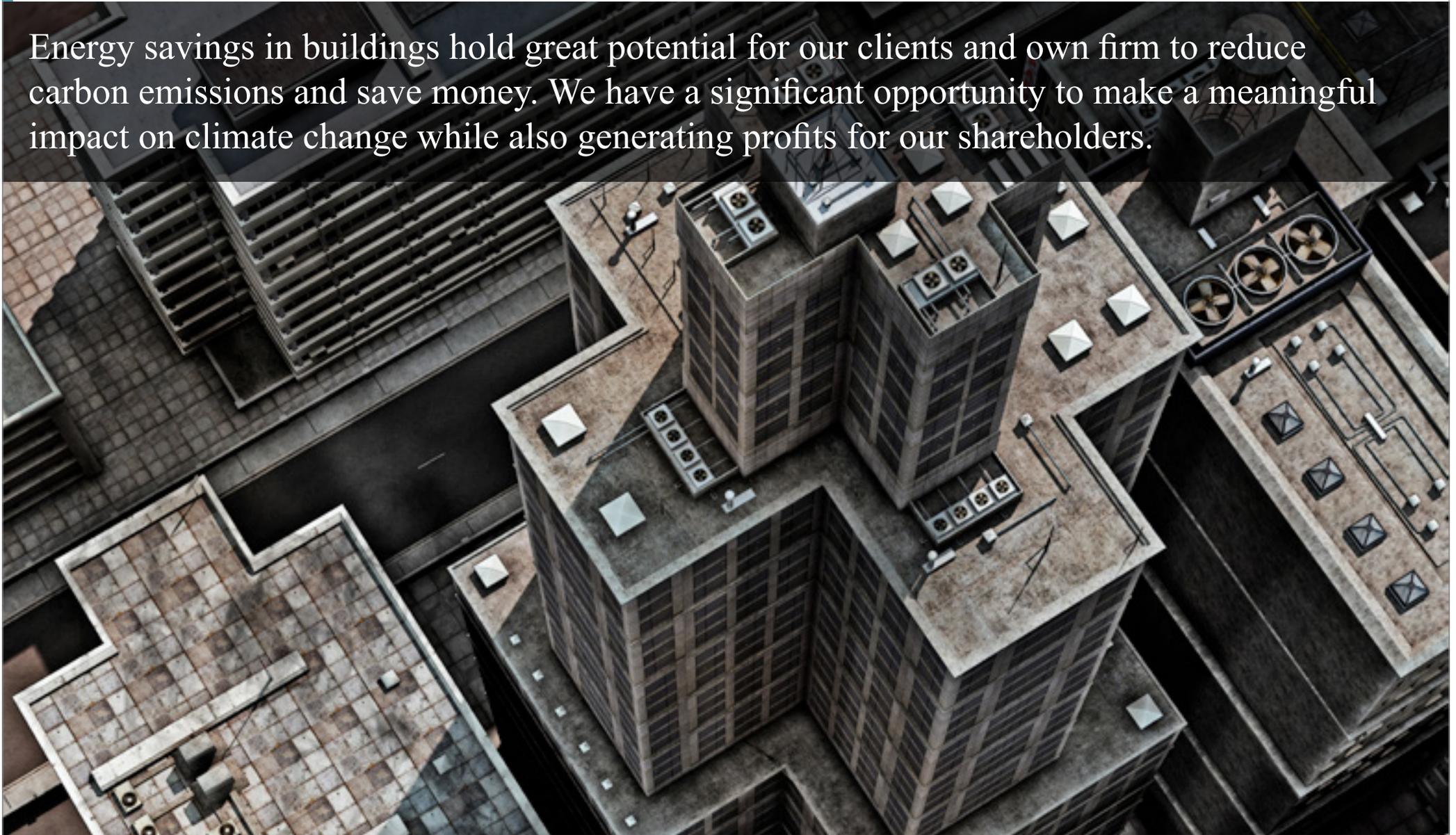
One strength of our internal programs is the local and regional governance through various groups. We are expanding our focus on internal sustainability, as demonstrated by the existence of countries with formal programs, which have increased from 25 in 2011 to 28 in 2012, or over half of the countries surveyed.

Another recent enhancement includes the 2013 publication of our new [Transparency Report](#) which is designed to give our stakeholders a transparent view of our governance structure and what we do to protect it in various ways.

# Energy and resources



Energy savings in buildings hold great potential for our clients and own firm to reduce carbon emissions and save money. We have a significant opportunity to make a meaningful impact on climate change while also generating profits for our shareholders.



## Our commitment:

# Significantly reduce the environmental impact from real estate

### Client energy and GHG emissions



**Reduced 913,000 metric tons CO<sub>2</sub>e** for our U.S. clients, equivalent to removing roughly 190,000 cars annually from the road. This is up from 587,000 metric tons CO<sub>2</sub>e in 2011.



**Doubled the number of assets** that LaSalle Investment Management submitted to Greenprint from 137 to 283.

### Client renewable energy



**Total estimated GHG emissions averted** from our advisory on installed and operational, or consented, renewable projects was 595,894 metric tons CO<sub>2</sub>e.

## Our targets:

**Significantly reduce** our own environmental impact through best in class workplace strategies that:

**-10%** Reduce building GHG emissions\* per employee by 10% by end of 2017 against 2012 baseline

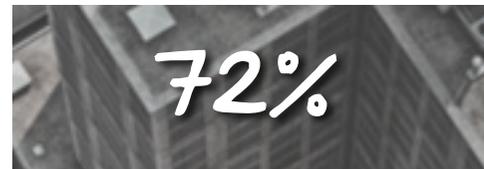
**-10%** Reduce building energy\* per employee by 10% by end of 2017 against 2012 baseline

\* Includes directly billed and estimated energy for Jones Lang LaSalle's global portfolio.

### Our energy and GHG emissions



**A reduction of 4%** on a building emissions per employee basis from 2011 to 2012. However, Jones Lang LaSalle's total GHG emissions increased slightly from 48,500 metric tons CO<sub>2</sub>e in 2011 to 49,300 in 2012.



**72% of our offices** have video and web conferencing facilities, which help to reduce emissions associated with business travel.

### Our renewable energy



**16% of our offices** procure renewable energy, compared to 10% in the prior year.



## Collaborative partnership delivers savings in the healthcare industry

Jones Lang LaSalle's sustainability experts are actively helping the Beaumont Health Systems reach ambitious goals across its 38-building, 8.25 million square foot portfolio. In 2012 Beaumont implemented 15 energy projects anticipated to generate \$1.3 million per year in energy savings that pay for themselves in two years, plus eight water-related improvements that will save another \$300,000 annually. Beaumont's Green Teams and monthly sustainability kaizens have produced suggestions that cost little or nothing, save over \$60,000 in annual utility costs, and engage enthusiastic employees.

### Challenges

For our own operations, we continually face the challenge of how to improve our understanding of the environmental impact from our activities. We occupy leased space, which means nearly a third of our total emissions are estimated. One of the aims of our reduction target is to lead the industry in how this challenge is addressed and to further engagement between landlords and tenants.

Furthermore, business travel constitutes an important part of how we engage with clients and the communities in which we work, and despite our efforts to reduce these activities, there is still much to do.

Related to water and waste, we are in the very early stages of addressing these resources, which again is limited due to our occupation of leased space and lack of influence.



We recognize the complexity of the climate change challenge and that government action alone cannot provide the urgent solutions required.

For this reason, we invest significant resources into developing energy and carbon management services for our clients, alongside efforts to manage our own footprint.

Energy and climate risks directly impact our own operations as well, whether because of rising fuel prices or legislative changes. And these risks continue to increase. The material risks that we face as a business are discussed in our [Annual Report](#) on Form 10-K and include climate change risks.

### Energy management for our clients

As we manage approximately 2.6 billion square feet of real estate for clients, the greatest contribution we can make to mitigate climate change is to work with our clients to help them reduce their energy and carbon-generating activities.

An integral part of our Energy and Sustainability Services offering is to help clients develop energy management programs that provide measurable savings and results. This approach considers not just how facilities are built, operated and maintained, but also their location and employee behaviors.

Responsible management of energy is one of the most cost-effective climate change mitigation strategies, and as more clients (as well as our own people) see economic and environmental value in measuring and improving energy usage, then we expect the savings to continue rising. For example, the impact of our programs for U.S. clients in 2012 was equivalent to removing roughly 190,000 cars annually from the road. The 'Client energy savings' table (above right) is an overview of these achievements since 2010.

### Renewable energy for clients

We continue to advise clients on a range of renewable technologies including photovoltaic (largely in the U.S., but increasingly in Europe), wind and biomass (both largely in the UK). Our capabilities in renewable energy allow us to provide local as well as worldwide solutions designed to meet each client's unique objectives. Our specialist Renewable Energy Capital group – established in 2011 – helps to raise development capital, identify investment opportunities and provide commercial and financial advice to clients across every major renewable technology project type.

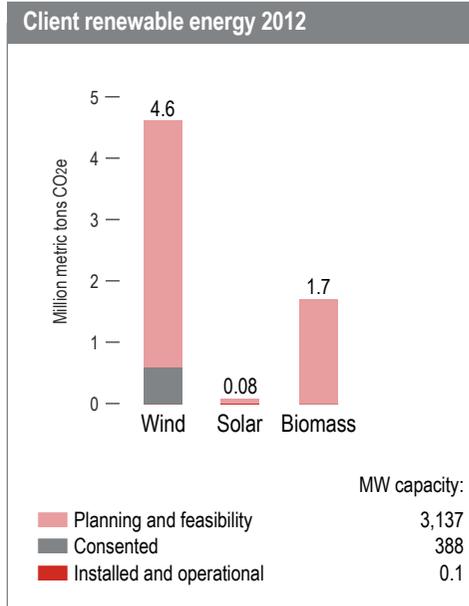
In 2012, total estimated GHG emissions averted from our advisory on installed and operational, or consented, renewable projects was 595,894 metric tons CO<sub>2</sub>e. A further 5.8 million metric tons could be averted, assuming all remaining wind, social and biomass projects that we advised on last year achieve planning consent or successful development. In previous reports, we presented cumulative figures and have since changed our methodology. Annual figures will help us better understand our performance trend.

### Understanding our own emissions and reporting performance

Jones Lang LaSalle's total GHG emissions were approximately 49,300 metric tons CO<sub>2</sub>e in 2012, compared to 48,500 and 43,400 metric tons CO<sub>2</sub>e in 2011 and 2010 respectively (as seen in the chart above right). While our total emissions increased by 2% from 2011 to 2012, our business also grew during this period: we increased our revenue by 10% and corporate office employees by 4%. This is strongly correlated to our rise in emissions, which stemmed primarily from increased energy consumption in our corporate offices and more business travel. Positively, GHG emissions from company-owned vehicles decreased by 10% from 2011 to 2012.

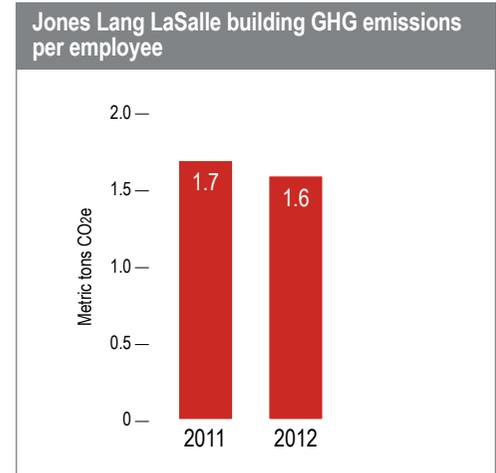
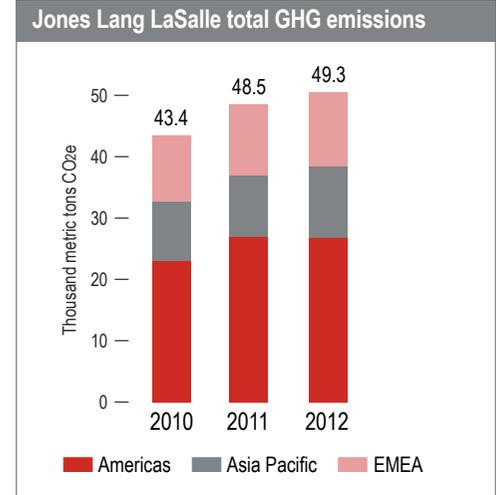
Client energy savings			
	2010	2011	2012
Monetary savings (millions)	\$128	\$105	\$176
Energy savings (millions kWh)	912	963	1,663
GHG emissions reduction (metric tons CO <sub>2</sub> )	563,000	587,000	913,000

Data note: All figures relate to our U.S. managed portfolio and are based on extrapolated data from ENERGY STAR.



Data note: These figures reflect active advisory through our UK and U.S. renewables services. Jones Lang LaSalle does not own or operate any renewable energy installations.

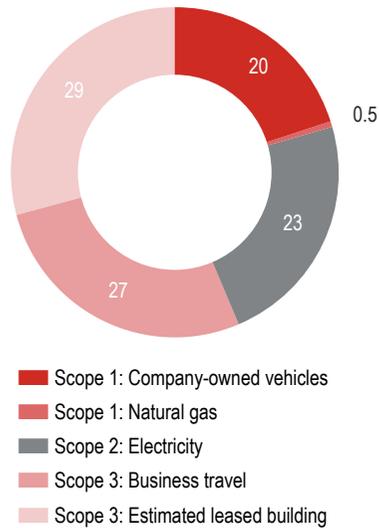
Our Mobile Engineering Services fleet, which accounted for 88% of emissions from company-owned vehicles in 2012, achieved a reduction of 700 metric tons CO<sub>2</sub>e during this same period. We have implemented various emissions reduction measures, including renewing the fleet with more



Data note: This intensity metric includes Scope 1 natural gas, Scope 2 electricity, and Scope 3 estimated leased building carbon. Corporate office employees are as of year-end. For former King Sturge offices, which became a part of our operations at the end of May 2011, we multiplied employees by 7/12 to reflect the emissions within our responsibility. Additionally, we have applied criteria for excluding anomalous data points, including: missing data; a change from estimated to actual data (or vice versa) where the estimations are deemed inaccurate; and energy consumption that relates to a full building with employees that relate to a part building (e.g. where we sublet floors). These each lead to a misleading trend in GHG emissions per corporate office employee. With exclusions, the analysis incorporates 93% of offices occupied in 2012.



### Source of Jones Lang LaSalle GHG emissions 2012 (%)



*Data note: Scope 1 includes natural gas consumption where Jones Lang LaSalle directly obtains energy. It also includes company-owned vehicles. Scope 2 includes electricity consumption where Jones Lang LaSalle directly obtains energy or where our landlord obtains it, then provides the energy data to us. Scope 3 includes estimated building-related consumption where Jones Lang LaSalle's landlords obtain the energy, but there are no sub-meters and Jones Lang LaSalle does not receive energy data. We therefore estimate consumption based on floor area. Scope 3 also includes employee business travel.*



### ACT: A Cleaner Tomorrow

fuel efficient vehicles, adopting a shared services model, bundling multiple work orders together, and assigning maintenance mechanics and technicians to smaller vehicles.

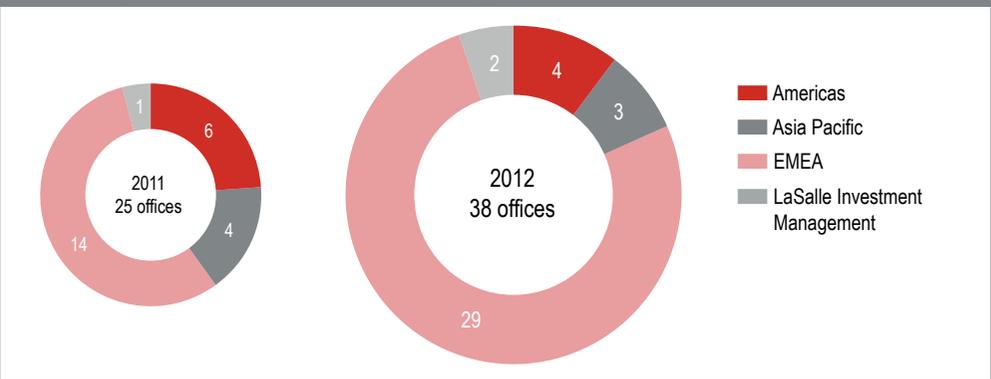
Business travel is one of our most challenging areas to reconcile with business objectives, including maintaining active relationships with our clients. Our emissions from business travel increased by 3% from 2011 to 2012. We encourage video and web conferencing to reduce travel, as described on the next page.

We normalize our building-related GHG emissions by corporate office employee to compare our performance over time. From 2011 to 2012, this metric decreased by 4% (see data note on previous page related to accounting for acquisitions and exclusions) from 1.7 to 1.6. Our internal sustainability programs have contributed to energy reductions in numerous corporate offices, with Asia Pacific accounting for the largest contribution to reducing our GHG emissions. For example, in Australia, the firm introduced an energy metering project that monitors consumption quarterly at eight of its offices. This, among other efforts, resulted in a 26% decrease in Australian energy consumption from 2011 to 2012 (equating to 300 metric tons of CO<sub>2</sub>e).

In 2012, energy consumption in our corporate offices accounted for 53% of our total emissions, with a further 27% from business travel and 20% from company-owned vehicles (see chart left). The majority of our emissions relate to Jones Lang LaSalle's occupation of leased office space where we do not directly purchase energy in many cases. While we engage with our landlords to obtain energy consumption data where possible, we did not obtain any data for 40% of our corporate offices in 2012. In these instances, we fully estimate our consumption based on rented area. This continues to be a major challenge as we seek to better understand and reduce our carbon footprint.

Each year, we voluntarily participate in the [CDP supply chain program](#) at the request of our clients and also

### Jones Lang LaSalle offices with renewable energy



*Data note: Our renewable energy is based on where the supply is certified renewable by national regulations.*

for the benefit of the CDP investor signatories, some of whom are our shareholders. Our measurement and reduction efforts led to a disclosure score of 70 and a performance score of D in 2012. The disclosure score falls into the 'high category', and according to CDP, this means "senior management understand the business issues related to climate change and are building climate related risks and opportunities into core business." Additionally, our disclosure and performance scores compare positively against the supply chain program average of 48 and D respectively.

### Reducing our own carbon footprint

ACT: 'A Cleaner Tomorrow' is our internal environmental program that seeks to reduce our impact primarily through employee engagement and communication efforts. We have an increasing number of energy and greenhouse gas emissions initiatives, many of which originate from the ACT program. 70% of offices have at least one initiative and we documented 207 initiatives in 2012, up from 170 in 2011. These types of efforts have been implemented each year since 2008; many have grown to be a part of our standard operating procedures and are not formally reported. Examples of local initiatives are detailed in the table on the right.



### Energy and greenhouse gas emissions initiatives

<b>Americas</b>	In the U.S., placed signs on all task lights, monitors, and switches to encourage switching off when not in use. Occupancy sensors used in conference rooms and low traffic areas.
<b>Asia Pacific</b>	Encourage employees in China to adopt environmentally friendly commute practices (e.g. walking or cycling) for at least one day per week.
<b>EMEA</b>	Moved offices in Portugal to improve energy efficiency and reduce costs. Introduced new video conferencing facilities and reduced domestic travel by nearly 20%.
<b>EMEA LaSalle</b>	LaSalle UK reduced energy consumption through use of occupancy sensors for lighting.

*\* Percentage of offices with at least one energy and GHG emissions initiative in 2012.*





## New video conferencing network aims to reduce business travel

In an initiative to help reduce business travel while also saving time, Jones Lang LaSalle launched a new video conferencing network in Europe called 'On Air' during 2012. The network involves the use of sophisticated new technology that replicates a highly realistic face-to-face meeting environment. It allows virtual inter-office meetings and a connection to other video conferencing systems at client offices and elsewhere. 'On Air' rooms were initially set up in the firm's Amsterdam, Frankfurt, London, Paris and Stockholm offices, with more planned in future.



## Waste initiatives

<b>Americas LaSalle</b>	LaSalle U.S. provides an option for employees to not print a cover sheet on all print jobs.
<b>Americas</b>	Extended our efforts to increase recycling of alkaline batteries and cans in Mexico.
<b>Asia Pacific</b>	In Australia used corporate Keep Cups instead of paper cups and a waste contract for IT recyclables.
<b>EMEA</b>	Removed desk side bins in our Sweden office to encourage recycling at central segregated waste units.

\* Percentage of offices with at least one waste initiative in 2012.

Related to our impact from travel, 72% of offices have video and/or web conferencing facilities and approximately a third of offices ran awareness campaigns during 2012. In Portugal, for example, we have reduced domestic business travel by around 20% through the addition of video conferencing facilities in the Lisbon office. We have also continued to expand our video conferencing capabilities in the U.S. During 2012, we installed new equipment in our Houston, Vienna (Virginia), and Philadelphia offices.

Much like the advice we give to clients, we take advantage of opportunities to green our energy supply, thus lessening the impact of our own operations. As 2012, 16% of our offices procure renewable energy, compared to 10% in the prior year (see chart on page 17).

## Greening our IT

As is the case with all large professional services firms, IT is a significant contributor to our overall carbon footprint. We have established a best practice IT sustainability program to reduce energy consumption from technology and to increase connectivity through IT solutions that reduce the need to travel. We implemented various initiatives in 2012, including server elimination; increasing the operating temperatures of data centers; decommissioning tape libraries and associated hardware; replacing desktop computers with laptops; and replacing and consolidating printers with multi-functional devices. We estimate that server elimination due to virtualization or consolidation has resulted in an annual savings of 480 metric tons CO<sub>2</sub>e and \$68,400.

## Lessening our environmental impact through waste and water management

As a tenant, Jones Lang LaSalle manages the waste contract in 7% of our offices, giving us little control over waste in a majority of our portfolio. However, in an additional 7% of offices we do not manage the waste contract, but engage with our landlords. In all offices where we do manage the waste contract,

we have a recycling program. In future, we aim to better understand our impact in this area as we are at the beginning of our data collection efforts for waste and water.

Despite having little control over most waste contracts, our employees engage in initiatives to encourage waste reduction and recycling. In 2012, 69% of offices reported at least one waste initiative, a slight increase from last year. Examples of the diverse range of waste initiatives we implemented are shown in the table (below left).

We are increasingly engaging with our employees around water, as 25% of offices reported at least one water initiative in 2012, as compared to 13% of offices in 2011. This reflects the growing importance of water as a sustainability issue that we have observed worldwide.



**Alan Robertson**  
CEO Middle East and North Africa

“ We are proud to pledge our support for Earth Hour this year along with our global offices. Our participation in this campaign reinforces our internal environmental program, ACT: 'A Cleaner Tomorrow', which aims to educate our employees on sustainability and encourages and supports them in adopting greener ways of working. Our firm is committed not only to observing this event but to go "Beyond the Hour" to make our firm and our clients more energy efficient throughout the year. ”

Much like the advice we give to clients, we take advantage of opportunities to green our energy supply, thus lessening the impact of our own operations.



# Client service excellence



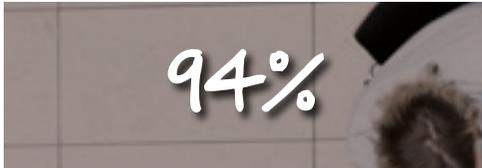
Jones Lang LaSalle is committed to maintaining a corporate culture that puts its clients first and embraces strong principles of business and professional responsibility in everything we do.



## Our commitment:

# Deliver the highest standards to our clients worldwide

### Ethics



**94% of employees agreed** they fully understood their obligations under the Jones Lang LaSalle Code of Ethics.

### Integrity



**Conducted 253 investigations** related to integrity concerns, of which 194 led to disciplinary or other actions.

### Industry collaboration



**Participated in 56 industry initiatives** worldwide, a significant increase from the year prior.

### Technology



**Monitored and managed data** for 153,600 buildings across our proprietary sustainability platforms globally in 2012.

### Innovation



**11,500 unique readers of our Green Blog** globally, up from 7,500 in 2011.

### Sustainability thought leadership



**Produced 27 sustainability thought leadership publications** during 2012.



### New technology improves working and sustainability practices

Jones Lang LaSalle in Turkey has made significant strides to ensure that technology is an integral part of new work practices, which contribute to improved client services as well as the greater efficiency and sustainability of day-to-day operations. Established in 2012, the Turkish Innovation Committee has been at the forefront of promoting the latest and best technology solutions, such as the introduction of iPads and a range of apps that will enhance data usage, workflow, presentations and communications. This program will also begin to move Turkey closer to its goal of becoming a paperless office.

### Challenges

As a firm with over a decade of sustainability expertise, we now have the challenge of ensuring this expertise is more deeply embedded throughout our core real estate services around the world. This will help us meet growing expectations and keep pace with the rapidly evolving sustainability agenda. It is requiring a change management program

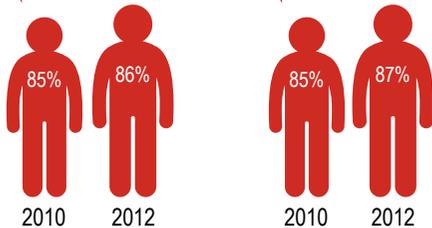
with more connectivity; more training; and more communication – all of which align with our global strategic goals and put us in a good position for long-term success as a sustainable enterprise, but which will take many years to implement fully.

Our mission is to deliver exceptional strategic, fully-integrated services, best practices and innovative solutions for real estate owners, occupiers, developers and investors worldwide.

Our sustainability services form a key part of this. Our culture of connectivity and integrity enables us to deliver consistently high levels of service to all of our clients wherever they are. 86% of our employees affirmatively agreed business leadership is committed to providing high-quality services to external clients, compared to 85% in 2010.

Leadership is committed to providing high-quality service to external clients.

This company shows a commitment to ethical business decisions and conduct.



Favorable responses from Global Employee Engagement Survey.

## Ethics

Our [Code of Ethics](#) outlines our commitment to maintaining the highest standards of ethics and integrity in all of our business dealings. We are determined to enhance the global reputation that we have established for ethical conduct, a reputation recognized by the independent Ethisphere Institute, which in 2012 has named Jones Lang LaSalle in its 'World's Most Ethical Companies' list for the fifth year in a row (sixth in 2013).

We also take pride in how our employees perceive our commitment to ethical business decisions and conduct. In our Global Employee Engagement Survey, 94% of employees said they fully understood their obligations under our Code of Ethics. 87% of employees affirmatively agreed that Jones Lang LaSalle shows a commitment to ethical business decisions and conduct, an increase from 85% in 2010. In part, this is due to our focus on ethics training and education. In 2012 we gave in-person training to 3,858 employees (8% of staff) in ethics, HR and anti-corruption policies and procedures, which is in addition to other on-line training and communications efforts that comprise our Ethics Everywhere philosophy. Central to promoting our ethical conduct is the requirement for all employees to reaffirm their commitment to our Code of Ethics when submitting their annual performance objectives.

During the past seven years, there have been no legal actions taken against Jones Lang LaSalle for anti-competitive behavior, anti-trust or monopoly practices. Furthermore, there have been no significant monetary fines or non-monetary sanctions for non-compliance with laws and regulations (including environmental laws) over the same period.

In 2012 we conducted 253 investigations related to integrity concerns, of which 194 led to disciplinary or other remedial actions. Our investigations resulted in 61 employment terminations, an indication of our commitment to take significant action in order to protect and promote an ethical environment. The number of investigations we conducted during 2012 increased

by 90% over 2011. Our ability to substantiate the allegations that were raised was at 77%, comparable to last year.

If you interested to learn more, please visit our [Ethics Everywhere](#) website.

## Public policy and industry collaboration

As a diverse global organization whose constituencies will inevitably have very different views of social and other issues, our political and lobbying activities are intentionally very restricted, and are limited to supporting specific issues that would clearly benefit our business and our shareholders. As any lobbying efforts would be managed on a highly decentralized basis we do not centrally track relevant expenditures, but we believe they are insignificant.

We do, however, engage in many close relationships with leading industry organizations such as numerous local green building councils worldwide. In 2012, we participated in a total of 56 industry initiatives, including the following global efforts:

- CDP Cities Program
- CDP Supply Chain Program
- Ceres
- CoreNet Global
- Corporate Board Member
- Ethisphere Institute
- Global Real Estate Sustainability Benchmark
- Global Reporting Initiative
- Greenprint Foundation
- International Integrated Reporting Council
- United Nations Global Compact
- United Nations Principles for Responsible Investment
- Urban Land Institute
- World Economic Forum

## Focusing on sustainability in the city landscape

We are a lead sponsor to the CDP Cities Program, a long-term initiative to improve sustainability in the world's largest cities, and thereby enhance their economic viability. Jones Lang LaSalle is using its global expertise to help refine the CDP Cities reporting criteria and to educate and consult with cities as they look to tackle the sustainability challenge. Complementary to this partnership, Jones Lang LaSalle once again played a vital role in the 2012 London Olympics, integrating sustainability practices where possible. You can read more about our strong track record with the Olympics on our [website](#).



**Katie Kopec**  
European Director of Strategic Consulting

“The Olympics spirit comes with global scrutiny. Being able to demonstrate a clear and simple path to sustainable activity is essential for all involved parties and is almost expected. Jones Lang LaSalle has remained committed to leading the global real estate industry in creating and showcasing best practice sustainability standards. We are proud of this expertise and have been vigilant to ensure sustainable drivers are, where possible, incorporated at the heart of our involvement with Olympic projects.”



We invest heavily in research to guide our clients' real estate investment and occupation strategies – in line with our other activities, sustainability is a key focus.

### Using technology to advance our sustainability services offer

Our in-house online technology platforms such as OneView Energy and Sustainability Analytics help us manage an ever-increasing volume of sustainability data on behalf of our clients around the globe. This, among other examples of technology platforms, such as Portfolio Energy and Environmental Reporting System, Environmental Sustainability Platform and IntelliCommand, demonstrate our global expertise in the provision of technology solutions. With more than 153,600 buildings on our proprietary sustainability platforms, we help our clients measure and improve their environmental impact in a significant number of buildings.

### Promoting innovation

Our da Vinci Awards aim to inspire new and differentiating ideas among our employees that result in successful outcomes for our clients. The Awards program drives collaboration and showcases forward-thinking among Jones Lang LaSalle's people; individuals and teams are rewarded with cash prizes, and winning innovations are presented to senior management. In 2012 the Awards drew an impressive 86 submissions, with seven winners that demonstrated great originality and innovation. They included a program that assesses the physical condition of commercial real estate assets and provides cost estimates for component, equipment and systems replacements to maintain or enhance a building's efficiency and reliability.

### Sustainability thought leadership

We invest heavily in research to guide our clients' real estate investment and occupation strategies – in line with our other activities, sustainability is a key focus. In 2012, we produced 27 sustainability thought leadership publications. This is a 29% decrease since 2011 due partly to changes in resources and a greater focus both on embedding sustainability in core Jones

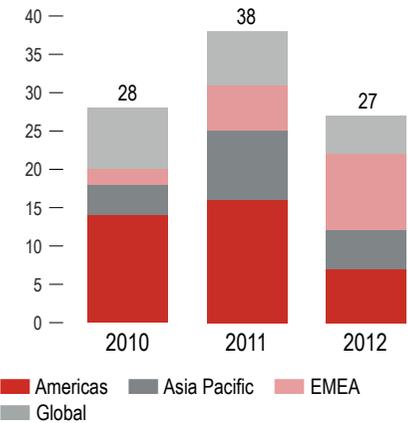
Lang LaSalle research publications and on using social media more than traditional media. We continue to develop influential sustainability research that supports our clients and contributes to the wider industry. Our global publications serve as good examples of our progress in 2012 despite the lower number of outputs:

- [Global Sustainability Perspective](#) – 3 editions
- [Global Transparency Index](#) with a new [Real Estate Sustainability Transparency Index](#)
- [Green Blog](#)

The Jones Lang LaSalle Green Blog, launched in 2010 to comment on topical issues, has continued to draw large number of readers. In 2012, we posted a fewer number of blogs than last year, but these attracted more unique readers with 11,500 in 2012 and 7,500 in 2011. We have revised these figures from previous reports. The Global Sustainability Perspective had 21,500 unique page views in 2012, a slight decrease from 2011 while still yielding an impressive ranking as the 19th most accessed page on [joneslanglasalle.com](#).

In addition to our client-focused sustainability thought leadership, we are active on corporate sustainability topics such as governance, transparency and enterprise risk management. Some of our articles feature in publications such as International In-House Counsel and Ethisphere Magazine, examples of which you can find on our [sustainability website](#). We recently issued a [Transparency Report](#) that details the way in which we govern the organization for the long-term benefit of clients, shareholders and employees and reinforces that we incorporate strong principles of business responsibility in all that we do.

Thought leadership publications



### Infusing our research with sustainability expertise

The [Global Transparency Index](#), a biennial Jones Lang LaSalle survey that calculates transparency in 97 real estate markets worldwide, revealed in 2012 that 90% of markets had made advances in transparency, a clear sign of a renewed impetus following a slowdown in progress during the financial crisis. In this issue, a separate [Real Estate Sustainability Transparency Index](#) for 28 of the markets was introduced for the first time, scoring areas such as energy efficiency, green building ratings system, energy benchmarking, green lease clauses and carbon reporting. The top ranked country was the UK followed by France and Australia in joint second place.



# Green buildings



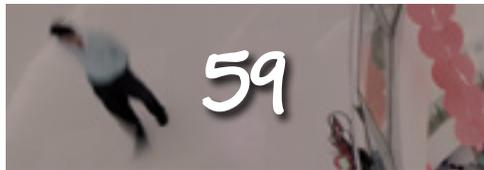
Green buildings are more than just energy efficient. They are sensitive to local habitats, protect the health and well-being of occupiers, and use sustainably sourced materials. As a world leader in real estate, the success of Jones Lang LaSalle is closely entwined with the evolution of green buildings.



## Our commitment:

# Integrate sustainability within all real estate decisions

### Client green building certifications and portfolio management



**Helped our clients** achieve 59 green building certifications, including 53% to LEED and 44% to Green Globes standards.



**Enabled better sustainability performance** in 1,351 buildings through our advice, a 28% increase compared to 2011.

### Accreditations



**Reached 1,414 energy and sustainability accredited professionals**, up from 1,075 professionals at year-end 2011.

## Our targets:

**Significantly reduce** our own environmental impact through best in class workplace strategies that:

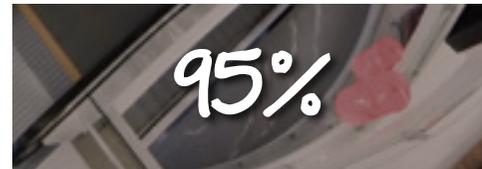
**-8%** Reduce rented area per employee by 8% by end of 2017 against 2012 baseline

### Our green building certifications



**15 of our offices** had a green building / fit-out certification such as LEED, BREEAM or RICS Ska as of year-end 2012 with an additional 89 offices that incorporated green principles without certification.

### Sustainable occupancy strategies



**95% of revised occupancy strategies** considered reuse of recycling materials in 2012.

### Alternative workplace strategies



**62% of our offices** employed an alternative workplace strategy, up from 46% in 2011.



### Achieving LEED Platinum for HSBC in Mexico City

In Mexico City, Jones Lang LaSalle played a pivotal role in achieving a LEED EB (Existing Building) Platinum certification for Torre HSBC in 2012. As one of the first large office buildings in Mexico seeking the highest LEED rating, HSBC looked to Jones Lang LaSalle to lead the project within specific time and cost parameters. As the existing facility manager (FM) of the 498,955 square feet tower, our intimate knowledge of the building and special structuring of our FM and LEED teams enabled Jones Lang LaSalle to target a large number of LEED credits, ultimately exceeding the client's goal of a Gold certification.

### Challenges

As our target review on [page 39](#) illustrates, we can improve the uptake of green building / fit-out principles or certifications, in line with our original goal to assess *all* new offices against green standards. Our portfolio consists of around 30 new offices on average in any given year around the world. Ensuring that we improve our performance in

this area requires a greater number of local teams who can apply green building practices in our own space. Our efforts will not necessarily entail a certification in all cases, thus it is also a challenge to ensure we effectively communicate the value of implementing green building or fit-out principles without necessarily obtaining the certification.

Our services address the complete lifecycle of a building – beginning with the design and planning, through to construction, occupation and management, refurbishment, and ending with a sale.

This 'property lifecycle' underpins our green building services and, in many ways, everything we do that is sustainability-related at Jones Lang LaSalle. While our focus on green buildings is predominantly on our clients' real estate portfolios, we are also committed to ensuring that our own office space has the smallest possible impact on the environment.



**Stephen Conry**  
CEO Australia

“ This investment [in WorkSmart – see page 26 for details] is about being ahead of the pack in how we run our business and support our staff, which translates into better outcomes for our clients. Each new tenancy looks brilliant and is working well for us. You can see the difference in our team spirit and attitude. ”

## Leading the way with green building certifications and improvements

We are improving the performance of our clients' buildings and our impact is growing. In 2012, our advice enabled better sustainability performance in a total of 1,351 buildings, a 28% increase compared to 2011.

An aspect of this is our strong track record in helping owners and occupiers achieve targeted LEED and other green certification levels; in several cases, our teams have helped clients attain certification levels beyond their original goals. During 2012, Jones Lang LaSalle's advice helped our clients achieve 59 green building certifications, including 53% to LEED and 44% to Green Globes standards.

## Accreditations for green building skills

Jones Lang LaSalle's Sustainability University educates our people in technical aspects, focusing primarily on the delivery of green building services to our clients such as LEED certification projects.

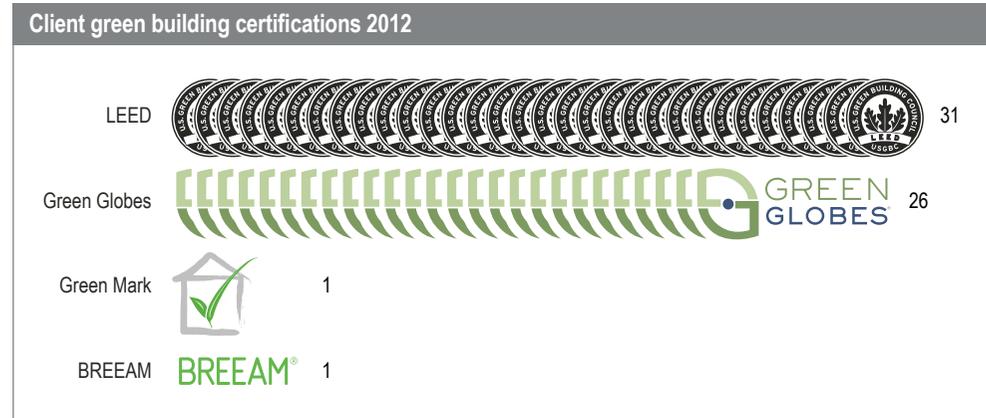
We reached 1,414 energy and sustainability accredited professionals (or 1,496 accreditations) by the end of 2012, up from 1,075 professionals at year-end 2011, demonstrating our commitment to lead the real estate industry through our sustainability expertise. The initiative has expanded the reach of accredited professionals to more than 30 countries. These achievements culminated in a milestone during early 2013, whereby Jones Lang LaSalle became the World's Top Employer of LEED Accredited Professionals and Green Associates according to the LEED Professional Directory.

## Greening our own office portfolio

Jones Lang LaSalle strives to create work environments that reflect our corporate culture. We seek an environment that is efficient and collaborative and we use marketplace best practices to help us improve workspace utilization. We implement green building practices where possible. 15 of our offices had a green building / fit-out certification such as LEED, BREEAM or RICS Ska as of 2012; this is a slight increase of two additional offices from last year. A further 89 offices incorporated green building or fit-out principles, but did not obtain a certification.

Although our overall portfolio consists of a relatively low percentage of green buildings with a certification, we feel the decisions made regarding new and revised occupancies reflect our increasing commitment to sustainability and a growing trend in the wider market.

In 2012, we occupied 30 new offices for the first time. Of these, 10% had a green building certification, which is a slight decrease from 2011. However, we are increasing our occupation of green certified new offices



Data note: Client service excellence includes awards related to Ethics and our corporate sustainability efforts.

**Energy and sustainability accreditations**

Accreditation type	2010	2011	2012
LEED (U.S. and world)	585	906	1,257
Green Star (Australia)	10	94	87
Green Globes (Canada)	54	73	56
Association of Energy Engineers: Certified Energy Manager (global)	Not recorded	31	26
Association of Energy Engineers: Other AEE accreditations (global)	Not recorded	20	19
Other accreditations	1	16	26
NABERS Energy (Australia)	9	12	10
BREEAM (UK and Europe)	1	10	9
AIEMA (UK)	5	9	6
<b>Total</b>	<b>665</b>	<b>1,171</b>	<b>1,496</b>

Data note: The total accreditations exceeds the number of accredited professionals because some professionals have multiple credentials.

at a higher rate than total offices, which demonstrates that we incorporate sustainability into occupancy decisions where the impact is greater and the timing is right.

We use four sustainability criteria (see chart, middle right) to guide our occupancy decisions. Positively, a large majority of the 37 revised occupancy strategies in 2012 considered minimizing office size and reuse or recycling of materials; both aspects have increased from 2011. However, a lower proportion of strategies than the previous year considered building location and its impact on the employee commute; or a green building/fit-out certification. Revised occupancy strategy describes efforts to optimize our space due to changing business needs, such as an office move or fit-out.

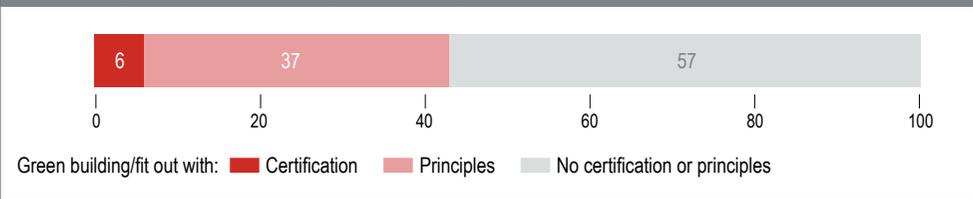
### Revolutionary thinking through alternative workplace strategies

We are constantly looking at ways we can enhance the performance of our people, places and technology, so that teams and individuals can work at their best. Some of this thinking is channeled through alternative workplace strategies (AWS) for our clients, while we are also setting an example in our own space. In 2012, 62% of our offices employed an alternative workplace strategy, which is healthy progress from the 46% of offices we recorded in 2011. Alternative workplace strategy describes our efforts to move away from traditional offices through things like flexible, home or mobile working.

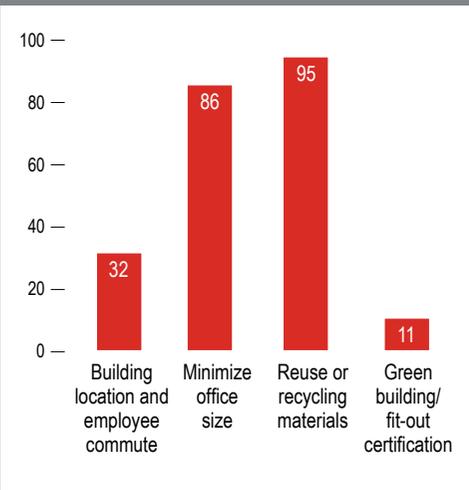
### Experts in green leases

Our network of leasing and sustainability experts, along with leading edge tools such as our Green Facilities Assessment Tenant Module, OneView Lease Administration Database, LaSalle Investment Management's Green Lease Guidelines and Portfolio Energy and Environmental Reporting System, help Jones Lang LaSalle's clients to maximize environmental and financial savings in their leased portfolios.

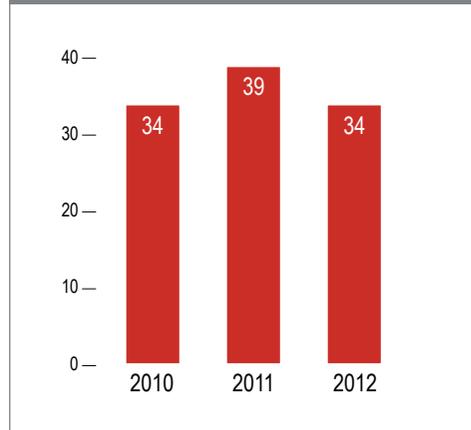
Jones Lang LaSalle offices with green building practices 2012 (%)



Jones Lang LaSalle revised occupancy strategies that considered sustainability during 2012 (%)



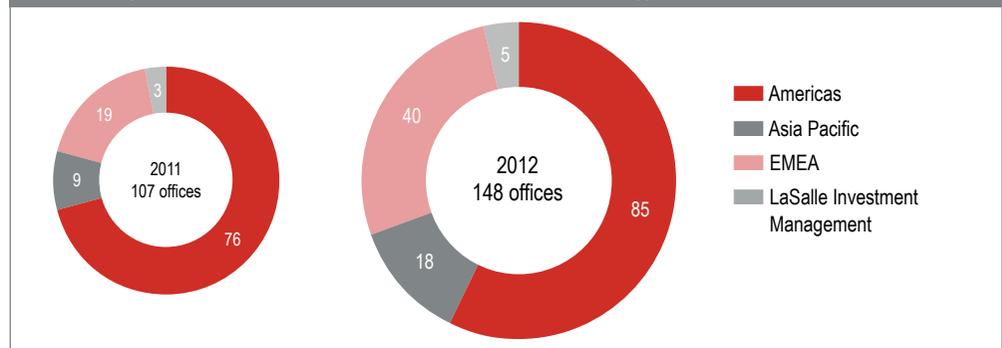
Jones Lang LaSalle leases with green language (%)



Data note: Leases with green language contain at least one environmental condition such as capital expenses, renewable energy, or recycling. Total number of leases were 383, 306 and 292 for 2012, 2011 and 2010 respectively.

We also apply this knowledge to Jones Lang LaSalle's own occupied portfolio. There was a reduction in the percentage of leases with green language in our occupied space, from 39% in 2011 to 34% in 2012. This reduction is primarily due to activity in EMEA: in 2012, this region had a greater number of leases following the King Sturge merger. Many of these did not include green lease language. Overall, green lease language is not as widely applied in Asia Pacific relative to the other regions.

Jones Lang LaSalle offices with an alternative workplace strategy



### Worksmart delivers an improved corporate office

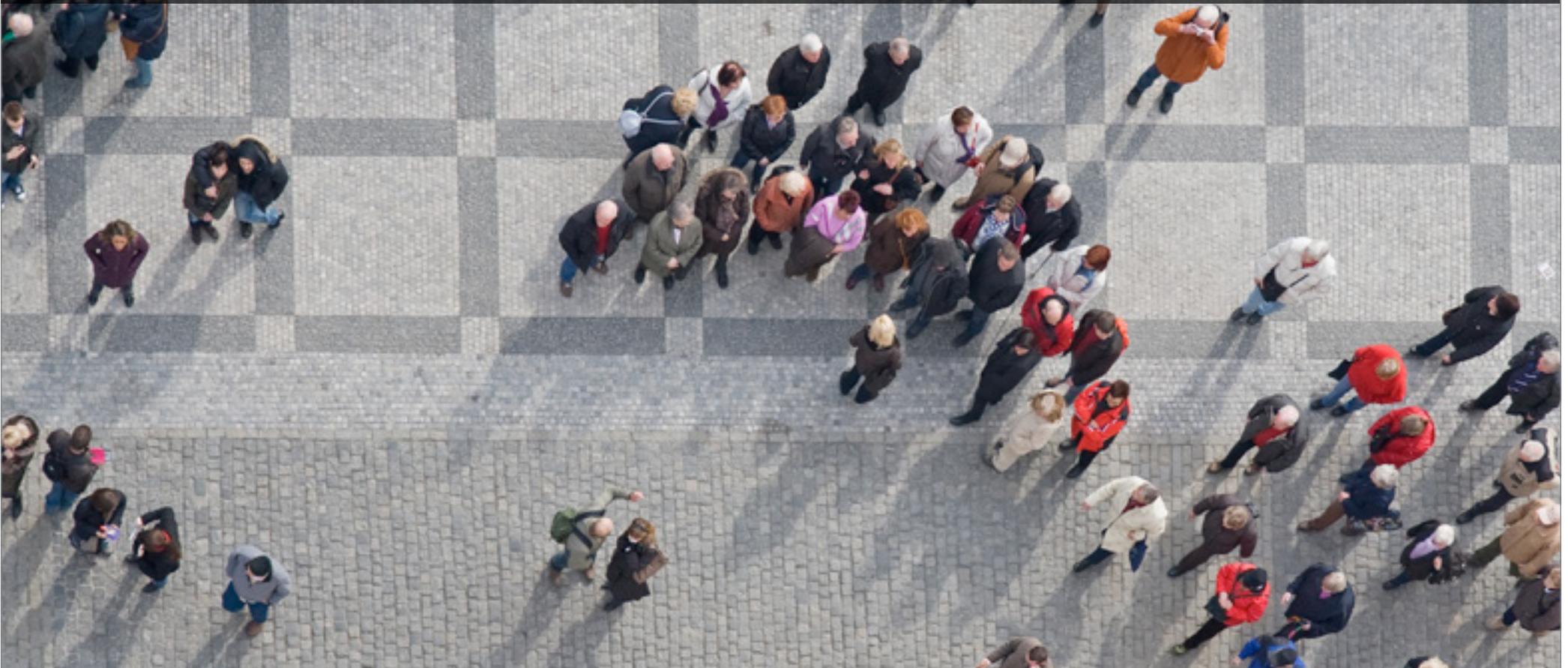
In last year's report, we shared highlights from our proprietary 'Worksmart' program in Singapore. Jones Lang LaSalle introduced this concept to its Sydney HQ office at 420 George Street in 2012. Worksmart is Jones Lang LaSalle's Alternative Workplace Strategy Program, characterized by an integrated approach to the work environment that considers how people, places and technology tools enable all of our staff to work at their best.

420 George Street has been designed to the highest environmental standards. It surpassed its target of a five-star Green Star Office Interiors rating and achieved a six-star rating, which is the highest possible. The office includes a monitoring system for energy and water consumption, indoor plants to improve air quality, and work stations certified to Good Environmental Choice Australia standards. This approach is being replicated in offices around the world, with the most recent adoption in Sweden.

# Community and supply chain



Jones Lang LaSalle is a global business with approximately 50,000 employees in more than 70 countries around the world. Wherever we operate, we are committed to being a responsible member of the community, supporting a range of programs and activities to deliver a positive impact at a local and regional level.



## Our commitment:

# Extend our sustainability values to enable widespread change

### Total charitable contributions



**Recorded total charitable contributions** of at least \$3.8 million, including corporate and employee donations.

### Corporate charitable contributions



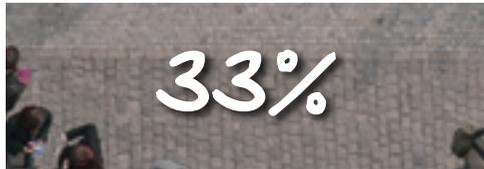
**Our corporate spend** of at least \$3.1 million accounts for 1.1% of pre-tax profit.

### Volunteering



**Gave 1,749 recorded days** to volunteering projects in work time by employees.

### Sustainable procurement

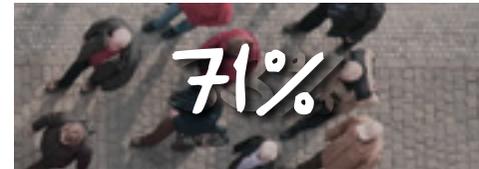


**Increased our spend** on supplies with a lower environmental and social impact from \$1.2 million to \$1.7 million during 2011-2012, amounting to 33% of total spend on items with sustainability credentials in 2012.

### Supply chain engagement



**Partnered** with Ethisphere Institute to develop a survey for around 8,000 suppliers that rates their ethical character and quality, enabling improved supply chain transparency and governance.



**A survey** of Jones Lang LaSalle sourcing managers showed that 71% felt that supplier sustainability is growing in importance to their clients.



### Jones Lang LaSalle alleviates local hunger and waste

In 2012, Jones Lang LaSalle teamed up with Feeding Hong Kong, a member of The Global FoodBanking Network (GFN). GFN is a non-profit organization committed to alleviating world hunger and reducing food waste by creating and supporting food banks around the world.

Along with a donation of more than HK\$300,000, we participated in Feeding Hong Kong's quarterly 'Bread Run' – a collection of surplus bread from retailers for redistribution to those in need. Each Bread Run involves approximately 80 Jones Lang LaSalle employees along with clients and local celebrities. Thanks to the efforts of these volunteers, the Bread Runs provided the equivalent of more than 1,100 meals for the hungry and saved more than 650kg of food from going to waste.

"Jones Lang LaSalle has been an invaluable partner to Feeding Hong Kong and GFN," said Jeff Klein, GFN's President and CEO. "We hope others around the world are inspired by your generosity, dedication, and global citizenship. We can achieve great things when organizations like yours come together to help us fight hunger through food banking. Thank you Jones Lang LaSalle for making a difference."

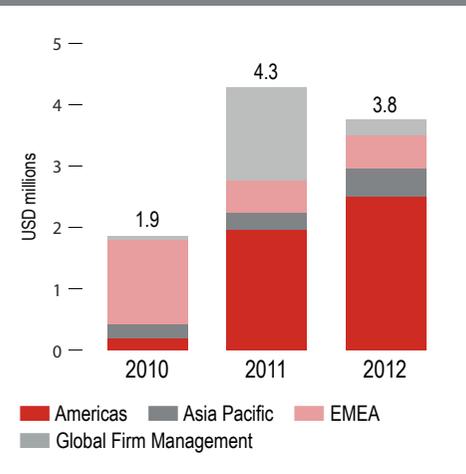
### Challenges

Jones Lang LaSalle recorded a decrease in the number of volunteering days from 2011 to 2012. However, we are conscious that the decentralized nature of our organization means we are unlikely to record volunteering days fully and that the actual total is likely to be significantly higher.

Related to our supply chain efforts, we began a partnership with Ethisphere in 2012 and because it is our first time executing this type of effort, there will be a learning curve around the survey distribution, assessment, and how we use the results to influence decision-making.

While the reputation we earn for the advice and services we provide to our clients is central to our continued success, we also place great value on the wider reputation of our business as a responsible and positive contributor to the community.

#### Total charitable contributions



Data note: The large increase in the Americas from 2010 to 2011 is partly due to better tracking. In 2011, our Global Firm Management spend included \$1.3 million to the Red Cross following the Japanese tsunami.

Our business activities impact local communities through the direct and indirect employment we create, the payments we make to suppliers, the advice we provide to clients around their community interactions and taxes we pay to governments. An increasingly important part of this impact also comes in the form of our voluntary donations of funds and time, as well as other in-kind contributions.

Our community strategy addresses the local needs of communities, capitalizing on the talents and interests of our diverse workforce. We have made a conscious effort to broaden the nature of our charity partner relationships to such an extent that we now often provide in-kind support (namely, IT, office furniture, staff time or real estate advice) as well as financial contributions.

#### Making a global impact

In 2012, we recorded total charitable contributions of at least \$3.8 million, which includes both corporate and employee donations. Our corporate spend of at least \$3.1 million accounts for 1.1% of pre-tax profit and aligns with the London Benchmarking Group's average of 1.2%. Charitable contributions increased in the Americas and Asia Pacific during 2012, but spend from our centralized source, Global Firm Management, was significantly higher in 2011 due to a \$1.3 million contribution to the Red Cross following the Japanese tsunami.

Despite a significantly positive trend from 2010 to 2011, our 2012 volunteer days amounted to around 1,750 recorded days, which is a 22% decrease from the year prior. This is primarily due to less recorded volunteering activity in larger countries such as the U.S. and India. Given our systems and processes currently in place, it is a challenge to record volunteering days accurately through a cost-effective method. While we have continued to improve our monitoring systems for community activities in 2012, we still feel these figures underestimate our charitable contributions and volunteer days.



#### Volunteering initiatives in 2012

<b>Americas</b>	In Mexico we developed a new volunteering program that matches our employees' professional experience to charitable causes.
<b>Asia Pacific</b>	Our team in Shanghai, China has been involved in the redevelopment of an orphanage into the Nest Gongxi Xintiandi Social Innovation Park Project as part of an on-going community initiative.
<b>EMEA</b>	Participated in a one day event in South Africa to build a house in an underprivileged area with Habitat for Humanity.

\* Number of volunteering initiatives in 2012.

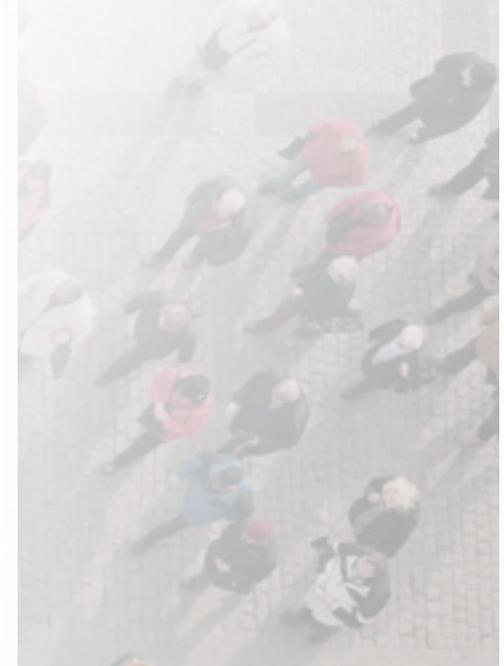
#### Supporting local communities

Our community engagement programs in the Americas, EMEA and Asia Pacific are varied and inspiring, as illustrated by some of the examples listed here. We have a strong culture of community investment and engagement and regularly use our real estate expertise, financial resources and our employees to deliver a positive impact in the communities where we do business.

#### Engaging with our suppliers

We have a significant impact through our global supply chain: for example Jones Lang LaSalle spends billions for maintenance on behalf of client investment properties and on our corporate facilities in the U.S. alone. We do not have specific policies that require local sourcing nor do we always stipulate preferred vendors, but many are locally-based small and medium-sized enterprises.

We have a strong culture of community investment and engagement and regularly use our real estate expertise, financial resources and our employees to deliver a positive impact in the communities where we do business.



## Working towards a more diverse and ethical supply chain

Our firm engages thousands of suppliers around the world, spending billions annually on behalf of clients. We recognize the opportunity to influence suppliers on a large scale, while also mitigating supply chain risks and ensuring the integrity of the suppliers we contract for ourselves and our clients.

In 2012 we partnered with Ethisphere Institute to develop a survey that rates the ethical character and quality of suppliers, enabling improved supply chain transparency and governance. The questionnaire gathers information on, among other issues, suppliers' programs and policies related to ethics, compliance and environmental impacts, including targets and objectives related to their performance. It will be sent to more than 8,000 suppliers globally of which the majority are our customers' suppliers, with separate versions for large and small suppliers. We will use the findings to develop our supplier engagement strategy going forward.

Other key developments in 2012 included:

- **Established a Global Supply Chain Working Group** to document current practices; review supplier audit programs; and enhance communications among procurement teams.
- **Hired a role dedicated to Supplier Diversity** who manages aspects such as the \$150 million annual spend with minority suppliers and contractors as well as our Supplier of Distinction awards.
- **Surveyed Jones Lang LaSalle Sourcing Managers** where a majority (71%) felt that supplier sustainability is growing in importance to their client.
- **Partnered with Phillips** to deliver innovative lighting solutions and energy savings to our clients with initial client savings of 13% on energy and the potential for \$300,000 savings over 10 years.

We are committed to improving the sustainability of our procurement practices and those of our suppliers. We expect that each of our suppliers, meaning any firm or individual providing a product or service to Jones Lang LaSalle or indirectly to our clients as a contractor or subcontractor, will share and embrace the spirit of our commitment to integrity. While suppliers are independent entities, their business practices may significantly reflect upon us, our reputation and our brand. Accordingly, we expect all suppliers to adhere to the Jones Lang LaSalle **Vendor Code of Conduct** which we post on our public website in some 15 languages.

Compliance with our Vendor Code of Conduct is a requirement in some contracts, but we do not formally audit or review adherence to this policy. To strengthen our activities in this area and to improve sustainability in our supply chain, we established a Global Supply Chain Working Group and began working with the



**Chris Browne**  
COO Corporate Solutions

“ Jones Lang LaSalle is committed to being the sustainability leader in the facility management industry. That means not only reducing our own environmental impact as a service provider to the world's leading companies, but also helping them develop supply chain and procurement processes that integrate sustainability factors with traditional cost and quality criteria. ”

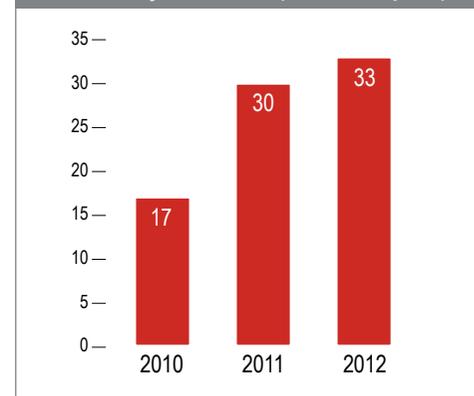
Ethisphere Institute among other activities in 2012 (see left). We are evaluating the extent to which we can also audit compliance by suppliers, but that will inevitably be challenging given the diversity and geographical dispersion of our supply chain.

## Procuring green office and kitchen supplies

We apply sustainability criteria to our procurement practices, focusing on the top items by spend: office and kitchen supplies. Positively, we have increased our spend on supplies with a lower environmental and social impact from \$1.2 million to \$1.7 million during 2011-2012, amounting to 33% of total spend with sustainability credentials in 2012.

Our IT procurement policies specify the selection of energy efficient PCs and printing equipment where possible. While we track the procurement of printing equipment with environmental attributes in some regions, we cannot report a company-wide measure.

Spend on office and kitchen supplies with sustainability credentials (% of total spend)



Data note: Total reported spend, in millions, on office and kitchen supplies was \$4.1M, \$3.9M and \$5.0M in 2010, 2011 and 2012 respectively.

We are committed to improving the sustainability of our procurement practices and those of our suppliers. We expect that each of our suppliers will share and embrace the spirit of our commitment to integrity.



# Workplace, well-being and diversity



We aim to establish a work environment that values the richness of our differences and reflects our diverse world. By cultivating a dynamic mix of people and ideas, we enhance our company's client service capabilities, the lives of our employees and the communities in which we operate.



## Our commitment:

# Foster a growing and inspiring place for our employees to work

### Diversity and inclusion



Globally, women comprise 34% of total employees and 25% of Directors. Despite our growing employee numbers, these proportions have remained similar year-on-year.

### Employee satisfaction and engagement



75% of our people are extremely satisfied with Jones Lang LaSalle as a place to work according to our Global Employee Engagement Survey, an increase from 2010.



76% of our employees feel positively about Jones Lang LaSalle's commitment to sustainability according to our Global Employee Engagement Survey, an increase from 2010.

### Training and development



Achieved 46% more Sustainability University training hours in 2012, an impressive increase from 3,853 in 2011 to 5,616 in 2012.

### Health, well-being and safety



Our recordable incidence rate (RIR) decreased 25% from 0.7 in 2011 to 0.6 and our days away and restricted time (DART) decreased from 0.5 in 2011 to 0.4 in 2012.



184 health, well-being and safety initiatives were recorded in 2012, as compared to 105 in 2011.



### Embedding sustainability skills across the UK business

In the UK, Jones Lang LaSalle instigated a new sustainability training program in 2012 that focused on up-skilling staff in core service lines to enable the firm to more seamlessly provide sustainability advice to clients. Involving a blend of in-person and online training, as well as a tour of a green building, a total of 60 senior client-facing employees undertook the UK Green Building Council / College of Estate Management Course and achieved the continuing professional development accredited qualification. The success of the program has stimulated the creation of a network for collaborating on sustainability projects and also the decision to roll out a similar program in Europe for a further 200 employees.

### Challenges

Despite several positive measures on employee engagement, the overall response rate to our 2012 Global Employee Engagement Survey decreased slightly from the last time it was issued in 2010. Some of this was due to less engagement from our most tenured employees. On the

whole, it will be an area of improvement for us to ensure the results of the survey are reviewed, communicated and then implemented more holistically than they were in 2010, as only half of respondents said they were involved in a feedback process.

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

### Diversity in our business

Diversity is a part of our value system. We are committed to having the best people with different perspectives and experiences working at our firm so that we have a culture that empowers them to meet their fullest potential. The Americas region champions strong diversity and inclusion (D&I) efforts focused on the three areas below. Progress against each can be found in the first-ever [D&I Annual Report 2012](#).

We track the number of diversity and inclusion initiatives around the world. This activity stayed roughly the same from 2011 to 2012 at around 80 initiatives, whereas the percentage of countries that reported at least one D&I initiative decreased from 49% to 44% due to less activity in all regions except the Americas. We will continue to try to better understand why this trend occurred. Despite this year-on-year change, the table below illustrates the increasing importance of D&I across the firm.

In some aspects of diversity, we have made substantial progress: most of our country operations are now led by local leaders, which was not the case ten years ago. Within our operations in China, Japan and India, for example, diversity has meant hiring and promoting more nationals into the highest leadership positions.

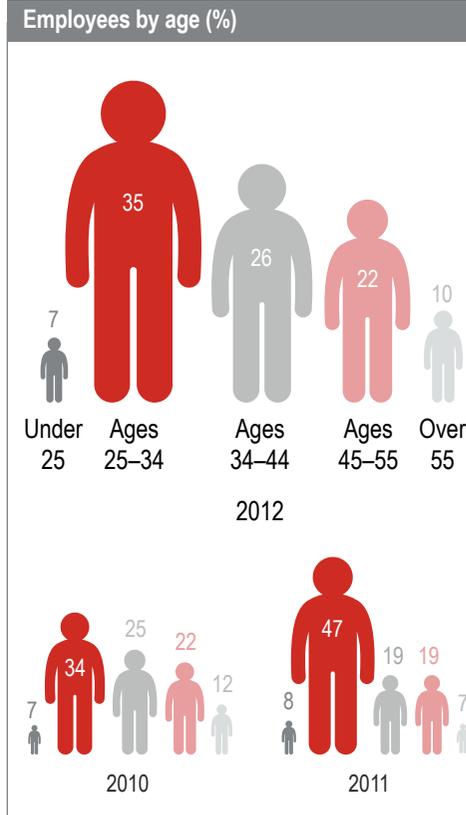
In many respects, the composition of our workforce reflects the lack of diversity in the property industry generally and we make every effort to counter this standard. We are pleased to see that the number



### Diversity and inclusion initiatives in 2012

<b>Americas</b>	In the U.S., we established Diversity and Inclusion Councils to engage our workforce and to provide insight to leaders. Additionally, LaSalle Investment Management hosted a Women's Summit in 2012.
<b>Asia Pacific</b>	Australia has a Diversity Leadership Team that holds responsibility for recommendations relating to diversity initiatives.
<b>EMEA</b>	In South Africa, a diversity and equality survey was completed by all employees. An action plan was then developed to ensure recruitment, staff development practices and the business culture embrace diversity.

\* Percentage of offices with at least one diversity and inclusion initiative in 2012.



**Todd Burns**  
President Americas Project and Development Services

“ We are partnering with historically black colleges and universities to recruit young talent. We are working with a variety of Employee Resource Groups within Jones Lang LaSalle to help with inclusiveness in the organization and to bring new ideas to the firm to make this one of the best places to work. ”

of women grows each year in line with the growth of our firm. Globally, women comprise 34% of total employees and 25% of Directors. These proportions have remained largely unchanged since 2010. They comprise 33% of our Global Executive Committee. We continue our focus on ensuring women enjoy successful and long careers and on continuing to encourage people from a diverse range of backgrounds to join our business. And we continue to employ diverse employees across all ages. In 2012, we had a larger percentage of employees age 35 and above relative to 2011 with a little under half of employees age 34 and below.

### Board-level diversity

Not only do we advocate diverse employees and management teams, diversity within our Board of Directors enables Jones Lang LaSalle to champion varying perspectives and to better understand the global world in which we operate. In 2013, three out of ten members of the Board are female,

**Talent**  
Great diverse talent at all levels of the organisation

**Culture**  
An inclusive environment where employees can reach their full potential

**Supplier Diversity**  
Expanding partnerships that make us more effective at winning



Who we are



Our approach



Energy and resources



Client service excellence



Green buildings



Community and supply chain



Workplace, well-being and diversity



Addendum and data

## Employee turnover

	2010	2011	2012
New starters	13,225	15,067	14,476
Voluntary leavers	7,548	7,549	7,036
Involuntary leavers	2,891	2,507	2,998
<b>Turnover rate</b>	<b>27%</b>	<b>23%</b>	<b>21%</b>

Data note: Turnover rate accounts for the number of voluntary and involuntary (dismissal, redundancies, retirement or death) leavers out of the total number of employees at year-end.

## Employee turnover by gender 2012

	Female	Male
Voluntary leavers	2,648	4,388
Involuntary leavers	1,002	1,996
Total employees	16,208	31,312
<b>Turnover rate by gender</b>	<b>23%</b>	<b>20%</b>

one of whom serves as Chairman. Eight are either non-U.S. based and/or are diverse in terms of cultural or ethnic backgrounds. The age of Board members ranges from 40 to 72 years old.

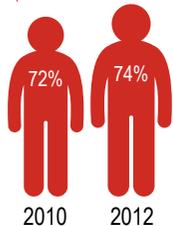
## Employee satisfaction and engagement

We conduct regular surveys to understand how our employees view the future of the business. We use an outside expert in employee surveys to help us conduct the survey, which also allows us to benchmark the results against large databases of responses from other companies. In the most recent Global Employee Engagement Survey conducted in 2012, we achieved an average response rate of 70%, down from 74% in 2010. Our Employee Engagement Index – which measures the percentage of survey respondents reporting high levels of engagement with the firm and their work here – reached 73% in 2012, compared to 71% in 2010. This is an important measure of our progress in making our organization a great place to work. In addition, the 2012 overall results revealed:

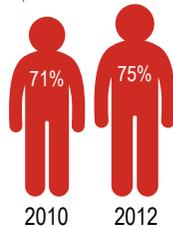
- **Manager effectiveness increased:** This measure increased to 70% up from 64% in 2010.
- **Performance enablement is best in class:** Engaged employees have the internal support, resources and tools to do great work.
- **We have room to improve:** While engagement for new hires increased, scores for our most tenured employees declined. Additionally, our communication and response to survey feedback could be better – only 50% of respondents said they saw and discussed our 2010 results.

Related to employee satisfaction, we improved on two key measures: 74% of our employees see a clear link between their work and the objectives of this company, compared to 72% in 2010. Additionally, 75% of our people are extremely satisfied with Jones Lang LaSalle as a place to work, up from 71% in 2010.

I can see a clear link between my work and the vision and objectives of the company.



Overall, I am extremely satisfied with this company as a place to work.



Favorable responses from Global Employee Engagement Survey.

As the regions and businesses analyze survey results, they will develop plans to address topics of specific relevance to them.

In 2012, we had a 21% turnover rate, which is slightly lower than the 2011 rate of 23% and there were fewer new starters in 2012 compared to 2011. Turnover rates were slightly higher for females in 2012, but have decreased from the year prior.

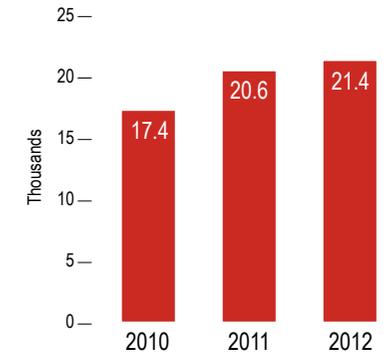
## Training and development

Employees review their progress and revise their performance objectives with their managers every six months. There were an increasing number of employees with agreed performance objectives from around 20,600 in 2011 to 21,500 in 2012. Most who do not create objectives are site staff and use a different system.

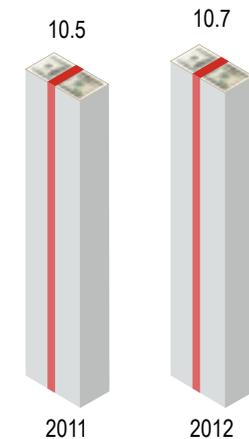
Our employees are generally required by their professional bodies to undertake Continuing Professional Development (CPD) as part of their qualification for on-going professional status. We support the development needs of all staff through a range of approaches including: in-house seminars on technical and topical issues within the real estate, financial and related industries; enabling staff to attend similar events run by other organizations; formal training programs for personal development and technical advancement; and supporting membership of wider professional organizations.

We increased our total spend on training and development from \$10.5 million to \$10.7 million 2011 to 2012. However, we recorded a slightly lower spend per person due to our increasing number of employees.

## Employees with agreed performance objectives



## Training and development spend (million \$)



Training hours from Jones Lang LaSalle Sustainability University

5,616

2012

3,853

2011

1,602

2010

	2010	2011	2012
Sustainability Sessions	918	1,036	2,513
LEED® accreditation training	55	866	3,048
Other sustainability training	629	1,952	55

There continues to be a large variation in training per employee across each region ranging from \$94 per employee in Asia Pacific to \$913 per employee in LaSalle Investment Management. It is likely that not all training is accounted for and that our recording efforts, despite our improvements over the years, continue to underrepresent actual activity given the systems currently in place.

**Sustainability training**

In addition to these activities, Jones Lang LaSalle's Sustainability University offers a training platform for those around the firm who want an understanding of sustainability, from basic to sophisticated. We achieved 46% more Sustainability University training hours in 2012, an impressive increase from 3,853 in 2011 to 5,616 in 2012. Sustainability Sessions are held monthly and feature a range of topics from energy management, to an update on the Energy and Sustainability Services business, to a focus on internal programs.

We continue to develop our employees' sustainability knowledge and skills through formal training programs. In addition to Sustainability University training, our employees participated in 7,025 sustainability training hours in 2012.

**Employee compensation and benefits**

Total Reward is a concept at Jones Lang LaSalle that represents a variety of programs and plans designed to reward, recognize and motivate employees. The emphasis of Total Reward is placed on the whole package offered by the firm, both from a financial as well as a non-financial perspective. We use this concept to attract and retain the best talent, maintaining our position as an employer of choice around the world and in local markets. While the concept and philosophy is fairly similar across the firm, Total Reward is customized at a local level.

We identified recognition and rewards for employees as a challenge in our prior reports. Positively, the Global Employee Engagement Survey shows that the

percentage of favorable employees increased when asked about satisfaction with benefits (from 53% in 2010 to 55% in 2012) and if compensation plans reward outstanding performance (from 47% in 2010 to 51% in 2012).

**Incentives for sustainability-related teams and at Board level**

We provide non-financial and financial incentives for the management of climate change issues, as well as other sustainability-related activities. Some members of our Energy and Sustainability Services (ESS) teams are paid on a base salary plus bonus (with this bonus representing up to 50% of total compensation), which is tied to achieving our clients' goals such as meeting an emissions reduction target.

Outside ESS, our property and facility managers are paid on a base salary plus bonus basis. Achievement of their bonuses results from meeting specific goals to improve the energy and sustainability performance of the properties they manage. Additionally, these employees are eligible for awards at our annual conferences in recognition of outstanding energy performance at their property or portfolio.

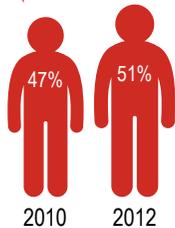
At Board level, the compensation we pay to our Executive Officers takes into account their leadership in sustainability practices, including third party achievements such as the 'World's Most Ethical Companies' award. You can find more details of these incentives on page 49 of our [2013 Proxy Statement](#).

**Maintaining a safe and healthy working environment for our clients and ourselves**

Jones Lang LaSalle considers safety a top priority and practices a global health and safety mandate. Our goal is 'No harm to people or property' and all employees are responsible for contributing towards achieving this 'Goal Zero'. We eliminate risks at an early stage by applying best practice health and safety procedures and policies and have had zero fatalities over the last decade.

We provide incentives for the management of climate change issues, as well as other sustainability-related issues. Some bonuses are tied to achieving our clients' goals such as meeting an emissions reduction target.

I am extremely satisfied that compensation plans reward outstanding performance.



Favorable responses from Global Employee Engagement Survey.



Who we are



Our approach



Energy and resources



Client service excellence



Green buildings



Community and supply chain

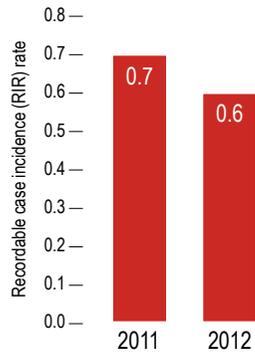


Workplace, well-being and diversity



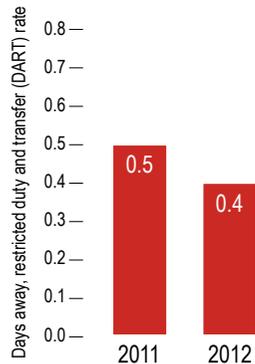
Addendum and data

## Health and safety – RIR



Data note: These figures represent the Integrated Facilities Management business globally and all employees in the U.S.

## Health and safety – DART



Data note: These figures represent the Integrated Facilities Management business globally and all employees in the U.S.

To enhance the health and safety of our staff, our Integrated Facilities Management division operates under a health and safety management system based on the international OHSAS 18001 Standard. [The Global Health and Safety Policy](#) has also been adopted by our Property and Asset Management group in Asia Pacific and in the UK.

We significantly improved our health and safety performance measures in 2012. Our recordable incidence rate (RIR), a measure of recordable injuries and illnesses per 100 full-time employees per year, decreased from 0.7 in 2011 to 0.6 in 2012. Days away, restricted duty and transfer (DART), a measure of recordable injuries and illnesses per 100 full-time employees per year that resulted in days away from work, decreased from 0.5 in 2011 to 0.4 in 2012 (see left). These metrics follow Occupational Safety and Health Standards and greatly outperform industry benchmarks. The 2011 U.S. RIR and DART industry averages are 3.7 and 1.9 (respectively) for Facilities Support Services, and 3.0 and 1.8 for Real Estate Property Managers.

Our efforts also extend to support for work-life balance and improvements such as desk side ergonomic assessments to ensure our employees are content in the workplace. In 2012, 71% of countries reported at least one health, well-being and safety initiative as compared to 61% in 2011. The average number of initiatives per country also increased. The table right provides a few examples of the health, well-being and safety initiatives we have implemented.

### Labor standards and labor relations

We have strong policies against forced or compulsory labor. Our employees are not members of any labor unions with the exception of approximately 1,860 directly reimbursable property maintenance employees in the U.S., as compared to 1,228 in 2011. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and complied with the provisions expressed in collective bargaining agreements.



## Health, well-being and safety initiatives in 2012

<b>Americas</b>	In the U.S. we implemented a 10 week team-based competition that used goal setting, group accountability and friendly competition to promote good exercise habits. The program had over 2,000 participants on 300 teams.
<b>Asia Pacific</b>	Organized an annual well-being day in Hong Kong.
<b>EMEA</b>	Portugal developed incentives to walk to meetings instead of using vehicles and offer annual health check-ups to all employees.
<b>EMEA LaSalle</b>	UK LaSalle encourages cycling through a cycle to work scheme and by provision of showers and lockers.

\* Percentage of offices with at least one health, well-being and safety initiative in 2012.



## Advancing a global commitment to 'Safety First'

As part of its 'Safety First' culture, Jones Lang LaSalle continued to organize efforts in 2012 across the world that were designed to generate even stronger employee awareness and attention to health and safety. For example: the Integrated Facilities Management (IFM) group undertook its first 'Global Health and Safety Week' which involved interactive surveys, best practice sharing, and the launch of new online tools; Project and Development Services in Asia Pacific held its first ever 'Safety Awareness Week' with staff and contractors participating in activities across the region; and the IFM group in EMEA conducted its annual Stress Survey, which registered improvements across virtually all of its target areas.

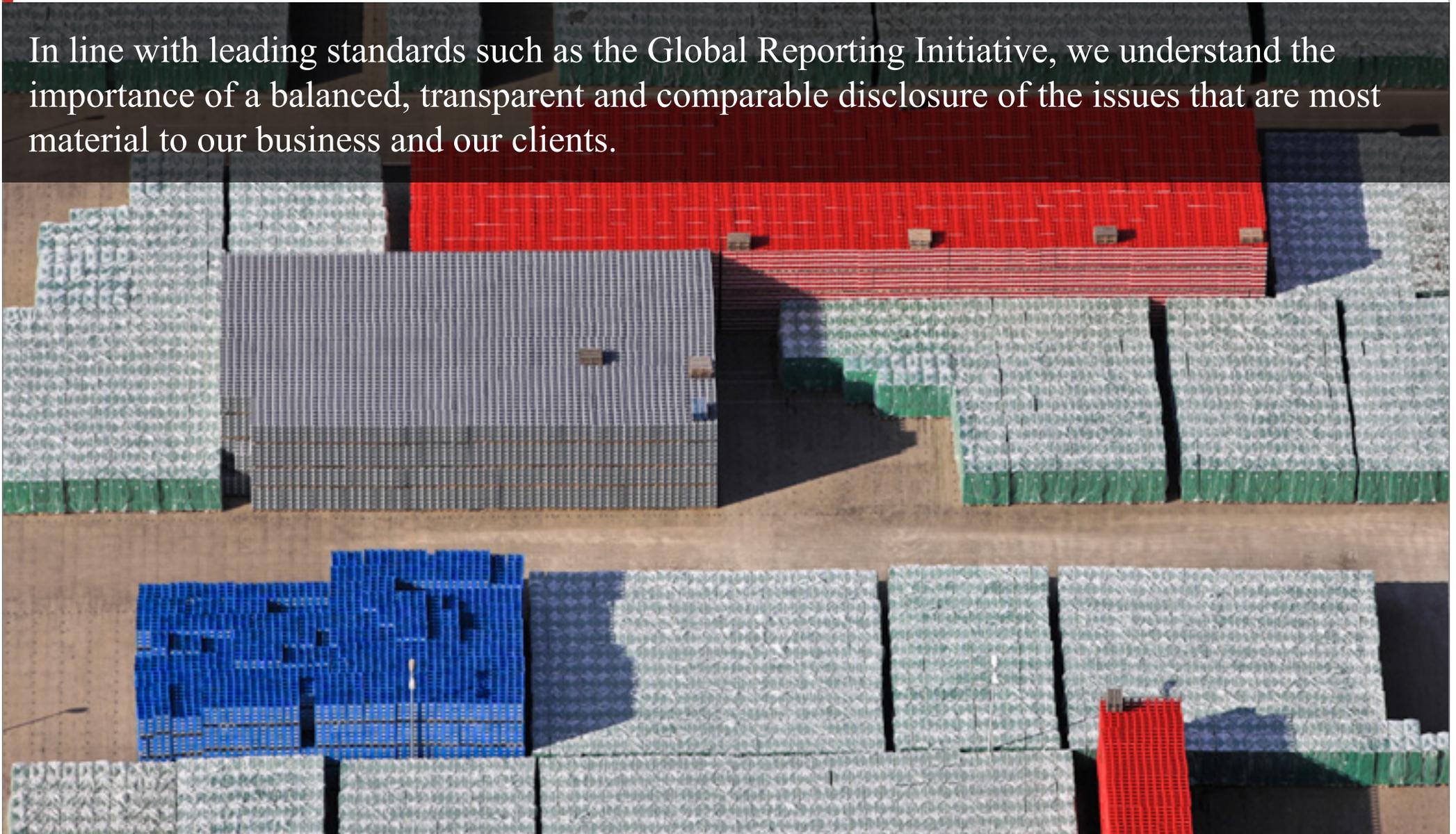
To enhance the health and safety of our staff, our Integrated Facilities Management division operates under a health and safety management system based on the international OHSAS 18001 Standard.



# Addendum and data



In line with leading standards such as the Global Reporting Initiative, we understand the importance of a balanced, transparent and comparable disclosure of the issues that are most material to our business and our clients.



# LaSalle Investment Management

At LaSalle Investment Management, we remain committed to the growth of our global sustainability platform as an integral part of our global business.

**LaSalle's Policy on Sustainability and Responsible Investing** is consistent with our belief that environmental, social and governance (ESG) factors can have a positive impact on investment performance across companies, sectors, regions, and

asset classes. Further, we continue to believe that our ESG commitments are consistent with our fiduciary commitment to our investors to deliver superior investment returns.

## LaSalle Investment Management's future ambitions

In 2011, LaSalle Investment Management set its global strategic targets over a two year period 2012-2013. Since half of these were met by end of 2012, G1 and G3 were refreshed, while the focus for G2 and G4 remained the same. LaSalle's 2013 strategic objectives include:

- **G1. Greenprint portfolio:** Continue to track energy and carbon for as many of our global assets as we can. Over time, we will include water and waste metrics where information is available.
- **G2. Development of non-public energy / carbon reduction targets.** The Global Sustainability Committee will consider, and if appropriate, make recommendations to the Global Management Committee for setting global reduction targets. The Greenprint report will be used to identify low performing assets and target improving the energy performance at these assets. These will likely not be public targets initially.
- **G3. Enhance our global data tracking platform.** Collection enhancements will mainly center on streamlining and automating data from our property managers. We will work with Greenprint to achieve this goal.
- **G4. Development of social and governance (S&G) guidelines.** This will complement our Environmental (E) metric tracking and help us integrate ESG principles into our internal investment decisions, as well as into the approaches taken by our third party partners, managers, consultants and vendors with whom we do business.

Additionally, LaSalle focuses its activity around three on-going initiatives: United Nations Principles of Responsible Investing (UNPRI); Global Real Estate Sustainability Benchmark (GRESB); and ESG education and training as detailed above. Further information can be found in [LaSalle's Global Sustainability Report](#).

## Global strategic goals



**Progressed all four** 2012-2013 global strategic goals with two fully achieved, as detailed in the 'Target review' on pages 39-40.

## Engagement



**Engaged** with UNPRI and GRESB on sustainability reporting. As of Q1 2013, LaSalle is a signatory to the CDP Investor Program.

## Annual action plans



**Regional leaders** from LaSalle's Global Sustainability Committee (GSC) set annual ESG action plans. The regions report back progress bi-annually to the GSC. Overall, they are citing good engagement by the regional asset management teams.

## Challenges

**Data access and availability:** Our tenants directly pay and control the utilities at most of our global assets. Our ability as landlord / owner to access or control utility data is limited and/or prohibited. The collection of data remains challenging, and will remain so until global markets begin to insist on greater overall transparency and access to data by both owners and users.

**Reporting requirements:** The pace for sustainability engagement and reporting in the industry continues to increase. The GSC regularly considers the benefits of participating in new reporting requests to ensure that we maintain focus on our major strategic initiatives.



# Target review

Key: ● Fully achieved ● Partially achieved ◐ In progress ○ Not achieved

A majority of Jones Lang LaSalle's targets spanned 2 years from 2011-2012. We assessed performance using 2010 data where available. LaSalle Investment Management's targets are included below the first-time this year and span 2012-2013.

## Energy and resources



**4% reduction** in building emissions per employee.

Jones Lang LaSalle sustainability targets	Target status
<p>Deliver carbon savings for clients that exceed 10 times our global carbon footprint (annually 2010-2012)</p> <ul style="list-style-type: none"> <li>- The ratio of our carbon savings for clients to our global carbon footprint held true in 2010 (13 times); in 2011 (12 times) and in 2012 (18 times).</li> <li>- For example, in 2012, our total emissions were 49,344 and U.S. client emissions savings were 913,000 (both in metric tons CO<sub>2</sub>e).</li> </ul>	●
<p>Continue reducing the energy consumption/carbon footprint of our own corporate offices (by end of 2012 against 2011 baseline)</p> <ul style="list-style-type: none"> <li>- Due to our business growth, we evaluate the success of this target by looking at a relative measure of building GHG emissions per employee. Based on this measure, we achieved a 4% reduction from 2011 to 2012 (see page 16 for details).</li> </ul>	●
<p>Improving accuracy of carbon data metrics (by end of 2012 against 2010 baseline)</p> <ul style="list-style-type: none"> <li>- 45% of energy data was actual consumption in 2012, up slightly from 43% in 2010; the proportion of estimated emissions out of our total decreased from 35% in 2010 to 29% in 2012.</li> <li>- Established 2012 as base year for new reduction targets due to more robust data and processes.</li> </ul>	●
<p>Implement energy efficiency initiatives in our corporate offices (annually 2011-2012)</p> <ul style="list-style-type: none"> <li>- Implemented approximately 170 energy and GHG emissions reduction initiatives across our offices during 2011 and 207 in 2012 with hundreds more on-going efforts.</li> <li>- As of 2012, 70% of our offices have at least one initiative in place.</li> </ul>	●

## Client service excellence



**Most Trustworthy Company** in America as named by Forbes.

Jones Lang LaSalle sustainability targets	Target status
<p>Achieve external recognition for sustainability leadership (annually 2011-2012)</p> <ul style="list-style-type: none"> <li>- In 2011 and 2012, we achieved: lead sponsor of CDP Cities; ENERGY STAR Partner of the Year; Ethics Inside Certification; FORTUNE World's Most Admired Companies; and Ethisphere's World's Most Ethical Companies. During 2013 we achieved two new, additional external recognitions: we were named Corporate Responsibility Magazine's 100 Best Corporate Citizens and one of Americas Most Trustworthy Companies by Forbes.</li> </ul>	●

## Green buildings



**Achieved** 1,414 accredited professionals.

Jones Lang LaSalle sustainability targets	Target status
<p>Assessing new corporate office accommodation using local green building standards and incorporating green fit-out standards into all new offices (annually 2011-2012)</p> <ul style="list-style-type: none"> <li>- Only 70% of new corporate offices occupied for the first time during 2012 had green building or fit-out principles (i.e. where we use green standards, but do not obtain a certificate) and 10% had certificates, slightly down from 13% in 2011.</li> <li>- Positively, we are increasing our occupation of green certified new offices at a higher rate than total offices.</li> </ul>	○
<p>Conduct JLL Green Tenant Module for all U.S. corporate offices greater than 10,000 square feet (by end of 2011)</p> <ul style="list-style-type: none"> <li>- 89% of offices underwent the Module in 2011, with the remaining offices completing it in early 2012. This did not affect the program's success, so we assessed this as fully achieved.</li> </ul>	●
<p>Revise corporate office standards to move toward a best-in-class occupancy strategy (annually 2011-2012)</p> <ul style="list-style-type: none"> <li>- We did not improve two of our six measures, including: 32% of revised occupancy strategies in 2012 considered building location and employee commute, while 11% considered a green building or fit-out certification, down from 39% and 41% in 2011 respectively.</li> <li>- Positively, we improved on: revised occupancy strategies that considered reusing or recycling materials or minimizing office size; and on building GHG emissions per rented square foot and rented square feet per employee.</li> </ul>	◐
<p>Achieve 1,000 energy and sustainability accredited professionals (LEED, CEM, BREEAM, Green Star, etc.) by end of 2012</p> <ul style="list-style-type: none"> <li>- Achieved 624 energy and sustainability professionals by end of 2010 and 1,075 by end of 2011. This number increased to 1,414 by the end of 2012.</li> </ul>	●

Key: ● Fully achieved ● Partially achieved ◐ In progress ○ Not achieved

## Community and supply chain



\$3.8 m

**\$3.8 million** recorded charitable contributions.

Jones Lang LaSalle sustainability targets	Target status
<p>Measure and assess community activity by spend and participation globally; link activity with relevant local community objectives where possible (annually 2010-2012)</p> <ul style="list-style-type: none"> <li>- We recorded \$3.8 million in charitable contributions (including corporate and employee) and 1,749 volunteering days in 2012; and recorded \$4.3 million in charitable contributions as well as 2,228 volunteering days in 2011. This was an improvement from the \$1.9 million in charitable contributions and 534 volunteering days in 2010.</li> <li>- Since 2010, we have improved opportunities for employees to support their communities. As one example, in Mexico, we developed a volunteering program that matches employees' professional experience to charitable causes.</li> </ul>	●
<p>Integrate and document sustainability criteria into the procurement process for pre-selected consumable goods where we have centralised control (annually 2010-2012)</p> <ul style="list-style-type: none"> <li>- Identified kitchen and office supplies as pre-selected consumable goods, which were our top items by spend. Sustainability credentials are now integrated and documented into the procurement process.</li> <li>- Having gone through this process of integration, we have now achieved 33% of total spend on office and kitchen supplies with sustainability credentials in 2012, up from 17% in 2010.</li> </ul>	●

Jones Lang LaSalle has not issued revised targets for 2013 and beyond, with the exception of 'Energy and resources' and 'Green buildings' where we have set quantitative reduction targets for energy, GHG emissions and workplace density in our own operations. These are our priority areas for

## Workplace, well-being and diversity



76%

**76% of employees** feel positive about our commitment to sustainability.

Jones Lang LaSalle sustainability targets	Target status
<p>Expand internal employee engagement program (ACT) with annual written plans of key goals and activities for each country where possible (by end of 2012 against 2011 baseline)</p> <ul style="list-style-type: none"> <li>- Increased proportion of countries with formal internal sustainability programs, including ACT, from 44% in 2011 to 51% in 2012.</li> </ul>	●
<p>Achieve higher rates of participation globally for training received through Jones Lang LaSalle's Sustainability University (by end of 2012 against 2010 baseline)</p> <ul style="list-style-type: none"> <li>- Achieved 5,616 training hours from Jones Lang LaSalle's Sustainability University in 2012, up significantly from 3,853 in 2011 and 1,602 in 2010.</li> <li>- The combined proportion of participants from Asia Pacific and EMEA increased from 1% in 2010 to 11% in 2012.</li> </ul>	●
<p>Actively promote and capture safe working practices and healthy lifestyles (annually 2010-2012)</p> <ul style="list-style-type: none"> <li>- Recorded 184 health, well-being and safety (HW&amp;S) initiatives in 2012, a considerable increase from 105 in 2011 and 69 in 2010.</li> <li>- As of 2012, 71% of countries have at least one HW&amp;S initiative in place.</li> </ul>	●
<p>Achieve an incremental improvement from 74% of those who feel positive about JLL's commitment to CSR (by end of 2012 against 2010 baseline)</p> <ul style="list-style-type: none"> <li>- 76% of respondents stated that they felt positive about JLL's commitment to sustainability (formerly CSR) in the 2012 Global Employee Engagement Survey, an increase from 74% in 2010.</li> </ul>	●

improved sustainability performance. Complementary to these targets, we will continue to focus on the goals across our five material issues in the revised **Global Sustainability Commitment**. These aims, along with the goals laid out in the **LaSalle's Global Sustainability Report 2013** and

## LaSalle Investment Management



**Submitted 283** assets to Greenprint.

LaSalle Investment Management targets 2012-2013	Target status
<p>Double LaSalle's Greenprint portfolio asset submission (from 137 to 275 global assets)</p> <ul style="list-style-type: none"> <li>- Submitted 283 assets to Greenprint in Q3 of 2012.</li> </ul>	●
<p>Develop non-public energy/carbon reduction targets</p> <ul style="list-style-type: none"> <li>- In 2012, researched the external market to understand options. In 2013, the Global Sustainability Committee will consider, and if appropriate, make recommendations to the Global Management Committee for setting global reduction targets.</li> </ul>	◐
<p>Enhance our global data tracking platform</p> <ul style="list-style-type: none"> <li>- Aligned our data tracking platform in 2012 with the global environmental tracking software systems developed by Greenprint.</li> </ul>	●
<p>Develop social responsibility (S) &amp; governance (G) guidelines</p> <ul style="list-style-type: none"> <li>- Started to develop guidelines in 2012 with further progress to be made in 2013.</li> </ul>	◐

our Global Strategic Priorities (G5) serve as a suite of objectives that ensure we progress in the short, medium and long term.

# About this report

Our Sustainability Report (formerly CSR) presents our efforts to address the material social, economic, environmental and governance matters that confront our firm.

This report comprises three business segments reflecting the global reach of our real estate services: the Americas; EMEA; and Asia Pacific. It also covers the activities of LaSalle Investment Management, which is a global business and represents our fourth business segment.

Our Sustainability Report is released annually, covering the prior calendar year. This document relates primarily to 2012 activities. We last published a report in September 2012.

## Data coverage

Each year we attempt to include 100% of our offices and countries in our Corporate Sustainability Survey. However, this has not been achieved to date due to a lack of information and/or non-participation from some countries. We measure data coverage as the total number of corporate offices that participate in the Corporate Sustainability Survey out of the total number of corporate offices within our carbon management system. This report covers 96% of our corporate offices, while in 2011 we reported on 98% of our corporate offices. For more details, please see the data summary section of this report.

## External assurance

We have chosen not to undertake a formal external assurance for this report. However, we have applied strict procedures in regards to the compilation of facts and data and are confident that our report

represents a true and fair reflection of our performance at the time of publication. As our sustainability efforts evolve, we will explore the possibility of seeking external assurance for future reports.

## Global Reporting Initiative and United Nations Global Compact

Jones Lang LaSalle has elected to report in line with the Global Reporting Initiative (GRI) G3.1 sustainability reporting guidelines, according to a self-declared Level C. GRI is recognized as the leading sustainability reporting framework. Additionally, we adhere to the principles of the United Nations Global Compact (UNGC) throughout this report. A detailed GRI and UNGC content index can be found [on our website](#).

## Integrated Reporting

As one of the pilot companies participating in the International Integrated Reporting Council, we support the general principles designed to promote communications about how an organization's strategy, governance, performance and prospects lead to the creation of value over the short, medium and long term. This Sustainability Report focuses our sustainability strategy and performance. Our Annual Report focuses on our business strategy and our financial performance. Our governance and remuneration practices are reported primarily in the Proxy Statement for our Annual Meeting of Shareholders. An assessment of our adherence to the draft Integrated Reporting Framework can be found [on our website](#).



# Contact us

We encourage our stakeholders to contact us for more information about sustainability at Jones Lang LaSalle, to give suggestions on how we can develop our sustainability programs, and to learn more about our sustainability services.



**Dan Probst**  
Chairman Energy and Sustainable Services

Jones Lang LaSalle  
200 East Randolph Drive  
Chicago, IL 60601  
+1 312 782 5800  
dan.probst@am.jll.com  
[www.joneslanglasalle.com/Pages/EnergyandSustainability.aspx](http://www.joneslanglasalle.com/Pages/EnergyandSustainability.aspx)

## Communicating with our Board of Directors

Shareholders and interested parties may communicate directly with our Board of Directors. If you wish to do so, please send an e-mail to [boardofdirectors@am.jll.com](mailto:boardofdirectors@am.jll.com), which our Corporate Secretary will forward to all Directors. If you wish to communicate only with our non-executive Directors, or specifically with any Director individually (including our Chairman of the Board, who serves as the Lead Independent Director,



**Sarah Nicholls**  
Head of Global Corporate Sustainability

Jones Lang LaSalle  
+44 20 7399 5244  
sarah.nicholls@jll.com  
[www.joneslanglasalle.com/Pages/sustainability.aspx](http://www.joneslanglasalle.com/Pages/sustainability.aspx)

or the Chairman of any of our Committees), please note this on your e-mail. Alternatively, you may send a communication by mail to any or all of our Directors, or specifically to any or all of our non-executive Directors, care of our Corporate Secretary at the address of our principal executive office set forth above, and our Corporate Secretary will forward it unopened to the intended recipient(s).



# Data summary

Performance indicator overview			
Who we are	2012	2011	2010
About us			
Portfolio size of managed properties worldwide (billion square feet)	2.6	2.1	1.8
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	47	48	41
Corporate offices	224	221	183
Countries (with a corporate office)	54	52	46
Countries (with a presence but no corporate office)	70	70	60
Employees	48,000	45,500	40,300
Corporate office employees	16,093	15,468	12,867
Key financials and statistics			
Revenue (million \$)	3,933	3,585	2,926
Net income (million \$)	208	164	154
Earnings (per diluted share \$)	4.63	3.70	3.48
EBITDA (million \$)	391	339	320
Sustainability awards			
Workplace, well-being and diversity	18	Not available	Not available
Client service excellence	7	Not available	Not available
Energy and resources	3	Not available	Not available
Green buildings	1	Not available	Not available
Community and supply chain	0	Not available	Not available
Our approach	2012	2011	2010
Sustainability strategy			
Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)	76%	No 2011 survey	74%
Our sustainability teams			
Dedicated sustainability roles - Services	161	Not available	Not available
Dedicated sustainability roles - Operations	8	Not available	Not available
Sustainability professionals (including a majority from ESS)	157	129	116
Energy and Sustainability Services clients	366	334	196
Energy and Sustainability Services revenue (million \$)	21.8	19.4	17.0
Energy and Sustainability Services revenue / global revenue (%)	0.56%	0.54%	0.58%
Revenue from countries where JLL's internal sustainability program benefits business development or recruitment (% of total revenue)	96%	87%	87%
Countries where JLL's internal sustainability program benefits business development or recruitment	44	35	40
Sustainability governance			
Countries with formal internal sustainability programs (%)	51%	44%	Not available

Performance indicator overview			
Energy and resources	2012	2011	2010
Energy management for our clients			
Client monetary savings - U.S. managed portfolio (million \$)	176	105	128
Client energy savings - U.S. managed portfolio (million kWh)	1,663	963	912
Client emissions reduction - U.S. managed portfolio (metric tons CO2e)	913,000	587,000	563,000
Renewable energy for our clients			
Capacity of client renewable energy - installed and operational; or consented (MW)	388	Not available	Not available
Capacity of client renewable energy sources - planning and feasibility (MW)	3,137	Not available	Not available
Averted emissions from client renewable energy - installed and operational; or consented (metric tons CO2e)	595,894	Not available	Not available
Averted emissions from client renewable energy - planning and feasibility (metric tons CO2e)	5,798,946	Not available	Not available
Understanding our own emissions and reporting performance			
Total emissions (metric tons CO2e)	49,344	48,493	43,399
Emissions from energy (natural gas, electricity, estimations) consumed in Jones Lang LaSalle offices (%)	53%	51%	62%
Emissions from company-owned vehicles (%)	20%	23%	19%
Emissions from business travel (%)	27%	26%	19%
Building-related emissions (metric tons CO2e)	26,201	24,628	26,871
Building-related emissions intensity (metric tons CO2e/corporate office employee) [with exclusions]	1.6	1.7	Not available
Rented area (square feet)	2,756,416	2,449,436	2,274,703
Building-related emissions intensity (kg CO2e / square feet / year)	9.7	9.8	11.3
Workplace density (square feet per corporate office employee)	172	176	203
Emissions from business travel (metric tons CO2e)	13,163	12,776	8,170
Countries that report business travel (%)	57%	56%	51%
Reducing our own carbon footprint			
Energy and greenhouse gas emissions initiatives	207	170	171
Offices with energy and greenhouse gas emissions initiative(s) (%)	70%	Not available	Not available
Offices with video and/or web conferencing facilities (%)	72%	88%	Not available
Offices that promoted video and/or web conferencing (%)	35%	64%	Not available
Offices with renewable energy (%)	16%	10%	Not available
Disclosure score from CDP Supplier Program	70	79	80
Performance score from CDP Supplier Program	D	C	Not available
Greening our IT			
Carbon savings from server elimination (metric tons CO2)	480	Not available	Not available
Monetary savings from server elimination (\$)	\$68,400	Not available	Not available



Performance indicator overview			
Lessening our environmental impact through waste and water management			
Offices with water initiative(s) (%)	25%	13%	Not available
Offices with waste initiative(s) (%)	69%	68%	Not available
Offices where we manage waste contract (%)	7%	Not available	Not available
Offices where we do not manage waste contract, but engage with landlord (%)	7%	Not available	Not available
Offices where we manage waste contract and recycle (%)	100%	Not available	Not available
<b>Client service excellence</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Providing high-quality services to clients			
Employees who feel leadership is committed to providing high-quality services to external clients (%)	86%	No survey	85%
Ethics			
Ethics investigations (% of total employees)	0.53%	0.30%	0.19%
Actions taken from ethics violations (% of total investigations)	77%	77%	68%
Employees who believe Jones Lang LaSalle shows a commitment to ethical conduct (%)	87%	No survey	85%
Employees who received in-person training on anti-corruption policies and procedures	3,858	3,753	Not available
Industry collaboration			
Industry initiatives related to sustainability	56	18	Not available
Using technology to advance our sustainability services offer			
Buildings on Jones Lang LaSalle's sustainability data platforms	153,610	Not available	Not available
Sustainability thought leadership			
Thought leadership publications	27	38	28
Green Blog posts	98	158	130
Green Blog unique readers	11,564	7,570	907
Unique page views for Global Sustainability Perspective	21,543	23,500	23,081
Ranking (by page views) on joneslanglasalle.com of Global Sustainability Perspective	19	16	17
<b>Green buildings</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Leading the way with green building certification and improvements			
Existing buildings where Jones Lang LaSalle has enabled increased sustainability performance	1,301	1,027	415
New buildings where Jones Lang LaSalle has enabled increased sustainability performance	50	31	27
Client green building certifications	59	Not available	Not available
LEED	31	Not available	Not available
Green Globes	26	Not available	Not available
Green Mark	1	Not available	Not available
BREEAM	1	Not available	Not available
Accreditations for green building skills			
Energy and sustainability accredited professionals (cumulative to year-end)	1,414	1,075	624

Performance indicator overview			
Energy and sustainability accreditations (cumulative to year-end)	1,496	1,171	665
Greening our own office portfolio			
Offices with a green building or fit-out certificate (%)	6%	5%	5%
Offices with a green building or fit-out principles (%)	37%	Not available	Not available
New offices	30	30	Not available
New offices with a green building and/or fit-out certificate (%)	10%	13%	Not available
New offices with a green building and/or fit-out principles (%)	70%	Not available	Not available
Revised occupancy strategies	37	54	Not available
Revised occupancy strategies that considered sustainability (%):	Not available	72%	Not available
Building location and employee commute (%)	32%	39%	Not available
Green building / fit-out certification (%)	11%	41%	Not available
Minimize office size (%)	86%	61%	Not available
Reuse or recycling materials (%)	95%	69%	Not available
Revolutionary thinking through alternative workplace strategies			
Offices with an alternative workplace strategy (%)	62%	46%	Not available
Experts in green leases			
Number of green leases	383	306	292
Leases with green language (%)	34%	39%	34%
<b>Community and supply chain</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Making a global impact			
Total charitable contribution, including corporate and employee (million \$)	3.8	4.3	1.9
Corporate charitable contribution (million \$)	3.1	Not available	Not available
Corporate charitable contribution (% of pre-tax profit)	1.1%	1.9%	0.9%
Volunteering days	1,749	2,228	534
Procuring green office and kitchen supplies			
Spend on office and kitchen supplies (million \$)	5.0	3.9	4.1
Spend on office and kitchen supplies with sustainability credentials (million \$)	1.7	1.2	0.7
Spend on office and kitchen supplies with sustainability credentials (% of total spend)	33%	30%	17%
<b>Workplace, well-being and diversity</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Diversity in our business			
Total employees by gender (% female)	34%	34%	34%
Directors by gender (% female)	25%	26%	25%
Employees under 25 (%)	7%	8%	7%
Employees age 25-34 (%)	35%	47%	34%
Employees age 35-44 (%)	26%	19%	25%
Employees age 45-55 (%)	22%	19%	22%
Employees over 55 (%)	10%	7%	12%



Performance indicator overview			
Diversity in our business (continued)			
Diversity and inclusion (D&I) initiatives	83	84	Not available
Countries with at least one D&I initiative (%)	44%	49%	Not available
Average D&I initiative per country	1.5	1.5	Not available
Board-level diversity			
Board members by gender (% female)	27%	27%	27%
Employee engagement and satisfaction			
Employee turnover (%)	21%	23%	27%
New starters (% of total employees)	30%	35%	34%
Employee turnover (% males)	20%	23%	Not available
Employee turnover (% females)	23%	24%	Not available
Completion rate for Global Employee Engagement Survey (%)	70%	No survey	74%
Employees who can see a clear link between their work and the vision of Jones Lang LaSalle (%)	74%	No survey	72%
Employees who agree that overall, they are extremely satisfied with this company (%)	75%	No survey	71%
Training and development			
Training and development spend (million \$)	10.7	10.5	7.1
Training and development spend per employee (\$)	225	248	182
Employees with agreed performance objectives	21,467	20,626	17,401
Sustainability training			
Training hours from Jones Lang LaSalle's Sustainability University	5,616	3,853	1,602
Sustainability training hours outside of Sustainability University	7,025	Not available	Not available
Employee compensation and benefits			
Employees who are extremely satisfied that compensation plans reward outstanding performance (%)	51%	No survey	47%
Maintaining a safe and healthy working environment for our clients and ourselves			
Recordable cases incidence (RIR) rate for Integrated Facilities Management globally + all employees in U.S.	0.6	0.7	Not available
Days away, restricted duty and transfer (DART) rate for Integrated Facilities Management globally + all employees in U.S.	0.4	0.5	Not available
Health, well-being and safety (HW&S) initiatives	184	105	69
Countries with at least one HW&S initiative (%)	71%	61%	Not available
Average HW&S initiatives per country	3.3	1.8	Not available
Labor standards and labor relations			
Employees who belong to a labor union	1,860	1,228	990
<b>Addendum and data</b>			
	<b>2012</b>	<b>2011</b>	<b>2010</b>
LaSalle Investment Management			
Assets submitted to Greenprint	283	Not available	137
About this report			
Countries from carbon management system (LaSalle)*	50	50	Not available
Corporate offices from carbon management system (King Sturge)*	248	250	Not available

Performance indicator overview			
Corporate office employees represented by carbon management system (King Sturge)*	16,093	15,468	Not available
Countries from Corporate Sustainability Survey responses (LaSalle)*	55	55	Not available
Corporate offices from Corporate Sustainability Survey responses (King Sturge)*	239	246	Not available
Corporate office employees represented by Corporate Sustainability Survey responses (King Sturge)*	15,981	15,289	Not available

\* (LaSalle) = including separate LaSalle responses, (King Sturge) = including former King Sturge

Ethics Everywhere data summary			
Type of concern investigated	2012	2011	2010
Improper employment practices or behavior, including unprofessional conduct	155	72	39
Employee theft, personal conflicts of interest or other employee fraud	50	31	16
Improper vendor payments or conflicts of interest, or other improper conduct to or by vendors	10	10	6
Improper client payments or conflicts of interest, or other improper conduct to or by clients	4	1	0
Inappropriate use of the Internet or business computer	5	4	3
Inappropriate entertainment	0	0	0
Compliance with competition laws / broker requirements	2	5	1
Falsification of books and records	3	2	5
Illegal drug use at work; inappropriate use of alcohol	6	1	1
Employment health or safety issues from ethics perspective	5	0	4
Privacy issues	7	0	0
Miscellaneous matters	6	7	2
<b>Total investigations</b>	<b>253</b>	<b>133</b>	<b>77</b>
<b>Ethics investigations (% of total employees)</b>	<b>0.53%</b>	<b>0.30%</b>	<b>0.19%</b>
Action taken	2012	2011	2010
Terminations of employment	61	50	4
Job changes or transfers; changes to procedures	10	13	8
Employee arrests and criminal matters referred to prosecutors	2	3	1
Formal warnings, deferred promotions and/or reduced bonuses	35	15	5
Matters referred to government agency or other legal actions taken	0	0	2
Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills	86	32	32
<b>Total actions</b>	<b>194</b>	<b>113</b>	<b>52</b>
<b>Actions taken from ethics violations (% of total investigations)</b>	<b>77%</b>	<b>77%</b>	<b>68%</b>

## Detailed data notes

As a part of our efforts to increase transparency, we have documented definitions, re-statements and methodologies in a [separate document](#).



# GRI content index

Key: ● Fully reported ● Partially reported

The following table outlines our compliance with the Global Reporting Initiative's Sustainability Reporting Guidelines Version 3.1 and the Construction and Real Estate Sector Supplement (CRESS) Guidelines (2011).

Based on this analysis we self-declare that this report achieves **GRI Application Level 'C'**. Please note that GRI disclosures identified as 'not material' have not been listed in the table below. Furthermore, a number of indicators – while material – have not been reported due to the unavailability of data. A full list of GRI disclosures can be found on the [GRI website](#).

## Profile disclosures

GRI disclosure	Status	Where to find it
<b>Strategy and analysis</b>		
1.1 CEO statement	●	In conversation with our CEO
<b>Organizational profile</b>		
2.1 Name of the organization	●	About us
2.2 Primary brands, products and/or services	●	About us
2.3 Operational structure	●	About us
2.4 Location of headquarters	●	About us
2.5 Countries of operation	●	About us
2.6 Nature of ownership and legal form	●	About us
2.7 Markets served	●	About us
2.8 Scale of organization	●	About us
2.9 Significant changes during the reporting period regarding size, structure or ownership	●	About us
2.10 Awards received in the reporting period	●	Our Sustainability awards; In conversation with our CEO
<b>Report parameters</b>		
<b>Report profile</b>		
3.1 Reporting period	●	About this Report
3.2 Date of most recent previous Report	●	About this Report
3.3 Reporting cycle	●	About this Report
3.4 Contact point for questions regarding the Report or its contents	●	Contact us
<b>Report scope and boundary</b>		
3.5 Process for defining Report content, including: Determining materiality, Prioritizing topics within the Report, Identifying stakeholders the organization expects to use the Report	●	Our sustainability strategy: <i>Material sustainability issues; Piloting integrated reporting</i>
3.6 Boundary of the Report	●	About this Report
3.7 Limitations on the scope or boundary of the Report	●	About this Report
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	Energy and resources: <i>Understanding our own emissions and reporting performance</i>
3.10 Effects of any restatements of information provided in earlier reports, and the reasons for such restatement	●	Data notes (throughout); Data summary: <i>Detailed data notes</i>
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods	●	About this report: <i>Data coverage</i>
<b>GRI content index</b>		
3.12 GRI Content Index	●	GRI content index
<b>Governance, commitments and engagement</b>		
<b>Governance</b>		
4.1 Governance structure	●	Governance; Workplace, well-being and diversity: <i>Board-level diversity</i>
4.2 Indication of whether the Chair of the highest governance body is also an executive officer	●	Governance
4.3 Number of Board members that are independent and/or non-executive Directors	●	Governance

4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	Governance; Workplace, well-being and diversity: <i>Employee satisfaction and engagement</i> ; Contact us: <i>Communicating with our Board of Directors</i>
<b>Stakeholder engagement</b>		
4.14 List of stakeholder groups engaged by the organization	●	Our sustainability strategy: <i>See our 2010 CSR Report</i>
4.15 Basis for identification and selection of stakeholders with whom to engage	●	Our sustainability strategy: <i>See our 2010 CSR Report</i>

## Performance indicators

Economic	Status	Where to find it
<b>Economic performance</b>		
EC1 Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	●	About us; Jones Lang LaSalle <a href="#">2012 Annual Report</a> : <i>Financial statements and supplementary data</i> ; Community and supply chain: <i>Making a global impact</i>
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change. (Core)	●	Carbon Disclosure Project 2012 response; Jones Lang LaSalle 2012 Annual Report: <i>Environmental liabilities and regulations: Climate change risks</i>
EC3 Coverage of the organization's defined benefit plan obligations. (Core)	●	Jones Lang LaSalle 2012 Annual Report: <i>Financial statements and supplementary data</i> ;
<b>Environmental</b>		
<b>Energy</b>		
EN3 Direct energy consumption by primary energy source. (Core)	ⓘ	Carbon Disclosure Project 2012 response; Energy and resources: <i>Understanding our own emissions and reporting performance</i>
EN4 Indirect energy consumption by primary source. (Core)	ⓘ	Energy and resources: <i>Understanding our own emissions and reporting performance</i>
EN5 Energy saved due to conservation and efficiency improvements. (Additional)	ⓘ	Energy and resources: <i>Energy management for our clients</i> ; <i>Understanding our own emissions and reporting performance</i>
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	●	Energy and resources: <i>Energy management for our clients</i> ; <i>Renewable energy for clients</i>
EN7 Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	ⓘ	Energy and resources: <i>Reducing our own carbon footprint</i> ; <i>Energy management for our clients</i>
<b>Emissions, effluents, and waste</b>		
EN16 Total direct and indirect greenhouse gas emissions by weight. (Core)	●	Carbon Disclosure Project 2012 response; Energy and resources: <i>Understanding our own emissions and reporting performance</i>
EN17 Other relevant indirect greenhouse gas emissions by weight. (Core)	●	Carbon Disclosure Project 2012 response; Energy and resources: <i>Understanding our own emissions and reporting performance</i>
CRE3 Greenhouse gas emissions intensity from buildings. (Core)	●	Carbon Disclosure Project 2012 response; Energy and resources: <i>Understanding our own emissions and reporting performance</i>
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	ⓘ	Energy and resources: <i>Energy management for our clients</i> ; <i>Reducing our own carbon footprint</i>
<b>Products and services</b>		
EN26 Initiatives to enhance and mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	●	Green buildings: <i>Leading the way with green building certifications and improvements</i> ; <i>Training our employees on green building skills</i>
<b>Compliance</b>		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)	●	Client service excellence: <i>Ethics</i>
<b>Transport</b>		
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (Additional)	ⓘ	Energy and resources: <i>Understanding our own emissions and reporting performance</i>
<b>Social: labor practices and decent work</b>		
<b>Employment</b>		
LA1 Total workforce by employment type, employment contract, and region, broken down by gender (Core)	ⓘ	About us; Workplace, well-being and diversity: <i>Diversity in our business</i>
LA2 Total number and rate of new employee hires turnover by age group, gender, and region. (Core)	ⓘ	Workplace, well-being and diversity: <i>Employee satisfaction and engagement</i>

Labor / management relations		
LA4	Percentage of employees covered by collective bargaining agreements. (Core)	● Workplace, well-being and diversity: <i>Labor standards and labor relations</i>
Occupational health and safety		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender (Core)	● Workplace, well-being and diversity: <i>Maintaining a safe and healthy working environment for our clients and ourselves</i>
Training and education		
LA10	Average hours of training per year per employee by gender and by employee category. (Core)	● Workplace, well-being and diversity: <i>Training and development</i>
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	● Workplace, well-being and diversity: <i>Training and development</i>
LA12	Percentage of employees receiving regular performance and career development reviews, by gender. (Additional)	● Workplace, well-being and diversity: <i>Training and development</i>
Diversity and equal opportunity		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	● Workplace, well-being and diversity: <i>Diversity in our business</i>

## IIRC content index

Key: ● Full ● Partial

As one of the pilot companies participating in the International Integrated Reporting Council, we support the general principles designed to promote communications about how an organization's strategy, governance, performance and prospects lead to the creation of value over the short, medium and long term.

This Sustainability Report focuses our sustainability strategy and performance. Our Annual Report focuses on our business strategy and our financial performance. Our governance and remuneration practices are reported primarily in the Proxy Statement for our Annual Meeting of Shareholders. An assessment of our adherence to the draft Integrated Reporting Framework can be found below.

Integrated Reporting guiding principle	What is needed to achieve full compliance?	Level of compliance*
Strategic focus and future orientation	Insight into strategy and how it creates value in the short, medium and long term and its use of and effects on the capitals.	●
Connectivity of information	Show the combination, inter-relatedness and dependencies between the components that are material to ability to create value over time.	●
Stakeholder responsiveness	Insight into the quality of relationships with key stakeholders and how the organization understands, takes into account and responds to their legitimate needs, interests and expectations.	●
Materiality and conciseness	Concise information that is material to assessing ability to create value in the short, medium and long term.	●
Reliability and completeness	Include all material matters, both positive and negative, in a balanced way and without material error.	●
Consistency and comparability	Present information on a basis that is consistent over time and enables comparison with other organizations.	●
Integrated Reporting content element	What is needed to achieve full compliance?	Level of compliance*
Organizational overview & external environment	What does the organization do and what are the circumstances under which it operates?	●
Governance	How does the organization's governance structure support its ability to create value in the short, medium and long term?	●
Opportunities and risks	What are the opportunities and risks that affect value creation over the short, medium and long term, and how is the organization dealing with them?	●
Strategy and resource allocations	Where does the organization want to go and how does it intend to get there?	●
Business model	What is the organization's business model and to what extent is it resilient?	●
Performance	To what extent has the organization achieved its strategic objectives and what are outcomes in terms of effects on capitals?	●
Future outlook	What challenges and uncertainties are encountered in pursuing its strategy, and what are the potential implications for its business model and future performance?	●

\* Based on an assessment of Jones Lang LaSalle's 2012 Sustainability Report; 2012 Annual Report and Proxy Statement

# UN Global Compact content index

The United Nations Global Compact (UNGC or UN Global Compact) is an initiative for businesses that are committed to aligning their sustainability strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

Jones Lang LaSalle is a signatory to the UNGC and is committed to adhering to its ten principles. The following table provides references or commentary to help readers navigate to sections of our Sustainability Report where we discuss relevant UN Global Compact principles. This Sustainability Report represents our annual Communication on Progress submission to the Compact. For more information on this initiative please visit the [UN Global Compact website](#).

UN Global Compact Principles	Where to find it commentary
<b>Human rights</b>	
Principal 1 Businesses should support and respect the protection of internationally proclaimed human rights	At Jones Lang LaSalle, we value and respect the rights of all our workers, and we are committed to the protection of human rights. Our approach to protecting human rights is embodied by our Code of Ethics and our commitment to integrity. We are committed to aligning our policies with international conventions and declarations. We also observe internationally-recognized standards for the protection of human rights. Employees at Jones Lang LaSalle must comply with our human rights policies, as well as our principles against harassment and discrimination. Additional information about our human rights policies can be found in our <a href="#">Code of Ethics</a> .
Principal 2 Businesses should make sure that they are not complicit in human rights abuses	
<b>Labor standards</b>	
Principal 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Generally, our employees are not members of any labor unions with the exception of a relatively small number of directly reimbursable property maintenance employees in the United States. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and complied with the provisions expressed in collective bargaining agreements.  Additional information within this report can be found in the 'Workplace, well-being and diversity' section: Labor standards and labor relations
Principal 4 Businesses should uphold the elimination of all forms of forced and compulsory labor	We have strong policies against forced or compulsory labor. Please view additional information in our <a href="#">Code of Ethics</a> .
Principal 5 Businesses should uphold the effective abolition of child labor	We have well-established practices against child labor. Information about our child labor policies can be found in our <a href="#">Code of Ethics</a> .
Principal 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation	Information about our anti-discrimination policies can be found in our <a href="#">Code of Ethics</a> .  Additional information within this report can be found in the 'Workplace, wellbeing and diversity' section: – <i>Diversity in our business</i> ; – <i>Board-level diversity</i>
<b>Environment</b>	
Principal 7 Businesses should support a precautionary approach to environmental challenges	Information about our proactive approach to the environment within this report can be found in the following sections:
Principal 8 Businesses should undertake initiatives to promote greater environmental responsibility	Our sustainability strategy: – <i>Two pillars for delivering our commitment</i> ; – <i>Material sustainability issues</i>
Principal 9 Businesses should encourage the development and diffusion of environmentally friendly technologies	Energy and resources (within most sub-sections)  Client service excellence (within some sub-sections)  Green buildings (within most sub-sections)
<b>Anti-corruption</b>	
Principal 10 Businesses should work against corruption in all its forms, including extortion and bribery	Information about anti-corruption policies can be found in our <a href="#">Code of Ethics</a> .  Additional information within this report can be found in the following sections:  Client service excellence: – <i>Ethics</i>  Data summary: – <i>Ethics Everywhere data summary</i>