2017/18
Global Health and Safety Report
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At JLL, health and safety are core to our vision of reimagining the world of real estate, creating rewarding opportunities and amazing spaces where people can achieve their ambitions. We are fully committed to creating an environment that unequivocally protects our employees, our clients and our supply partners.

You will see in this report the positive progress we’ve made toward health and safety excellence. For the first time, we have established global, enterprise-wide safety targets. These targets will help us deliver on “Building a Better Tomorrow” – our commitment to sustainable leadership. This commitment is integrated into all aspects of our organization, from our growth strategy, through all of our services and products, and in our core values of teamwork, ethics, and excellence.

Over 2017 and 2018, we also improved many aspects of our overall safety performance and implemented a sophisticated vendor due diligence and management program to improve vendor performance and compliance.

Despite our progress, safety remains a journey. As you will see in this report, we unfortunately experienced regrettable incidents. These incidents underscore the work that remains, particularly with our extended supply chain and in geographies where good safety practice is still evolving.

As the definitions of work, workforce and workplace continue to evolve rapidly, health and safety remain cornerstones of our business and our culture. We are continually reviewing how our health and safety agenda aligns with the Future of Work so we can ensure our people, and those of our clients and supply partners, are engaged, empowered, fulfilled – and most importantly – safe.

I would like to acknowledge the work of John Forrest in driving our health and safety for many years. John leaves in May 2019 after a highly-impressive 27-year career with JLL.

Thank you for taking the time to read this report and for your continued interest in JLL.

Neil Murray
Global CEO, JLL Corporate Solutions
JLL Global Executive Board sponsor for Health & Safety
Achieving our shared ambition of safety

JLL is a leading Fortune 500 company that specializes in providing professional services in the real estate and investment management space. At JLL, our operating philosophy is defined by Achieving Ambitions – it is what powers each of us through our day and epitomizes how we maximize value for our clients, our people and our communities. Over this combined 2017/18 reporting period, we have seen JLL move from a compliance approach to health and safety to one where we are now seeking opportunities for operational efficiency, improvements in the engagement of our business networks and creating an environment where our employees, clients and supply partners can thrive.
Our vision is to make JLL a world-leading, sustainable professional services firm by creating spaces, buildings and cities where everyone can thrive. The world’s financial, social and environmental challenges demand a bolder response from businesses around the globe. This is why we are committed to new ways of partnering with our stakeholders to achieve shared ambitions for a sustainable future.

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

We seek to meet our vision through four Pillars depicted below: Clients, People, Workplaces, and Communities. These Pillars are underpinned by three Foundations: our commitment to the highest standards of corporate governance, our efforts to develop and drive sustainability thought leadership in this area, and our commitment to deploying innovative, forward thinking solutions for ourselves and our clients. To ensure these efforts support our broader business strategy, Building a Better Tomorrow is an integral part of our long-term strategic vision, Beyond.

Health and safety is a key issue under the Workplaces Pillar of Building a Better Tomorrow. We have established global targets for our health and safety performance. We monitor and measure those metrics required to track and report our performance.

More information on Building a Better Tomorrow is available on our website.

Our targets

- Based on the average employee LTIFR* of the two prior performance periods, achieve by 2020 a LTIFR* reduction of 10%
- Implement initiatives to globally drive the prompt reporting of incidents, and ensure that employees in all corporate offices are generally consulted in relation to their health and safety

LTIFR*: Lost Time Injury Frequency Rate
From a performance perspective, we have been focused on improving the quality of our data. That has meant primarily working with the broader business on data governance and accuracy. With improved confidence in our data, we’re better able to identify trends and learnings that directly impact the management and elimination of risks. In addition to data governance, we have focused on improving data consistency. In the earlier editions of this report, we disclosed major incidents based on an application of the legislative requirements of the country where an incident occurred. For example, if an incident occurred in the US we would apply the US requirements. In the interests of consistency, we elected to adopt the Occupational Safety and Health Administration’s (OSHA) record-keeping requirements and methodology in all countries where we experience a major incident. This does not exclude JLL from complying with the requirements of a local country. It simply ensures that from a recordkeeping perspective, we report major incidents in a uniform manner.

“With the increasing focus on health and safety in JLL we have moved from a compliance approach to one where we are now looking for opportunities to leverage improvements in health and safety to also improve operational efficiency and productivity. The evidence is now overwhelming that good health and safety management is good for business and we are taking positive steps to align, automate and digitise our processes to make this happen.”

Rob Combe
Head of Health, Safety and Environment (HSE), JLL Corporate Solutions
Incidents

Despite our many advances, regrettably, we experienced one employee fatality in 2017 and two employee fatalities in 2018. The incident in 2017 resulted from a security incident at a managed property, whilst the 2018 incidents were respectively the unfortunate outcome of a natural disaster and a single vehicle accident. In all cases we offered extensive counselling and worked with our stakeholders to identify mechanisms for preventing similar incidents from re-occurring.

In our previous Reports we have written about the challenge of ensuring our vendors always comply with the same strict safety standards we set for ourselves. Despite our best efforts, vendor compliance remains an issue. In 2018, we were extremely shocked and saddened by an incident at a residential complex in Moti Nagar (New Delhi, India) that claimed the lives of five vendor workers. We have invested in a new vendor management platform to better pre-qualify and manage our vendor partners, but we recognise that more is needed to improve the safety awareness of our extended supply chain. Please refer to the Procurement section of this Report for more information on our various vendor management initiatives.

Experience Modification Rate (EMR)

An EMR is a performance measure used by the insurance industry to gauge an organization’s safety and claims management program. An EMR under 1.0 is an indicator that our worker’s compensation claims management is ahead of the all-industry average. Since 2014, our insurance carrier advises that JLL has maintained an EMR well below 1.0.

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<tr>
<td>2015</td>
<td>0.51</td>
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<td>2016</td>
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<td>2017</td>
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RIR

Incident Rate (RIR), a measure of recordable illness and injuries per 100 full-time employees per year, was 0.45 in 2017 and 0.53 in 2018.

DART

Restricted Duty and Transfer (DART), a measure of recordable illness and injury per 100 full-time employees per year that resulted in from work, was 0.29 in 2017 and 0.26 in 2018.
Addressing risk in our supply chain

JLL has established a global vendor risk management, ethics, and compliance (RMEC) program, which seeks to identify and decrease potential business and sustainability risks and legal liabilities when engaging suppliers on behalf of JLL and our clients. JLL’s Global Standards for Supplier Risk Management set the minimum requirements for managing supplier risk.

The RMEC framework is executed in the following five phases:

- **Assessment**: Supplier registration, screening and risk rating for compliance, operational and business exposure to JLL
- **Qualification**: Due diligence to ensure suppliers meet JLL and client requirements and contracts are awarded to the best fit
- **Contracting**: Execution of contractual instruments that adequately address the risks
- **Set-Up**: Alignment of supplier data in the financial system and payment terms in the contractual instrument
- **Monitoring**: Ongoing supplier management to ensure compliance and performance over the course of the supplier lifecycle

The RMEC program assesses suppliers and creates a risk profile based on key risk indicators, including service scope, geography, government connections, access to data and secure areas and projected spend, and directs enhanced level of due diligence and rigor towards high-risk and high-impact suppliers. Our suppliers are also routinely screened against multiple databases for sanctions, money-laundering and regulatory violations prior to engagement for any provision of goods or services.

During the qualification phase, JLL collects and assesses data on the high and medium-risk suppliers’ policies, management systems and practices on applicable risk areas such as ethics, labor and human rights. These include modern slavery, supply chain management, health, safety, security and environmental practices, which are reviewed in consultation with internal subject-matter experts.

Informed by the due diligence results, suppliers are classified as “approved”, “approved with conditions” or “rejected”. Suppliers classified as “approved with conditions” may be engaged by JLL subject to appropriate risk mitigation plans, which may include stringent service level agreements and additional contractual obligations, representations and warranties.

While we directly engage with suppliers to assess risk, we also partner with third party risk management providers, such as Avetta, to collect and validate data on some of our high-risk suppliers’ ethical behaviour and labor practices, including modern slavery, health, safety and environmental practices to make informed decisions. In addition, JLL’s Synergy Program is focused on developing and fostering relationships with preferred suppliers to demonstrate our ability and commitment to our clients by offering a broad range of “Best in Class” goods and service providers to fit their individual needs, including sustainability objectives.

As part of the RMEC program, we offer comprehensive training to our employees on JLL’s Code of Business Ethics which includes principles of sustainability relevant to us and our supply chain. In 2017, we ran ethics and compliance workshops for our dedicated supply chain management employees across all three regions.

We also conduct ethics and compliance training workshops for our vendors in key risk markets. We are currently developing a formal training program for creating awareness on ethics, compliance and corporate social responsibility.

**JLL Risk Framework**

![JLL Risk Framework Diagram]
JLL seeks to occupy more efficient and flexible offices around the world and we strive for green building and well-being certifications where possible for our leased space. We aim to provide our employees with office space that supports their health, safety and productivity by employing aspects such as flexible working, better access to daylight, improved air and water quality and enhanced technology solutions.

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

We launched our “Future of Work” research series with focus on “the human experience” – a reference to how the work environment can have a positive impact on the overall happiness and productivity of employees. Our continued commitment to providing a work environment where workers can thrive is evidenced in our Chicago and Shanghai offices. These were extensively refurbished to meet the highest standards of health, safety, and wellness. They are showcases for demonstrating the tangible benefits to our people and our clients.

In the case of our Shanghai office, built in 2017, the office’s design, energy efficiency, facilities and materials all strictly follow the standards of two certifications – the LEED V4 Platinum and the WELL Platinum. It is one of the first offices in Asia Pacific to obtain both platinum certifications.

The WELL Certification is awarded by the International WELL Building Institute (IWBI) and is the premier building standard to focus on enhancing people’s health and well-being through the built environment. To be awarded WELL Certification by IWBI, premises are required to undergo rigorous testing and a final evaluation carried out by a third party.

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

JLL has also adopted innovative policies in workplace strategies. Currently, 84% of our offices have alternative workplace strategies, including approaches such as hot-desking, evolved open plan environments, flexi time and making use of communications technologies to support remote working. Making best use of these strategies can reduce costs, improve productivity and drive efficient use of space. Furthermore, these practices are also beneficial to the individual by promoting a healthy work-life balance and supporting well-being.
Workplace transformation

JLL is transforming the spaces in which we work. It’s allowing us to foster good health, safety and wellbeing and take a lead in the transition to a low carbon economy.

*JLL Shanghai: with gym, cardio and yoga facilities*

*JLL Mumbai: breakout Café and meeting spaces*
Procuring sustainably for our clients: JLL

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

We are committed to engaging suppliers that do not place our people, brand, reputation or client relationship at risk or cause us to be in violation of any applicable laws, rules or regulations. Our global standards for suppliers are set out in our Vendor Code of Conduct, which aims to improve supplier compliance, promote greater transparency, and create growth backed by sustainable practices.

Our clients also require that purchases conducted on their behalf are made with integrity and in full compliance with the laws and regulations that govern our business activities.
In August 2018, JLL’s Projects and Development (PDS) business in Asia Pacific celebrated its 1 millionth Health and Safety induction since record-keeping began in 2008. That’s 1 million workers in developing countries who have been trained, up-skilled, nurtured and in some cases, introduced to a new industry or vocation.

These inductions have either been conducted by PDS staff directly or by contractors on behalf of PDS where the contracting model allows. Our team in India have contributed to approximately 70 per cent of inductions, so it is fitting that they celebrated on behalf of the region.

It is a significant demonstration of JLL’s commitment to safety and training.
Case Study: JLL UK

Our UK business conducted a role-play training event during Global Safety Week in 2018. The aim of the training was to present key issues related to legal compliance and health and safety in an imaginative, thought provoking and engaging way.

The event highlighted the importance of comprehensive record-keeping and procedural accuracy, effective communication and the onus of proof requirements in both civil and criminal cases.

The event was filmed and will be used to create an interactive training course, available to all parts of the business for learning and development.
Case Study: JLL Asia Pacific Safety Awards

JLL Asia Pacific Safety Awards – Joint Winners

YKK Building, Hong Kong

Our Property and Asset Management team developed an effective and innovative Safety Management System (SMS) to reduce significant hazard in a high-energy and high-risk environment, where over 70% of the building’s tenants are logistics operators. The building caters to over 100,000 vehicles per year, from 40-foot container lorries to small vans, as they deliver and dispatch goods for tenants. The comprehensive SMS includes an induction video specific to this site, strict registration systems, high-visibility safety gears, docks and lifts allocation systems and extra care for pedestrian walk markings.

Dept of Human Services, Australia

JLL’s Project and Development Services business in Australia constructed modular buildings for the Warnindhilyagwa community of 2500 people in Groote Eylandt, located in remote Northern Australia. The team demonstrated outstanding leadership and commitment to safety by safely transporting building modules over thousands of kilometres on land and sea, during the cyclone season. Their innovative approach to risk management, safety in design and detailed logistics planning enabled the project to be completed without incident.
Case Study: JLL Americas

Disaster Response in North America

We greatly improved our disaster response plans and community support through a significant overhaul of our Crisis Management platform and structure following a number of natural disasters that impacted both our own operations and the properties and facilities we manage on behalf of our clients.

In the US alone, there were 14 separate Billion-dollar weather and climate disasters in 2018 which vindicates the need for businesses to be well prepared and have robust Crisis Management, Disaster Response and Business Continuity Planning in place.

Through the establishment of JLL’s Emergency Preparedness and Response Management System (EMPRMS) and supported by cross-functional subject matter experts, we addressed four major steps of Mitigation, Planning/Preparedness, Readiness/Response and Roadmap to Recovery. We developed best practices for Business Continuity Planning, Tools and Training and communications planning.

This was supported by a number of technological and other developments such as:

- RedFlag – This Emergency Response tool enables JLL’s employee communication and check-in process.
- JLL Safe&Secure mobile app – JLL developed this app to ensure that safety, security, enterprise risk and ethics information is available – on all devices and at all times.
- Building Emergency Management Assessment (BEMA) – A JLL proprietary tool to measure emergency management and preparedness of buildings under our management.
- Policies & Procedures – In addition to our corporate level policies, each account and department develops and maintains a customized plan and training program.
- Employee Resources – JLL’s ERT has developed a toolkit of internal and external resources and checklists to ensure personnel health, safety and well-being.

We are proud of the contribution JLL has made to not just servicing our clients better but also to aiding our communities in rebuilding after this type of adversity.
2017 was a year when many natural disasters overlapped: Houston, southern Florida, Mexico and Puerto Rico. JLL is in all these places. We created the JLL Charities Disaster Relief Fund, which gave our people a way to directly support their colleagues in need. And to amplify each individual donation, JLL made contributions to the fund.

During a rough time like this, you see the true character of an individual, of a team, of an organization. Some had JLL teammates sleeping in their homes for a week, while others drove colleagues’ children to school and made sure they had the necessary supplies. In Florida, a JLL team helped provide a hotel room and cash cards when they learned that a colleague had been without power for days.

Our people also went above and beyond for JLL clients. In one example, a broadcasting client had recently begun loading equipment for a new production when JLL staff noticed an issue. Our engineering team identified three major roof leaks and immediately acted to contain water entering the studio and facilitate the necessary repairs. This saved the client from significant losses in equipment and damage to custom stage sets.

At JLL, our people are everything. We’re keeping the disaster relief fund open and we will continue to support our people while the healing continues in Houston, Florida and now Puerto Rico and Mexico City as well. We remain ready to help our JLL family, our clients and our communities.
Case Study: JLL Wellness in the Workplace

Wellness in the Workplace

Our commitment to wellness for our employees is evident through a number of programs that have been conducted over this reporting period.

In the US, our Healthy for Life program continues to gain momentum with 1,7041 employees losing 17,305 lbs (xxx kilos) in our Real Appeal Weight loss program.

3000 participants in our team activity challenge tracked 750,823,057 steps (or walked around the world 15 times). We also saw 5,918 health coaching calls conducted by JLL employees.

In the UK, 497 IFM staff took part in the Virgin Pulse Global Challenge where the focus is on empowering employees to take personal responsibility for their health and performance through a cycle of creating awareness, providing motivation and arming them with the education they need to make lasting improvements to their health.

The challenge results showed significant improvements in the number of steps taken each day, awareness of food choices, sleep patterns, stress levels, productivity and concentration.

In Asia Pacific, a number of countries implemented mental health programs that promoted engagement, collaboration and communication as well as arming employees with coping strategies through both on-line and face to face facilitated sessions.

We are long-term advocates of environments that are designed to suit their predominant function and also improve the quality of life of its occupants. We regularly produce sustainability and safety-related white papers aimed at encouraging readers to think about solutions to the everyday problems faced by society and the workforce. We are still on a journey to sustainability and safety excellence, but it’s a journey that we are taking the real estate sector on. For more information on JLL’s white papers on sustainability, health and safety and wellness, please read our Sustainability Report and visit our Greenblog and LinkedIn Sustainability pages.
Certifications and re-certifications

JLL has achieved certifications and re-certifications for Safety, Environment Management and Quality Management systems. There is significant alignment and integration of the systems underway, globally.

**Certifications (correct as at 14 March 2019)**

During 2019 we will work towards expanding the number of certifications to international standards for our health and safety management systems. The IFM business in the US and Canada have made significant progress in their effort to seek certification for ISO 9001 (Quality) and ISO45001 (Safety) and achieved certification in 2019.

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Awards

JLL Integrated Facilities Management handed RoSPA President’s (11 consecutive Golds) Award for health and safety practices

JLL EMEA’s Integrated Facilities Management team has been handed a prestigious award in recognition of its practices and achievements in helping its staff, customers, clients and contractors get home safely at the end of the working day.

JLL Integrated Facilities Management has achieved a President’s Award (11 consecutive Golds) in the internationally-renowned RoSPA Health and Safety Awards, the longest-running industry awards scheme in the UK.

The RoSPA Awards scheme, which receives entries from organisations around the world, recognises achievement in health and safety management systems, including practices such as leadership and workforce involvement.

Julia Small, RoSPA’s head of qualifications, awards and events, said: “The RoSPA Awards are the most highly-respected in the health and safety arena, with almost 2,000 entrants every year, and allow organisations to prove excellence in the workplace, demonstrating a commitment to the wellbeing of not only employees but all those who interact with it.”
2019 onwards

Throughout 2019 our focus will be on our global sustainability targets that we have set for review in 2020. The constantly changing property services landscape brings significant improvements but also significant challenges every year and we must be agile and vigilant in providing safe and healthy working environments for our employees, contractors and supply partners. We will continue to build on the momentum we have gained in the areas of workplace wellbeing and we have already commenced a program of identifying critical risks and suitable control measures around our significant supply chain management and high-risk environments. We are steadfast in our commitment to Building a Better Tomorrow and achieving our health and safety ambitions.