

A photograph of a lush green living wall, also known as a vertical garden. The wall is covered in dense, vibrant green foliage, including various leafy plants and small yellow flowers. In the foreground, a set of wooden steps leads up towards the wall, suggesting an outdoor or semi-outdoor architectural setting. The overall scene is bright and natural, emphasizing sustainability and green architecture.

**Real estate accounts
for nearly 40% of total
carbon emissions*,
so we're doing
something about it.**

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About JLL

JLL is a leading professional services firm that specializes in real estate and investment management. We shape the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. As a Fortune 200 company, we help real estate owners, occupiers and investors achieve their business ambitions. In 2019, we had revenue of \$18 billion and fee revenue of \$7.1 billion, managed five billion square feet of space (464.5 million square meters) and completed 39,000 leasing transactions for landlord and tenant clients, representing 900 million square feet of space (83.6 million square meters). At the end of 2019, we had over 400 corporate offices, operations in over 80 countries and a global workforce of 93,000 people.

We provide services for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in

size and include for-profit and not-for-profit entities, public-private partnerships and governmental entities looking to outsource real estate services. Through LaSalle Investment Management, we invest for clients on a global basis in both private assets and publicly traded real estate securities

There is a strong and direct correlation between our environmental, social and governance performance and the long-term health and success of our business. We address this by putting into action Building a Better Tomorrow, our sustainability strategy, which allows us to deliver transformative changes across the four Pillars of the program: Clients, People, Workplaces and Communities. Our commitment to continuously improve is reflected in our ambitious new 2020+ sustainability targets, which we have launched this year and are outlined in more detail throughout the report. We are committed to the highest standards of corporate governance and transparency and hold ourselves accountable for our performance.

About this report

The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. Where estimations have been made, we have indicated so in the text.

The 2019 Scope 1 and 2 energy and carbon emissions data in this report has been third-party assured by Bureau Veritas. All data in this report has undergone internal verification by our Global Sustainability team. Through the data collection process, we occasionally identify better quality historical data and real estate figures. We are continuously working to improve our

data processes, which remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication. All financial figures are reported in US dollars.

A detailed data note can be found in [Annex A](#) of this report alongside a full data summary in [Annex B](#). Bureau Veritas' assurance statement can be found in [Annex C](#).

Look out for UN Sustainable Development Goals (SDGs) in the margins of the report, indicating how JLL is contributing to their implementation.

Key financial information

	2019	2018	2017
Gross revenue (USD billions)	17,983.2	16,318.4	14,453.2
Net income attributable to common shareholders (USD millions)	534.4	484.1	276.0
Diluted earnings per share (USD)	10.87	10.54	6.03
Adjusted EBITDA (USD millions) ¹	1,116.1	953.2	770.7

¹ Please refer to the Data Notes in Annex A for JLL's definition of Adjusted EBITDA.

Performance Highlights

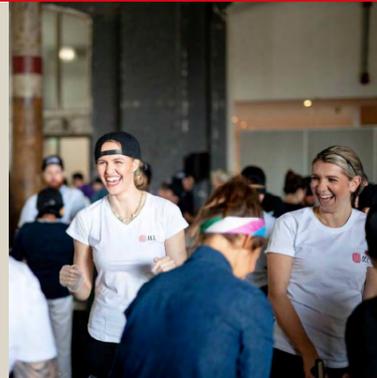
112,674

metric tons CO₂e averted by advising on renewable energy projects



35%

of global workforce are women



12,467

days of employee time contributed to community causes



\$11.1m

contributions to community causes



72

JLL offices with sustainable building certifications



Achieved

240

sustainable building certifications for clients

Awards and recognition

In 2019, we won numerous awards and recognitions that reflect our commitment to sustainability, the quality of the services we provide to our clients, the integrity of our people and our desirability as a place to work.

World's Most Admired Companies
Fortune Magazine,
4th successive year

Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index,
6th successive year

2019 ENERGY STAR Partner of the Year – Sustained Excellence Award,
8th successive year

World's Most Ethical Companies,
Ethisphere Institute,
13th successive year

Dow Jones Sustainability Index
North America,
4th successive year

LaSalle

2019 Best Place to Work in Money Management,
Pensions and Investments,
4th successive year

2019 ENERGY STAR Partner of the Year,
1st year

Introduction from our CEO

Welcome to our 2019 Global Sustainability Report

As this report goes to press, the coronavirus pandemic has spread around the globe; many of our countries have now reopened their offices and others are easing out of lockdown. As always, JLL's first priority remains the health, safety and well-being of our people, our clients and our communities.

In keeping with our values of teamwork, ethics and excellence, our people have been partnering with our clients and communities in many varied ways – from support for numerous local and international charities, involvement in the rapid deployment and maintenance of temporary healthcare facilities, through to participation in global collaborative projects led by the World Economic Forum.

As we emerge from this global crisis, sustainability will become more important than ever as we work to take actions that create positive impact today and in the future. There is a strong and direct correlation between our environmental, social and governance performance and the long-term health and success of our people, our business and our communities. This includes steadfast commitment to equality, diversity and inclusion throughout our operations.

We address all of this by putting into action our sustainability strategy, Building a Better Tomorrow, which delivers transformative changes for the benefit of all. Driven by the rising expectations of employees, clients and communities, tomorrow's most successful organizations will increasingly need to place their wider purpose above short-term financial success and performance targets. We are continuing to lead our industry and deliver on our stated purpose to shape the future of real estate for a better world. I passionately believe this. With more than 2.5 billion people moving into cities over the next 30 years, we have a responsibility to help ensure the built environment evolves and adapts in a sustainable way. We have the knowledge and we have the influence to help our clients do the right things.

In 2019, having broadly achieved our existing sustainability targets, we set out to frame new multi-year goals, including setting an ambitious science-based target to reduce our carbon emissions. I am pleased to announce the approval of our target by the Science Based Targets initiative as aligned to the 1.5°C ambition of the Paris Climate Agreement. Our plan will cut carbon emissions across our workspaces and operations by almost 70%, and even more importantly we will partner with our

clients to drive down their emissions by providing scalable, replicable solutions that support their sustainability goals.

To further achieve our ambitious sustainability goals, we continue to forge and strengthen partnerships with various external organizations. These range from our support for the United Nations Sustainable Development Goals and the UN Global Compact, to our engagement with Ethisphere® Institute, the World Economic Forum's (WEF) Partnering Against Corruption Initiative and local and global Green Building Councils. We are also pleased to announce that we are a founding partner of Bloomberg Green and I am privileged to be a member of the WEF Alliance of CEO Climate Leaders.

In the last 12 months we made substantial progress in executing JLL's transformational Beyond strategy, our framework for success, focusing on Clients, Brand, Digital, People and Values to deliver long-term sustainable growth. We achieved record financial results over this period. In the coming year we are readying our business to lead the way in real estate's digital age through the creation of JLL Technologies, which brings together our client-facing and internal technology, data and AI capabilities into a single seamless structure that includes our pioneering JLL Spark proptech innovation business. We are also focused on furthering our robust sustainability services and best-in-class client offerings.

The world that emerges from the COVID-19 crisis will unquestionably have changed. While it is too early to assess the full implications for societies and economies, we can already see that some sectors will have been transformed. Through the pandemic, our teams have been helping clients to prepare, respond, re-enter and then reimagine the future, consistent with our commitment to building a better tomorrow.

Whatever the economic climate, our purpose is clear. We will continue in shaping the future of real estate for a better world. We will drive value for all our stakeholders through relentless focus on excellence and positive human experience and will play our full part in securing a sustainable future for our cities and communities.

Thank you for your continued interest in JLL.

Christian Ulbrich

Mary Bilbrey
**Global Chief
Human Resources
Officer**

Neil Murray
**Global CEO,
Corporate
Solutions**

Richard Batten
**Global Chief
Sustainability
Officer**



In conversation with our senior leaders

We made lots of progress in terms of sustainability during 2019, what have been the biggest headlines for you?

Richard

There were three main highlights for me. The first was securing Executive Board approval to set our science-based target, the second was completing our first TCFD report and the third was the release of our new purpose statement.

Mary

I'm incredibly pleased that our people recognize our progress around sustainability. In our most recent employee survey, our largest improvement was our people's belief that we are creating a sustainable future for all. Our efforts around sustainability are not just the right thing to do, but they are critical to attracting and retaining top talent.

Neil

What stands out most is the articulation of our purpose statement, and our commitment to significant carbon emission reductions. They pave the way for investments in scaling our specialist tools, skills and knowledge to help our clients deliver on their broad sustainability objectives. These milestones will positively impact our people, clients and communities around the globe for the long term.

Our products and services are continuing to evolve across the business, where does sustainability fit into JLL's plans?

Richard

Whilst we were looking at the opportunities coming out our TCFD analysis, we realised the significant business potential for us to develop. Hence the creation of our new Global Sustainability services group that focuses in a co-ordinated way on our Management, Capital Markets and Consultancy Sustainability service delivery.

Mary

It's an essential part of our ability to run our business and serve our clients. In our own offices we are applying the highest standards of sustainability and setting objectives. To support this, we are training and upskilling our professionals on sustainability-related topics.

Neil

It's front and center. Our market position enables us to develop products and services that help our clients reach their ambitious sustainability targets. It's also core to JLL's purpose. Aligning our offering with our DNA strengthens our relationships, builds trust and creates more opportunities for partnership.

Can you tell us more about JLL's purpose, why that's important and how we are embracing this?

Richard

JLL's purpose is at the core of all that we are. With it we can start to measure how we are shaping the future of real estate and the extent that we are helping to create a better world.

Mary

Our purpose is a north star that is intended to guide the actions of all employees, whether in interactions with our clients or our communities, to create a higher standard of corporate responsibility.

Neil

I'm incredibly proud of our purpose which we're bringing to life through our products that enable sustainable practices and optimal experiences; our partnerships with groups like Bloomberg Green; and investments that benefit our clients, people and communities.

The Covid-19 crisis is a world-changing event, what is the sustainability impact of the crisis on JLL?

Richard

The short-term silver linings of reduced air travel and daily commuting will hopefully be retained in the main part. In the longer term, sustainability will drive the resilience and responsibility which successful businesses will need, not just to thrive commercially, but also to tackle climate-related issues.

Mary

One of the biggest impacts is the rapid acceleration and adoption of technology to support new ways of working, on a large scale. We recently launched JLL Virtual Learning, which

provides all employees access to 15,000 online courses so that our people can continue to develop skills.

Neil

This crisis has brought forward many themes about humanity as a whole, and about business. Without question, one of the major learnings has been about resilience. Our focus has been on helping our people, clients and communities navigate unprecedented challenges. Despite the necessary shift in our immediate actions, we have not lost sight of our strategic priorities, including our focus on the long-term global risks posed by climate change. As we, and our clients, adjust to the "next normal," we have an opportunity to reimagine what future performance looks like.

Looking ahead in 2021 and beyond, what are your sustainability ambitions for JLL?

Richard

My biggest ambition is to ensure that we learn from this. We must not try to recreate where we were at the beginning of the year. We need to be bold to reimagine where we want to be – To shape the future of real estate for a better world.

Mary

The pandemic has underscored the responsibility we have to guide the mental, physical and financial health of our employees. We hope to help our employees build resilience, bring their authentic selves to work and support them in reducing stigmas associated with mental health, ultimately creating an even better place to work.

Neil

I'm increasingly excited about the opportunities JLL has to make a significant impact through creating inclusive workplaces, shaping a cleaner planet and helping build healthier futures.

Addressing the challenge of COVID-19



The COVID-19 pandemic represents a serious threat not only to our global health, but also to our communities, our economies, our supply chains and our investments. The outbreak and rapid spread of COVID-19 has forced governments, businesses and communities to confront a new reality predicated on protecting and treating individuals, containing the spread of the virus and ensuring the stability and health of businesses in the long-term.

While the situation brings complexity and uncertainty to our daily lives, JLL continues to prioritize what matters most—the health and safety of our employees and their families, our clients and our communities.

While working to assess our current external environment, we are ensuring our employees have the right tools to manage new challenges. This includes digital and technology solutions for remote working, access to learning and development resources, flexible working practices and health and well-being programs. Amid all the tragic news and concern caused by the pandemic, we continue to see a wonderful response from JLL people around the world. These stories, which have been featured in employee communications and shared socially via [#JLLRealStories](#), exemplify JLL's values and our purpose.

As an organization we are continuously learning from our global leaders and remain committed to adopting best practices in order to emerge from this situation stronger than before. To this end, JLL has taken several actions to address the impact of COVID-19: our Global Executive Board cut their base salaries by 50% from April 1st for the remainder of 2020; JLL's Board of Directors cut 50% of the cash retainer component of their compensation for the remainder of 2020; and senior leaders across the executive committees in the businesses pledged to defer portions of their compensation. JLL placed non-essential recruiting on hold. Other variable costs such as travel have been significantly reduced. These efforts will help mitigate the impact to the business and our employees over the coming year.

It's part of JLL's DNA to always be there for clients and make an impact, especially during challenging times. To help our clients navigate the implications of COVID-19 for their own workplaces, assets and global real estate markets, we created a repository of resources on JLL.com. This includes JLL's global research report on the effects of coronavirus on the main real estate sectors and broad implications for investors and occupiers, webinars on remote working and workplace preparedness and related content around workplace continuity. JLL led a frontline response to support clients as they temporarily closed offices, disinfected workspaces and instituted social distancing workplace policies.

One of our teams helped Delta move several hundred of their Atlanta-based reservation-specialists to what was formerly an on-campus museum in an airplane hangar, spacing them out in accordance with the Center for Disease Control's social distancing guidelines so they can continue their work safely.

Our Facilities Management team constructed plexiglass barriers for 215 Capital One branches, helping the locations to more effectively promote social distancing and keep their associates and customers safe. Our teams are now using that capability to help other clients around the world deal with similar challenges

Throughout it all, JLL has remained committed to making a positive impact on the communities we serve, whether it is in our day-to-day work or in company-wide efforts like our collaboration with Feeding America that has provided almost a million meals for those who need them most.

In the coming months we will continue to exercise fiscal discipline, using our time and resources to support our people, clients and communities as we work to overcome the challenges associated with this unprecedented crisis.



Addressing the challenge of climate change

Climate change is the defining issue of our time. From irregular weather patterns that threaten global food stability, to rising sea levels that endanger the world's largest coastal communities, the impacts of climate change are imminent and irreversible without drastic and immediate action on a global scale.

The Intergovernmental Panel on Climate Change (IPCC) released a report in October 2018, stating that greenhouse gas emissions need to be reduced by nearly half over the next eleven years to limit the most severe impacts of climate change². The report also found that the risks associated with 2°C of warming are substantially higher than the risks associated with 1.5°C. A coinciding study published in 2020 in the Proceedings of the National Academy of Sciences posits that for every 1°C of global warming, one

billion people will have to adapt or migrate to stay within climate conditions that are suited to support human life³. Authors of the study suggest high fluctuations in global temperature will likely lead to mass migration, extinction, conflict and famine in the coming decades.

The built environment is estimated to account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO₂ emissions, meaning JLL can have a significant impact through the work we do with our clients and our people as well as in our workplaces and communities⁴. We recognize that the systemic nature of global warming requires that change be introduced across all levels of our organization, which is why we have chosen to set an aggressive science-based targets for carbon reduction.

Science-based targets

In 2020 the Science Based Targets initiative formally approved our ambitious plan to reduce our absolute Scopes 1 and 2 GHG emissions 68% by 2034 from a 2018 base year. The target covers emissions from our more than 400 offices in over 40 countries and our engineering fleet, including company cars. Additionally, we have committed to reducing our Scope 3 GHG emissions from the space we manage on behalf of our clients by 53% per square foot by 2034 from a 2018 base year.

An organization's carbon reduction target is considered to be science-based if it aligns with the aims of the Paris Agreement, namely to limit global temperatures to no more than 2°C above pre-industrial levels. In 2015, the UN Global Compact, the World Resources Institute, CDP and World Wildlife Fund formed the SBTi.



² IPCC Special Report. <https://www.ipcc.ch/sr15/>

³ Future of the Human Climate Niche. <https://www.pnas.org/content/early/2020/04/28/1910114117>

⁴ International Energy Agency, Energy Efficiency: Buildings. <https://www.iea.org/topics/energyefficiency/buildings/>

⁵ Please note this figure differs from the restated 2018 Scopes 1 and 2 footprint stated elsewhere in this report because we have improved the accuracy of our historic data due to the introduction of our global carbon management system.

We have chosen to align our science-based target with the 1.5°C trajectory set forth by the IPCC and Paris Climate Agreement, the most stringent recommended reduction pathway. At the time of publication, JLL is one of just ninety-nine companies from all industries and one of only eight real estate companies that have validated targets aligned to 1.5°C. We believe setting an ambitious science-based target is the right thing to do and during this time of global pandemic provides us the foundation to build back better.

Our science-based target will be delivered by four main actions across our Scope 1 and Scope 2 emissions. Four areas for action have been identified for the delivery of JLL's SBT. These are:

- Office efficiency:** Driving energy efficiency in our existing office portfolio and taking on highly efficient office space at lease events.
- Electric vehicles:** Shifting our fleet to low and no emissions vehicles.

- Use of renewable energy:** Moving our offices onto renewable energy wherever possible.
- Purchasing of RECs:** Purchasing RECs or equivalent measures in those markets where renewable energy is unavailable.

We will deliver our Scope 3 target by partnering with our top fifty clients to help improve their energy efficiency and emissions reduction programs. We are also investing in scaling our specialist tools, skills and knowledge to help our clients drive down their emissions to deliver on their own sustainability goals.

At JLL we are determined to play our full part by working with our clients, people and communities to shape the future of real estate for a better world.

JLL's science-based target

Scope	Target reduction	2034 target	2018 baseline ⁵	2019 performance	% change
Scopes 1 and 2 emissions	68% reduction by 2034 from a 2018 base year	19,091 metric tonnes of CO ₂ e	59,659 metric tonnes of CO ₂ e	56,634 metric tonnes of CO ₂ e	-5.07%
Scope 3 emissions	53% reduction per ft ² by 2034 from a 2018 base year	0.00097 metric tons of CO ₂ e/ft ²	0.00301 metric tons of CO ₂ e/ft ²	0.00260 metric tons of CO ₂ e/ft ²	-26%

TCFD

In 2019 JLL agreed to adopt the Task Force on Climate-related Financial Disclosure (TCFD) framework, which supports the assessment, pricing and management of climate risk, and is structured around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management and metrics and targets.

We will use the TCFD recommendations to further understand and increase the transparency of JLL's climate-related risks

and opportunities. This will allow us to better prepare for the impending shift to the low-carbon economy and the challenges of climate change in ways that are most beneficial to our clients, people, communities and investors.

Learn more about our TCFD disclosure [here](#).

How we create value

Sustainability is important to JLL because it facilitates our ability to deliver long-term value to our shareholders, create productive, healthy spaces for our clients and employees and energize our communities.

We know that our business activities are connected to both positive and negative impacts on the environment and society, in various ways along our value chain. Through Beyond, our strategic vision, and Building a Better Tomorrow, our sustainability strategy, we are striving to increase these positive contributions and minimize the negative effects of our business activities.

To do this we are developing a deep understanding of how our operations, across the entire value chain, impact people and the planet. We are working to fully integrate this thinking into our business strategies and reporting to ensure that we're always improving and creating shared value.

Measuring the link between our business model, our specific programs and initiatives, and the subsequent value created to both the business and to society is challenging – but we believe this is the future of business and its role in society.

short-term value and returns for our stakeholders through effective management of current transactions and business activities, and investments in people (such as new hires), acquisitions, technologies and systems designed to produce sustainable returns over the long term.

The following diagram summarizes how we create value for our shareholders and our broader stakeholders. It starts with the capital resources - or inputs - we need to do business. We use these resources to deliver services - or outputs - for our clients through the business activities we manage.

We apply our business model to the resources and capitals that we employ to provide services. We provide these services through our own employees and, where necessary or appropriate in the case of property and facility management

and project and development services, through the management of third-party contractors. The revenue and profits we earn from those efforts are allocated among further investments in our business, employee compensation and returns to our shareholders.

We are increasingly focused on linking our business and sustainability strategies to promote the goal of creating long-term value for our shareholders, clients, employees and the global community of which JLL is a part. These efforts help our clients manage their real estate more effectively and efficiently, promote employment globally and create wealth for our shareholders and employees. In turn, they allow us to be an increasingly impactful member of, and positive force within, the communities in which we operate.

Our business model

Beyond has been developed in collaboration with the JLL's Global Executive Board and senior leadership to ensure broad support and smooth implementation across JLL. Beyond draws on our research into five key macro trends for our industry: the ongoing rise in investment allocations to real estate, the steady long-term growth in corporate real estate outsourcing, the continued gradual shift toward urban living, the Fourth Industrial Revolution, propelled by rapid advances in technology, data and AI and sustainability as a driver of organizational growth. It also incorporates our anticipation of our clients' future needs and our roadmap for JLL's continued growth and success in an evolving industry. The Beyond strategic priorities are grouped under five Pillars: Clients, Brand, Digital, People and Values, which together support our long-term growth plans. Building a Better

Tomorrow sits under the Values Pillar and guides our vision for a sustainable future.

We have designed our business model to (i) create value for our clients, shareholders and employees; (ii) establish high quality relationships with the suppliers we engage and the communities in which we operate; and (iii) respond to macroeconomic trends impacting the real estate sector. Based on our intimate knowledge of local real estate and capital markets worldwide, together with our investments in thought leadership and technology, we create value for clients by addressing their real estate needs as well as their broader business, strategic, operating and longer-term sustainability goals.

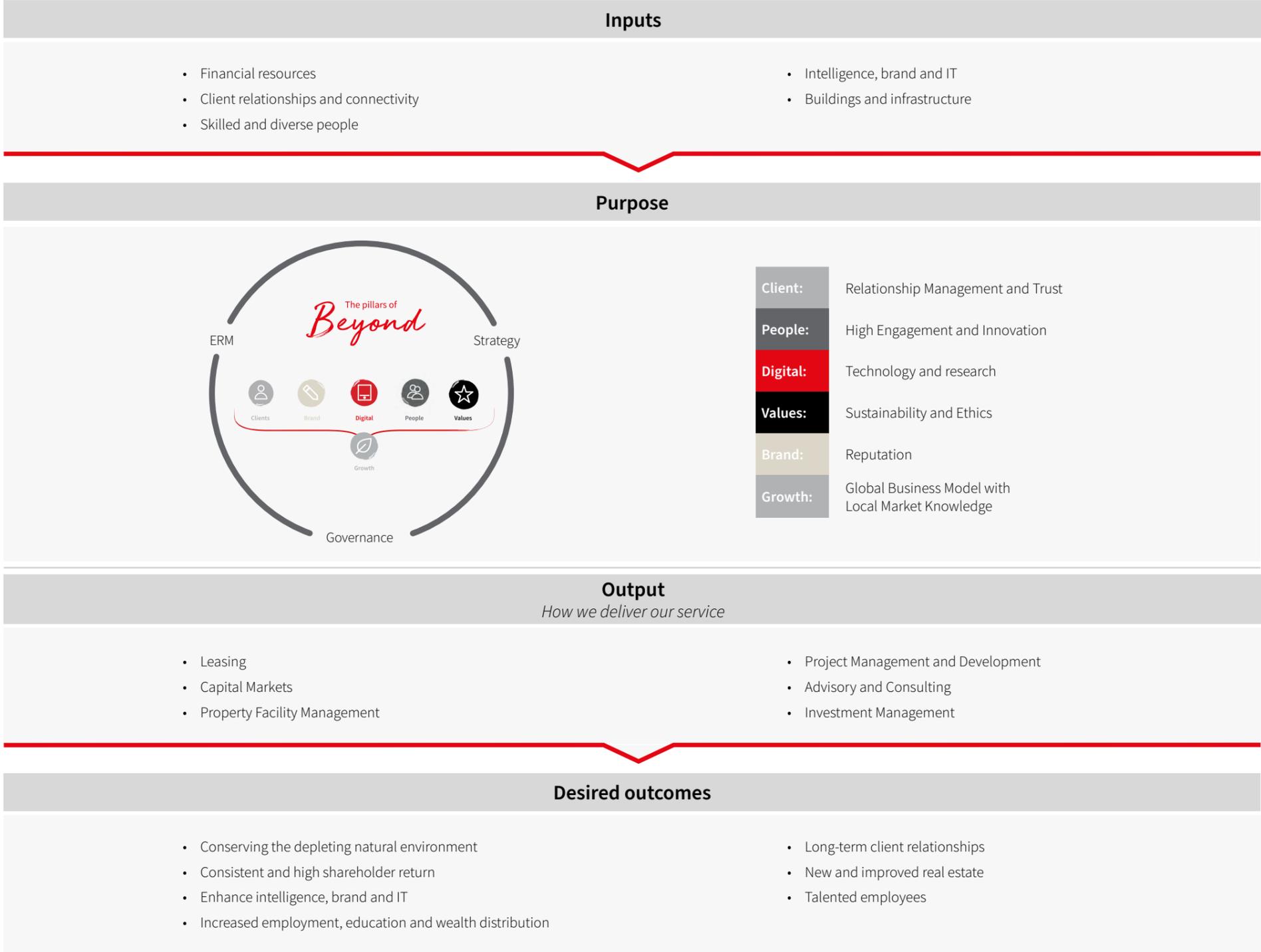
We strive to create a healthy and dynamic balance between activities that will produce

Examples of our influence

Economic	<ul style="list-style-type: none"> • Profits • Taxes • Employment opportunities • Returns for clients
Social	<ul style="list-style-type: none"> • Wages & benefits • Health & safety • Skills development and training • Supply chain opportunities to SMEs and social enterprises • Contributing to local communities • Employee health and well-being • Sustainable inclusive societies and urban development
Environment	<ul style="list-style-type: none"> • GHG emissions • Resource use (water, energy, materials) • Waste and circular economy • Energy and sustainability services to clients along the full property lifecycle • Renewables advisory services • Socio-economic impact advice to clients

Thinking beyond

The Value Creation Model



External environments

- Market, political and social stability
- Stable and natural environment

<IR>

NETWORK

Integrated Reporting

JLL was one of the first U.S. listed companies to participate in the International Integrated Reporting Council and has continued to adopt the principles of the Integrated Reporting (<IR>) Framework in our financial reporting and sustainability materials. This Global Sustainability Report focuses on our sustainability strategy and performance; our [Annual Report](#) focuses on our business strategy and our financial performance and reflects the majority of our efforts. In addition, our governance and remuneration practices are reported primarily in the [Proxy Statement](#) for our Annual Meeting of Shareholders.

Building a Better Tomorrow

Sustainability is about taking actions that create positive impact not only today, but also in the future. At JLL we know that being a responsible corporate citizen is the right thing to do for our clients, our people, our communities and the planet.

There is a strong and direct correlation between our environmental, social and governance performance and the long-term health and

Our sustainability strategy

Our purpose, We shape the future of real estate for a better world, has strong and deep roots in our identity and history. During 2019 we set JLL's organizational purpose into a short and memorable phrase, endorsed by our Global Executive Board and Board of Directors. We shape the future of real estate for a better world by partnering with our stakeholders to drive disruptive, impactful and sustainable change. We do this by embedding sustainability into everything we do through the four Pillars of Building a Better Tomorrow: Clients, People, Workplaces and Communities.

The four Pillars of Building a Better Tomorrow are underpinned by three Foundations: our commitment to the highest standards of corporate governance, our efforts to develop and drive thought leadership in this area and our commitment to deploying innovative, forward thinking solutions for ourselves and our clients. We believe these are the fundamental elements to the success of Building a Better Tomorrow and the achievement of the UN Sustainable Development Goals.

Building a Better Tomorrow is an integral part of Beyond. Beyond describes JLL's vision for the future, and our strategy for long-term success. It's how JLL will stay ahead of big changes in our industry, on our own terms. Beyond has been developed in collaboration with the JLL's Global Executive Board and senior leadership to ensure broad support and smooth implementation across JLL.

success of our business. We address this by putting into action our sustainability strategy, Building a Better Tomorrow, which delivers transformative changes for our business and the wider world.

Implementation of Building a Better Tomorrow across JLL is supported by a global governance structure for sustainability that is reflective of all parts of the business. This is outlined in detail on page 25. These governance arrangements include three regional sponsors appointed by our regional heads.

Throughout 2019, implementation was focused on JLL's operation and services in eight key JLL markets: the U.S., the U.K., Australia, France, Germany, Greater China, India and Japan. They will lead the way in driving meaningful change in our operations around the world. In 2020, JLL will begin formal engagement with the next tranche of countries, twelve in total, to roll-out Building a Better Tomorrow.

Overseen by our three regional CEOs, the relevant country CEOs are responsible for overseeing the successful implementation of Building a Better Tomorrow in our key markets, including appointment of further resources as required. By driving all of our sustainability and corporate responsibility activities through Building a Better Tomorrow, we aim to deliver consistency, best practice and direction globally across the four Pillars of the program, as well as the underpinning Foundations. In so doing, we will come closer to our ambition of embedding sustainability throughout our organization.



The materiality process

To ensure that JLL's sustainability strategy and targets home in on the key impacts of our business and what matters most to our stakeholders, we engage in a regular assessment of our material issues. This process helps us identify which issues materially affect us, our clients, investors, employees and communities and informs our actions to drive positive and transformational change through our organization and beyond. The findings not only inform our reporting, but also help us to develop and evolve our sustainability strategy, prioritize action in high risk or high impact areas and help us allocate resources within the business accordingly.

JLL has undertaken materiality reviews in 2010, 2015, 2017 and 2019. The details of previous reviews are covered in our past Global Sustainability Reports, available on the [JLL website](#).

During our latest materiality review in 2019, we sought to refine and refresh the findings of our in-depth materiality assessment in 2017 (see [2017 Global Sustainability Report](#) for details), ensuring that our material issues and strategy remains fit for purpose and reflective of latest business and stakeholder priorities.

Our material issues and approach

JLL has identified sixteen issues which are deemed to be material to the business. As a result of the findings of our 2019 materiality refresh, this year we have seen an increased importance placed on health, safety and security, responsible supply chain, energy and resource use, enhancing client sustainability through our services, climate risk and waste and circularity, which is reflected in the matrix below.

Our strategy and approach to each material issue is regularly evaluated to ensure that we are responding appropriately

To do this we carried out an internal review comprising the following steps:

1. Reviewed if/how our business has changed, and if/how our operating context has shifted since 2017, including:
 - a. Acquisitions, divestments, structural changes, new markets, new service lines
 - b. Legislation, competitors, sustainability trends/new info, public opinion/pressure
2. Analyzed the implications for materiality
 - a. How each of the factors above influences our sustainability program
 - b. Whether and how issues could be better represented and prioritized
3. Applied weightings to 2017 issues scoring and matrix to reflect changes

We identified a number of issues that had shifted in terms of their importance to JLL or our external stakeholders since our 2017 review, described below.

to these key issues and that we have effectively identified priority areas for action over the short, medium and long term. As such, based on the findings of our latest review we have revised and strengthened our approach to new priority issues by introducing new targets in areas of waste and circularity, client emissions, health, well-being and resilience, as well as advancing our approach to climate risk through TCFD reporting.



Our material issues and approach

Rank	Material issue	Our approach	GRI material topic	More info
1	Business ethics and integrity	Maintain our commitment to ethics through our Ethics Everywhere program, supported by a network of Ethics Officers, and legal, ethics and compliance training programs. We aim to continue to be one of the World's Most Ethical Companies.	Anti-corruption (GRI-205)	Page 27
2	Health, safety and security	Ensure consistency of management approach worldwide; improve data quality and coverage and deliver against our global, performance-based targets.	Occupational health and safety (GRI-403)	Page 46
3	Innovation and technology	Drive innovation throughout everything we do; ensure that we are utilizing technology and innovative solutions to deliver Building a Better Tomorrow.	N/A	Page 30
4	Talent attraction and retention	Create a globally-aligned approach to talent management; utilize modern, fresh technology platforms to deliver a global recruiting and onboarding experience that will attract, engage and inspire employees. Further career development efforts to ensure employees are given the tools to grow in their roles and progress within JLL.	Employment (GRI-401)	Page 40
5	Energy consumption and emissions	Reduce our energy consumption and carbon footprint in line with climate science across the full scope of our operations (from 2020). Focus on data quality improvements, SBT implementation planning and implementation of a global energy management platform.	Energy (GRI-302) Emissions / (GRI-305)	Page 52
6	Employee well-being	Reinforce our commitment to employee well-being through global and local partnerships.	N/A	Page 45
7	Training and development	Create rewarding employee growth and development opportunities and continue to drive successful JLL programs on global platforms like, MyDevelopment and JLL Virtual Learning.	Training and education (GRI-404)	Page 42
8	Enhancing client sustainability through our services	Raise baseline knowledge of sustainability, the Building a Better Tomorrow program and JLL competencies and offerings; increase cross-selling of sustainability with other services. Improve quality and coverage of client emissions data in support of our Scope 3 SBT coming into effect in 2020.	Training and education (GRI-404)	Page 33

Rank	Material issue	Our approach	GRI material topic	More info
9	Sustainable buildings	Apply the highest standards of sustainability and well-being in our own offices around the world via adopting a tiered approach to building certifications, implemented via JLL's Corporate Real Estate policies.	Marketing and labelling (GRI-417)	Page 58
10	Climate risk	Reduce our energy consumption and carbon footprint in line with climate science (SBT) across the full scope of our operations (from 2020). Developed an initial TCFD analysis and reported in accordance with TCFD guidelines. Aim to strengthen our approach to resiliency/adaptation going forward.	N/A	Page 20
11	Diversity and inclusion	Continue to drive gender balance and inspiring initiatives in countries through the leadership of diversity and inclusion teams in each region.	Diversity and equal opportunity (GRI-405)	Page 40
12	Responsible supply chain	Ensure consistency of approach to sustainable procurement process and ambitions around the world via the roll out of a global Sustainable Procurement Framework.	Procurement practices (GRI-204) Supplier environmental assessment (GRI-308)	Page 60
13	Waste and circularity	Improve our data collection on waste within our own operations and build waste management requirements into JLL's Corporate Real Estate policies. Support the transition to a circular economy through beginning to pilot zero waste fit outs in our own offices.	Effluent and waste (GRI-306)	Page 55
14	Water	Set water efficiency standards for our offices via JLL's Corporate Real Estate policies. Improve our data collection on water within our own operations and identify opportunities to have a measurable impact in this area going forward.	Water (GRI-303)	Page 55
15	Community engagement	Establish consistent opportunities for employees globally to spend their time volunteering, and move towards a more unified, impact-focused approach to community engagement aligned with our six material UN Sustainable Development Goals.	Local communities (GRI-413)	Page 66
16	Sustainable business travel	Investigate opportunities to reduce business travel impacts.	Energy (GRI-302) Emissions (GRI-305)	Page 54



Looking to the future

We want to be sure that JLL is continuously increasing the level of ambition for our sustainability efforts. To support this aim, we will continue to regularly review and reshape our Building a Better Tomorrow objectives based on our materiality processes and set ambitious new targets across our four Pillars to drive action against our priority material issues. Our new targets for 2020 are outlined in detail on page 15.

In line with our commitment to the UN Sustainable Development Goals, we are working towards transitioning to a more impact-focused program. This involves using positive impact as a north star when developing new initiatives and improving existing ones. We will be able to assess the outcomes on society and the environment, explore or rethink initiatives to improve the desired impact and measure our contribution to the Sustainable Development Goals more effectively.

Climate change is an elevated priority for JLL. We believe that addressing climate risks and opportunities cuts across aspects of our whole program, and creating initiatives and actions designed to mitigate risk and seize opportunities requires increased focus. We have adopted a science-based target, details about which can be found on page 8. We have also initiated reporting associated with the Task Force on Climate-related Financial Disclosure (TCFD), which can be found on page 20. Incorporating the TCFD guidelines in to our ERM process will help identify opportunities for future consideration.

By continuously evolving and expanding our sustainability strategy, we can ensure that JLL is Building a Better Tomorrow everywhere we can.

Our sustainability targets

JLL has launched a new set of ambitious sustainability targets, which are included in the table below alongside our existing targets. Green, yellow or red status indicates whether we have completed, are on track to complete or are behind the stated target, respectively.

Performance against existing targets

Pillar	Target	Status
Clients	By 2020 incorporate sustainability basics into JLL onboarding for new hires.	Completed
Clients	By 2020 deliver targeted training to employees from key business lines.	On track
People	By 2019 identify challenges and provide targeted solutions to the attrition of employees.	Completed
People	By 2020 reduce employee lost time injury frequency rate by 10% of the two prior performance periods.	On track
People	By 2021 improve gender balance of leadership in our eight largest countries by revenue.	On track
Workplaces	Reduce building-related energy consumption per corp. office employee by 2% annually from 2017 to 2019.	Completed
Workplaces	Reduce building-related emissions per corp. office employee by 2% annually from 2017 to 2019.	Completed
Workplaces	By 2020 set a Science-Based Target for JLL's global Scopes 1 and 2 emissions, and an accompanying Scope 3 target.	Completed
Workplaces	By 2020 sustainable procurement framework to be adopted globally.	On track
Workplaces	By 2030 100% of office space >10,000 ft ² to have a sustainability certification.	On track
Communities	By 2020 increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days.	On track

⁶ the benchmark from the top 20% of global companies on The Glint People Success Platform

New targets

Pillar	Target
Clients	Reduce Scope 3 GHG emissions from the use of sold products by 53% per square foot by 2034 from a 2018 base year.
Clients	By the end of 2021 support the transition to a circular economy through piloting zero waste fits outs in each region.
Clients	Demonstrate thought leadership in workplace health, well-being and resilience.
People	By the end of 2020 achieve at least 10,000 users of our newly developed well-being resources.
People	By 2023 achieve a best in class inclusion score of 79 ⁶ .
Workplaces	By 2020 set ambitious new sustainability requirements for our global office portfolio.
Workplaces	By 2023 remove single-use plastics from all JLL offices.
Workplaces	Reduce absolute Scopes 1 and 2 GHG emissions 68% by 2034 from a 2018 base year.

Key

- Completed
- On track
- Behind

UN Sustainable Development Goals

The Sustainable Development Goals (SDGs) are the blueprint to achieve a better, fair and more sustainable future for all. Guided by the goals, it is now up to all of us; businesses, governments, civil society and the general public to work together for a better world.

In 2017, we went through a thorough exercise to identify the SDGs that are most relevant to our business. Following guidance published by the Global Reporting Initiative, UN Global Compact and the World Business Council for Sustainable Development we mapped the value chain impacts for five of JLL's core business units: Project & Development Services, Integrated

Facilities Management, Property & Asset Management, Advisory & Consulting and LaSalle. An additional value chain was created to map our corporate impacts, including business support functions and our own office occupancy strategy.

The exercise enabled us to identify which SDGs are most material along each stage of our value chain, and subsequently prioritize actions and interventions where we have the greatest potential to make a positive contribution, as well as mitigating any negative impacts. It also helped us to determine the most relevant SDGs to JLL as a whole.

Since the value chain exercise was completed, we've been using the findings to guide our actions towards the SDGs going forward, across our four Pillars:

1. Raising awareness of the SDGs within our core service lines and advancing the opportunities identified in the value chain assessments. We are collaborating with Project and Development Services and Energy and Sustainability Services teams initially due to the scale of the opportunity across our core SDGs.
2. Expanding the Workplaces Pillar to address new impact areas such as waste and circularity, to ensure that we are fully addressing our core SDGs.
3. Reviewing our areas of focus within the People Pillar and collecting more comprehensive data to measure progress against our targets.
4. Focusing action in our Communities programs on our key Sustainable Development Goals and increasing our focus on impact measurement.

Across all of these areas, we have used the SDGs as a guide in setting our 2020+ targets and KPIs, with the aim of more effectively and directly assessing our progress against the goals.

You can see a detailed breakdown of key opportunities identified through the value chain exercise, both in terms of JLL's own operations and our service offerings, in [Annex F](#). This exercise has provided insight into opportunities for impact that we have not yet explored. We will be exploring these as we develop new initiatives and programs to address the SDGs throughout our business.

Finally, we'd like to highlight the importance of SDG 17, Partnerships for the Goals, in delivering against our six key SDGs. Collaboration is critical in achieving the Sustainable Development Goals. All types of organizations should be working together to share knowledge, best practice and drive innovation within their sectors and beyond. No one business can do this alone, and we are committed to working together with our peers to deliver industry-wide change.

JLL's material SDGs



Showing our contribution to the SDGs

The table indicates the activities by Pillar for each of the SDGs identified as most material to JLL. Specific goals and activities are referenced in the margins throughout our report. Further information about how we are contributing to the SDG sub goals is featured in [Annex F](#).

	3 GOOD HEALTH AND WELL-BEING 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
 Embedded sustainability in core real estate services	✓		✓	✓	✓	✓
Specialist energy and sustainability advice	✓		✓	✓	✓	✓
LaSalle sustainable property investing	✓		✓	✓	✓	✓
 Health & safety	✓		✓			
Diversity & inclusion		✓	✓			
Personal & career development			✓			
Rewards & recognition			✓			
Health & well-being	✓					
 Energy				✓	✓	✓
Waste & circularity				✓	✓	
Water				✓	✓	
Health & sustainability buildings	✓			✓	✓	✓
Business travel						✓
Sustainable procurement	✓	✓	✓	✓	✓	✓
 Employee volunteering	✓	✓	✓	✓	✓	✓
Charitable contributions	✓	✓	✓	✓	✓	✓

Stakeholder Engagement

We define stakeholders as those individuals, groups or organizations who can affect or be affected by JLL's business activities. In 2019, we updated our mapping to reflect a more 'outside in' view, to show the level of interest and degree of influence of each stakeholder group. Previously our approach mapped key stakeholders based on their relative importance to JLL. This shift helps enable us to have a more meaningful, targeted approach to our engagement.

We continue to leverage our relationships with Ceres, the World Green Building Council and local Green Building Councils and World Economic Forum (WEF) to ensure we are responding to our stakeholders' priorities and expectation. In 2019, Christian Ulbrich joined WEF's Alliance of CEO Climate Leaders, a group of CEOs committed to actively engaging in global efforts to create market opportunities for tackling climate change. We are working with members on key actions and initiatives for delivery at the next United Nations Climate Change Conference, COP26.

In 2019, JLL became a founding sponsor of Bloomberg Green, a new platform across Bloomberg communication channels that uses clear data and solutions-focused content to make sense of climate change. More details about our partnership with Bloomberg Green can be found on page 28.

In April 2019 we held stakeholder discussions, facilitated by Ceres, to review our progress to date and proposed future

targets. These engagements with JLL clients, shareholders, academics and non-profit organizations have proved valuable to our strategic considerations.

As a result of these reviews and other input, JLL revisited a number of our goals and considered new targets and areas of focus, including:

- Science-based target ambition
- Adopting Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD) reporting standards
- Greater supply chain engagement
- Expanding our diversity and inclusion goals
- Further enhancing our materiality and strategic reporting
- Taking steps towards embedding the SDGs into our business

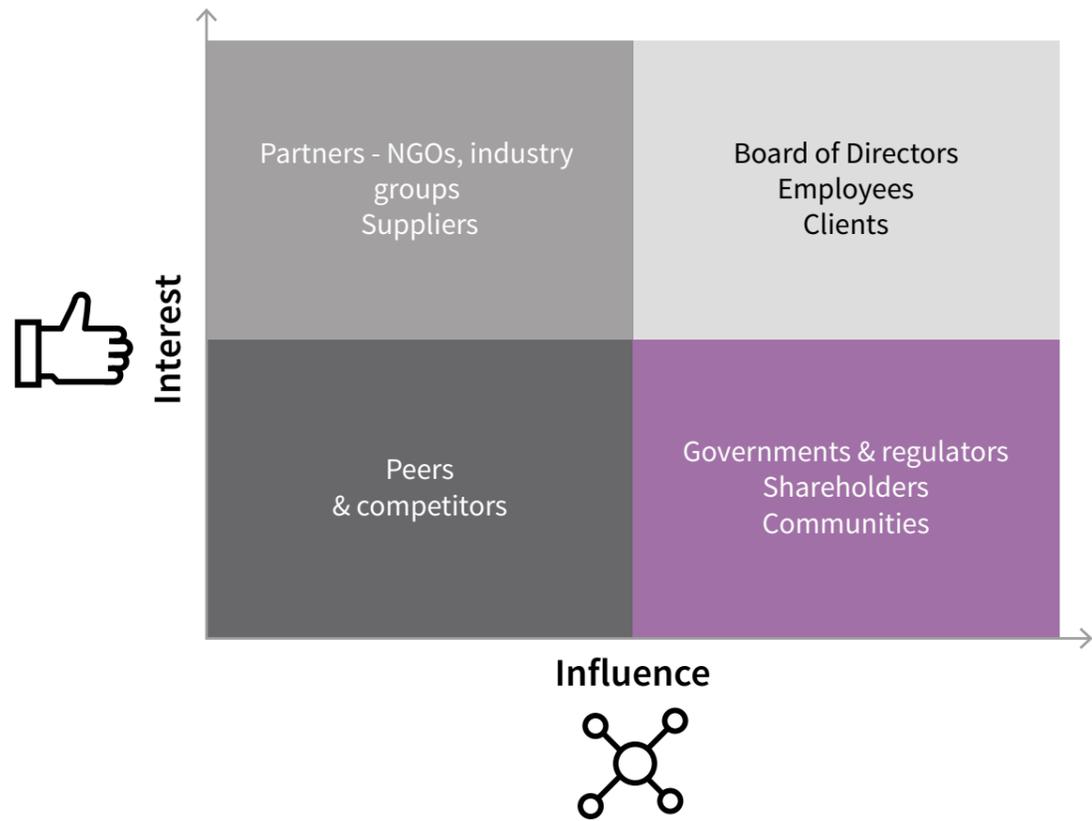
Specific detail on our stakeholder engagement activities can be found in the [Annex D](#) of this report.

More broadly, stakeholders are able to engage JLL directly via the contact information provided on [JLL.com](#). For matters relating specifically to JLL's sustainability performance, please refer to the Contacts page of this report.

“The World Economic Forum brings together leaders across society to address the world's most pressing challenges. As a Strategic Partner company, JLL has provided direction and thought leadership on the future of real estate, helping to shape healthier and more sustainable cities and communities around the world. A member of The Alliance of CEO Climate Leaders, JLL's CEO Christian Ulbrich has been instrumental in providing insights on the future of the built environment and how it can contribute to a more equitable future.”

Katherine Davisson,

Head of the Platform for Shaping the Future of Cities, Infrastructure and Urban Services, World Economic Forum



Investor Relations

Interest and engagement in environmental, social and corporate governance (ESG) within our investor community continues to grow. In addition to direct inquiry response and individual firm dialogue, the Global Sustainability and Investor Relations teams held an ESG webinar with investor stakeholders hosted in August 2019 by Goldman Sachs Sustain. In addition to an update on JLL's ESG performance, we discussed our experiences to date with TCFD and SASB, as

well as our plans to set a Science Based Target. It was one of GS Sustain's best attended webinars, indicative of the degree of importance placed on ESG.

In 2020, we anticipate our commitment to transparency through TCFD (see: [TCFD section](#)) and SASB (see: [Annex G](#)) reporting will result in more meaningful dialogue with our shareholder investors and strengthen our external ESG messaging and thought leadership.

Task Force on Climate-related Financial Disclosures



In 2019, JLL and LaSalle, along with over 1,000 other companies around the world publicly signed a statement of support for the TCFD Recommendations.

In addition to providing greater transparency for the investor community, we are also using the TCFD Recommendations to further assess our

Our approach

Our approach included the following activities:

1. Risks and opportunities refresh – convened a group of internal representatives from key functions across our organization including Finance, Investor Relations, Risk Management, Research, Supply Chain, and Sustainability (collectively, the “Working Group”), to refresh our list of climate risks and opportunities in a workshop setting.
2. Climate scenario selection – reviewed publicly available and widely accepted climate scenarios (i.e., sets of likely climate-related impacts given certain rises in global average temperature) to identify the most appropriate scenarios for our analysis.
3. Climate scenario analysis – conducted a workshop with the Working Group to qualitatively assess potential impacts of the climate risks and opportunities identified in step 1 under the two different climate scenarios selected in step 2.

climate-related risks and opportunities so we can better prepare for a low-carbon economy and the impacts of climate change, while enhancing our ability to seize opportunities related to a shift to a lower-carbon economy. For further information on JLL's progress implementing the TCFD recommendations, please refer to [Annex H](#).

Risks and opportunities refresh

The TCFD characterizes climate risks and opportunities into two major categories - transition or physical. Transition risks and opportunities arise from policy changes, technological innovations, market changes, and other factors that result from the rapid transition to a low-carbon future. Physical risks relate to the direct impacts of climate change including chronic changes such as temperature and sea-level rise or acute changes such as extreme weather events.

During the workshop, the Working Group developed and ranked an exhaustive list of potential climate risks and opportunities relevant to JLL. The Working Group then agreed upon JLL's

key risks and opportunities categorized them according to the TCFD guidance, as illustrated below:

		Category	JLL key climate-related risks and opportunities
Transition	Policy and Legal		<ul style="list-style-type: none"> Risk of regulatory change increasing costs due to carbon pricing, taxes, or cap and trade due to increased complexity of compliance and reporting across multiple jurisdictions
	Technology		<ul style="list-style-type: none"> Risk or opportunity of technology disruption, including building automation and renewable technologies, impacting competitive position, costs, and revenues
	Market		<ul style="list-style-type: none"> Opportunity of increasing revenue from climate change consultancy, property resilience advisory and energy management services Risk or opportunity of climate migration shifting current markets and potentially creating new markets
Physical	Reputation		<ul style="list-style-type: none"> Risk or opportunity of perceived adequacy of climate action advice and JLL response impacting client reputation, revenue, and workforce metrics (i.e., employee attraction, retention, engagement and productivity)
	Acute		<ul style="list-style-type: none"> Risk of extreme weather events (e.g., flooding, wildfires, etc.) impacting properties that JLL leases, manages, occupies, advises, and invests in, and business continuity at internal operations
	Chronic		<ul style="list-style-type: none"> Risk of sea level rise impacting properties that JLL leases, manages, occupies, advises, and invests in

The severity of risk and extent of opportunity depends on society's response to climate change. By assessing the key risks and opportunities

identified by the Working Group in various climate scenarios, we can ensure our strategy is suitable and effective.

Climate scenario selections

Scenario analysis does not predict future events but rather serves as a tool for exploring a variety of possible futures. The TCFD recommends that companies utilize at least two scenarios: one aligned with the Paris Agreement that limits global temperature rise below 2°C above pre-industrial levels this century and a second in which the 2°C goal is not attained. Considering two different scenarios at a minimum allows companies to better assess and plan for the range of potentials associated with climate change.

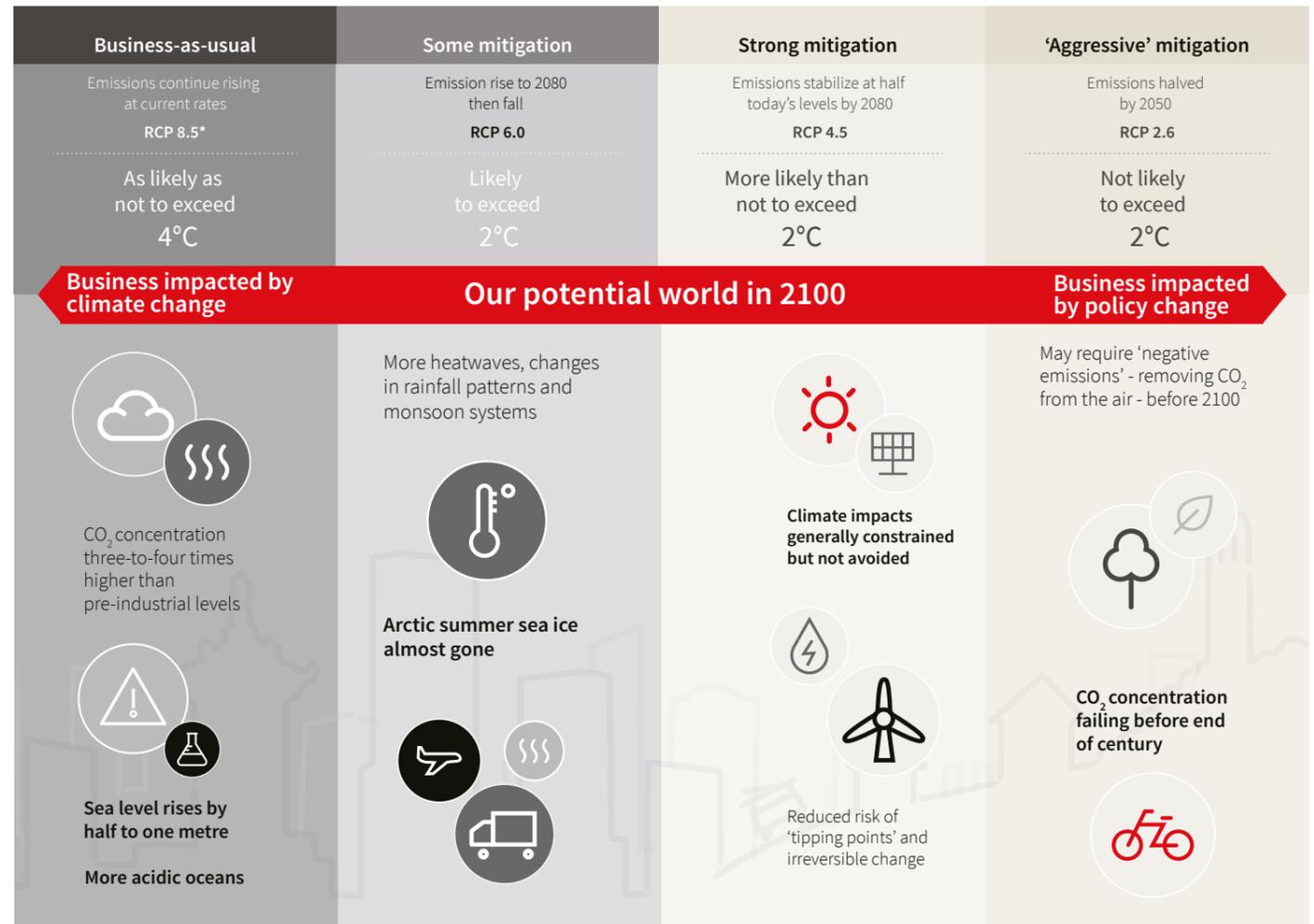
Every climate scenario incorporates different assumptions, drivers and levels of detail. As such, there are virtually an unlimited number of pathways to reach a specific warming level. We reviewed many publicly available and widely-accepted climate scenarios and assessed their usefulness based on the following criteria:

- Alignment with the temperature warming scenarios of interest
- Compatibility with the desired timeframe of 30 years, aligned with the longest JLL lease durations
- Large geographical scope to cover all or a majority of JLL operations
- Inclusion of high-level socioeconomic factors (e.g., infrastructure)

We identified two scenarios based on the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs) and the Shared Socioeconomic Pathways (SSPs). The RCPs primarily model the physical impacts, both chronic and acute, while the SSPs primarily model the socioeconomic impacts. Rather than considering all RCPs and SSPs we simplified our approach by focusing on two pairs of models: a best-case scenario where the global average temperature increases by less than 2°C and an intermediate scenario, where temperatures increase between 2° and 3.7°C by the end of the century.

The figure below shows the carbon to be emitted by 2100 under the four RCP scenarios and the resulting differences of human-driven climate change. We selected RCP2.6 and RCP6

and paired them with appropriate SSPs as shown in the table below.



JLL Scenario name	Temp. rise	RCP	SSP
Aggressive mitigation scenario	< 2° C	RCP2.6	SSP1 ("Sustainability-Taking the green road")
Intermediate mitigation scenario	2° to 3.7°C	RCP6.0	SSP2 ("Middle of the road")

We did not select a worst-case scenario because JLL believes such a scenario is unlikely given the global, corporate, municipal and individual efforts to curb the worst effects of climate change. We will continue to monitor the latest science and responses and adjust our scenarios should we believe it appropriate.

For the scenario descriptions in this report, we reference the relevant [RCP](#) and [SSP](#) scientific publications.

Aggressive mitigation scenario (less than 2° C warming)

This scenario is aligned with the Paris Agreement: the increase in global average temperature is limited to 2°C above pre-industrial levels by the end of the century. In this scenario, greenhouse gas (GHG) emissions peak in the 2020s and then decline on a linear path and become net negative before 2100. To achieve this scenario, global efforts to mitigate climate change must escalate immediately. There is a broader emphasis on human well-being, and an increasing commitment to achieving the United Nations' Sustainable Development Goals (SDGs) which reduces inequality both within and across countries. Consumption is oriented toward low material growth and lower resource and energy intensity. Businesses that do not pro-actively transition to a low-carbon economy will suffer from reputational impacts due to strong societal expectations.

Despite the world's successful transition to a low-carbon economy in this scenario, there will be residual effects due to the high levels of current greenhouse gases in the atmosphere. This concentration of greenhouse gases will cause an additional 1 to 2°C of warming over pre-industrial levels, which results in some physical changes to climate and weather.

Intermediate mitigation scenario (2° and 3.7°C warming)

This scenario is aligned with IPCC's RCP6.0, in which the earth's average temperature will increase between 2 and 3.7 °C above pre-industrial levels by the end of the century. In this scenario, GHG emissions peak in 2060 and then decline through the rest of the century. Limited actions are taken to mitigate climate change and as such, the world follows a path in which social, economic, and technological trends

do not shift markedly from historical patterns. The physical effects of climate change begin to rapidly intensify, and environmental systems experience degradation, although there are some improvements and overall the intensity of resource and energy use declines. Global and national institutions work toward, but make slow progress in, achieving SDGs.

Climate scenario analysis

The Working Group reconvened to conduct the climate scenario analysis. Potential physical and transition impacts in the selected scenarios were qualitatively modeled and discussed in detail. Working Group members were asked to consider the risks and opportunities in accordance with JLL's Enterprise Risk Management (ERM) rating criteria, based on knowledge of their business function, and conduct a rating activity.

To provide context of the potential severity of physical risks for JLL, we examined predicted sea level rise and annual flooding in selected urban centers around the world where JLL has operations. We utilized two publicly available science-based geomodelling tools to model sea level rise and annual flooding: [Climate Central's Surging Seas](#) tool and the [National Oceanic and Atmospheric Administration's Sea Level Rise Viewer](#).

New analysis from [WRI's Aqueduct Floods](#) finds that the number of people affected by floods will double worldwide by 2030; rising from 65 million in 2010 to 132 million in 2030 due to river flooding, and from 7 million to 15 million from an increase in coastal flooding. The associated annual economic impact is expected to triple from \$157B to \$535B for urban property damaged by flooding from rivers, and from \$17B to \$177B for coastal properties at risk from storm surges and sea-level rise.

Transition factors were investigated using the [En-ROADS](#) simulator developed by MIT Sloan and Climate Interactive which models different combinations of transition actions that will need to be taken collectively to limit temperature increase by 2100 to below 2°C. The simulator is a helpful tool that demonstrates the interrelatedness and relative impact of policy actions.

A representative combination of transition changes modeled in En-ROADS was discussed in the workshop to inform risk and opportunity ranking and differentiate between the two scenarios used.

The following assumptions were used for 2050:

Transition actions	Aggressive mitigation scenario (less than 2° C warming)	Intermediate mitigation scenario (2° and 3.7°C warming)
Energy supply	Energy source mix with the following ranges: <ul style="list-style-type: none"> • 45-55% fossil fuel-based energy sources • 25-35% renewable energy • 5-7% nuclear energy • 10-15% new technology 	Energy source mix with the following ranges: <ul style="list-style-type: none"> • 75-85% fossil fuel-based energy sources • 15-20% renewable energy • 1-3% nuclear energy • 0-5% new technology
Carbon price	Carbon taxes ranging from \$50 - \$150 per metric ton	Carbon taxes ranging from \$0 to \$25 per metric ton
Energy efficiency and electrification of the transport, buildings and industry sectors	Overall gains in energy efficiency range from 3-5% per year. Electrification of buildings and transport range from 45-55% and 15-20%, respectively by 2050.	Overall gains in energy efficiency range from 1-2% per year. Electrification of buildings and transport range from 25-35% and 4-5%, respectively by 2050.
Population and economic growth	Population growth mimics the UN low population scenario of 9-9.5 billion by 2050. Economic growth (GDP per person annual growth) ranges from 2-3%.	Population growth ranges from 9.5-9.8 billion by 2050. Economic growth ranges from 2-3%.
Land and industry emissions	Large reduction (70-80%) in emissions as compared to business as usual across all sectors. Emissions related to deforestation reduce by 5-8% per year.	Limited reduction in emissions as compared to business as usual across all sectors. Emissions related to deforestation reduce by 1-2% per year.
Carbon removal	Major investment to achieve 70-80% of potential.	Limited investment to achieve 0% to 10% of potential.



Results: Aggressive mitigation scenario (less than 2°C warming)

The results of the climate scenario analysis indicate that JLL opportunities presented by climate change outweigh potential risks. Given the rapid and broad transitions needed to achieve aggressive mitigation, JLL has substantial opportunities to increase revenue by expanding our climate change consultancy service offerings and through investment in property technology. Developing a leadership position by helping clients achieve resiliency and efficiency goals presents a substantial opportunity for JLL to help the transition to a low-carbon economy and increase revenue. Technology disruption (e.g., building automation and renewable technologies) was identified both as a risk and an opportunity in previous enterprise risk assessments. We concluded that we needed to increase our investment in property technology to maintain competitive advantage. Since this is seen as a substantial opportunity, JLL has committed to large investments in property technology through JLL Technologies, formed in 2019 to align and expand our technology capabilities for our clients and our company, JLL Spark Global Venture funds, with plans to invest up to \$100 million in a number of “proptech” (property technology) early-stage companies, as well as targeted acquisitions. Collectively, this will help drive innovation for JLL and our clients through cutting-edge products and improved service delivery and operations.

In this scenario, transition risks have a greater potential impact than physical risks. Carbon pricing regulation is very likely in this scenario, which could lead to slightly increased operating costs for JLL. Since we do not own the buildings we occupy, with the exception of Lasalle’s portfolio, we would not be directly accountable for a carbon tax. Nevertheless, costs could be passed down via our supply chain. If a carbon tax was instated for Scope 1 emissions ranging

from \$50 - \$150 per ton, the financial implication for JLL would be approximately \$1.8M to \$5.4M annually, respectively. Additionally, we have plans and ongoing efforts to decarbonize including delivering against a science-based target, which will help mitigate our risk.

Though less severe, the physical impacts of climate change can still impact JLL’s operations in this scenario. When considering our time horizon of 2050, many of the physical changes are predicted to occur regardless of the scenario pathway due to historical emissions. Our physical risk analysis focused particularly on sea level rise and extreme weather events. Because JLL is quite diversified geographically, and except for LaSalle, is not a building owner, the Working Group did not believe sea level rise could impact more than 10% of profits. Similar considerations were made for extreme weather events.

Results: Intermediate mitigation scenario (2°C and 3.7°C warming)

Given weak focus on mitigation, the results of the climate scenario analysis indicated that physical risks have the greatest impact potential in this category. However, JLL still identified more potential opportunities than risks in this scenario. Both sea level rise and extreme weather events are virtually certain to occur and therefore will impact JLL’s operations and clients, who may have even more need for JLL’s climate change consultancy and resilience services. These physical risks increase the potential of climate migration as major metropolitan areas at high risk become less attractive and more development occurs elsewhere, unlocking new markets and providing a business opportunity for JLL.

As in the aggressive mitigation scenario, technology disruption was identified as both a risk and an opportunity. Additionally, while there is the potential for reputation risk regarding climate action, JLL is committed to being a

responsible enterprise hence this can also be an opportunity for us to differentiate from our competitors and attract top talent.

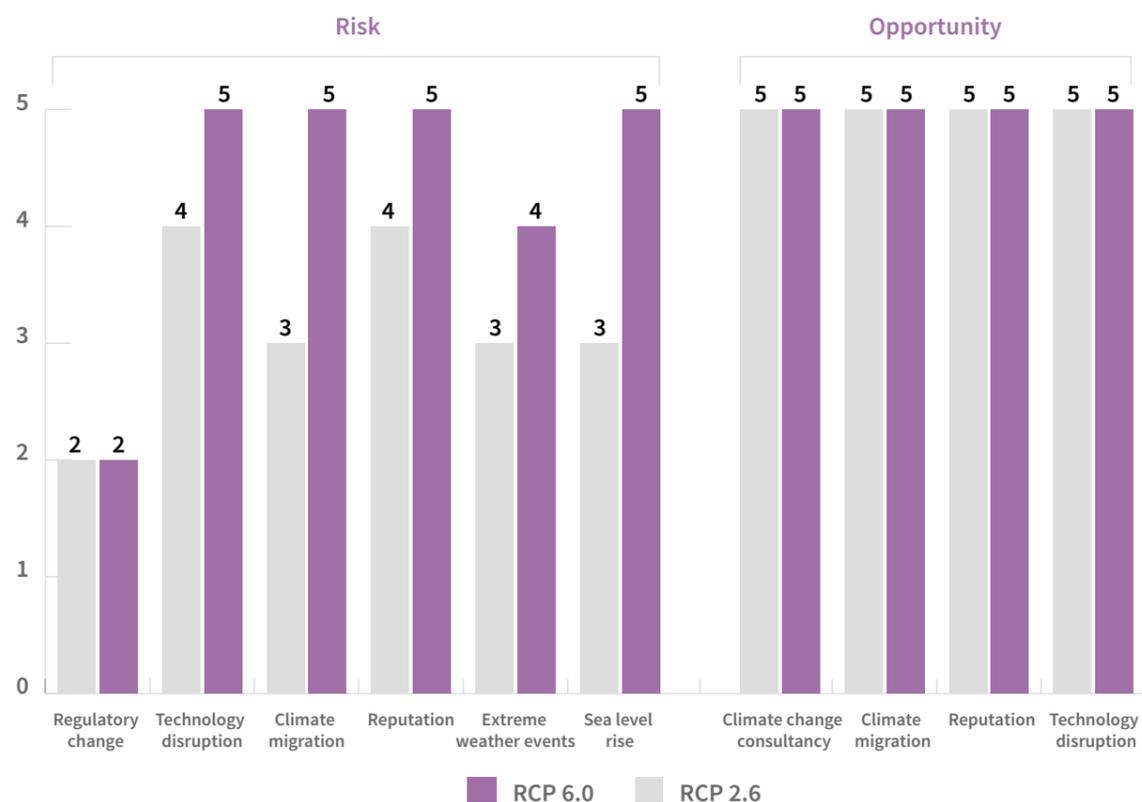
Though less severe, transition risks could still impact JLL’s operations in this scenario. Carbon taxes are less likely to be imposed in this scenario and therefore carry less risk. If a carbon tax was instated for Scope 1 emissions ranging from \$0 - \$25 per ton, the financial implication for JLL would be approximately \$0 to \$910k annually. Additionally, since we are committed to decarbonization our risk is further reduced.

Comparison of JLL’s climate-related risks and opportunities under both scenarios

The built environment is estimated to account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO₂ emissions, which means we can have a significant impact through the work we do with our clients and people and in our workplaces and communities in both scenarios.



Climate-related risks and opportunities



The figure above summarizes the results of the top climate-related risks and opportunities to JLL and expected differences in impact between the Aggressive mitigation scenario (RCP2.6) and the Intermediate mitigation scenario (RCP6.0). This

analysis was qualitative in nature and based on discussion and analysis of the two scenarios presented above and framed using JLL’s ERM risk scoring criteria.

JLL anticipates significantly more climate-related opportunities than risks. The impact rating for opportunities discussed were rated significant compared to risk impact ratings of minor to significant. This is because JLL’s business model is not carbon-intensive and mitigation measures are already in place for many risks. Additionally, JLL’s existing investments in property technology, green building solutions and our climate change consulting provide significant and scalable avenues to realize the identified climate-related opportunities.

Based on our analysis of climate-related risks, JLL is delivering on, and considering additional options for mitigation and increasing resilience.

An example is the approval of our science-based target by the Science Based Targets initiative (SBTi), as aligned to the 1.5°C ambition of the Paris Agreement. Commitments such as this will further reduce our exposure to carbon pricing risks as well as reputational risks associated with stakeholder expectations of climate action. Leveraging opportunities can also enhance resilience, as expansion of our climate change consultancy for clients can be applied to the properties we occupy. Our significant investment in property technology will enable continued efficiency gains and deliver value for our clients. JLL is continuing to further define the climate risks and opportunities identified and is deploying appropriate monitoring and resilience measures.

Looking ahead

The qualitative scenario analysis was an important step in JLL’s adoption of the TCFD Recommendations. The next step of our TCFD journey is to update our ERM process to formally include the relevant climate-related risks and opportunities identified during this process and create specific impact criteria related to sustainability. Additionally, we plan to utilize our property location data, the En-ROADS simulator and other science-based tools to perform a quantitative climate scenario analysis to further address the TCFD Recommendations and provide more detailed and actionable insights. We will

continue to use these efforts to improve risk resilience, pursue opportunities and inform our business strategy. This work helps us fulfill our purpose of shaping the future of real estate for a better world.

JLL’s disclosure is an evidence-based approach using the latest research and climate science to inform our predictions on climate related risk across different time scales. Therefore, such research and science will be monitored as this process is updated and reported on annually.

Global sustainability governance

For JLL to achieve our ambition of being a world-leading, sustainable professional services firm, we must focus on embedding the principles of sustainability into the way we operate as a business, and into the services that we offer our clients.

This understanding has shaped our strategic approach and is carried through to the global governance entities that oversee our efforts. JLL recognizes that sustainability requires a direct line to the boardroom. To that end, JLL's Global Executive Board (GEB), which meets every month but often more frequently, is engaged in reviewing the different aspects of our sustainability agenda. Details on the composition of our GEB can be found [here](#).

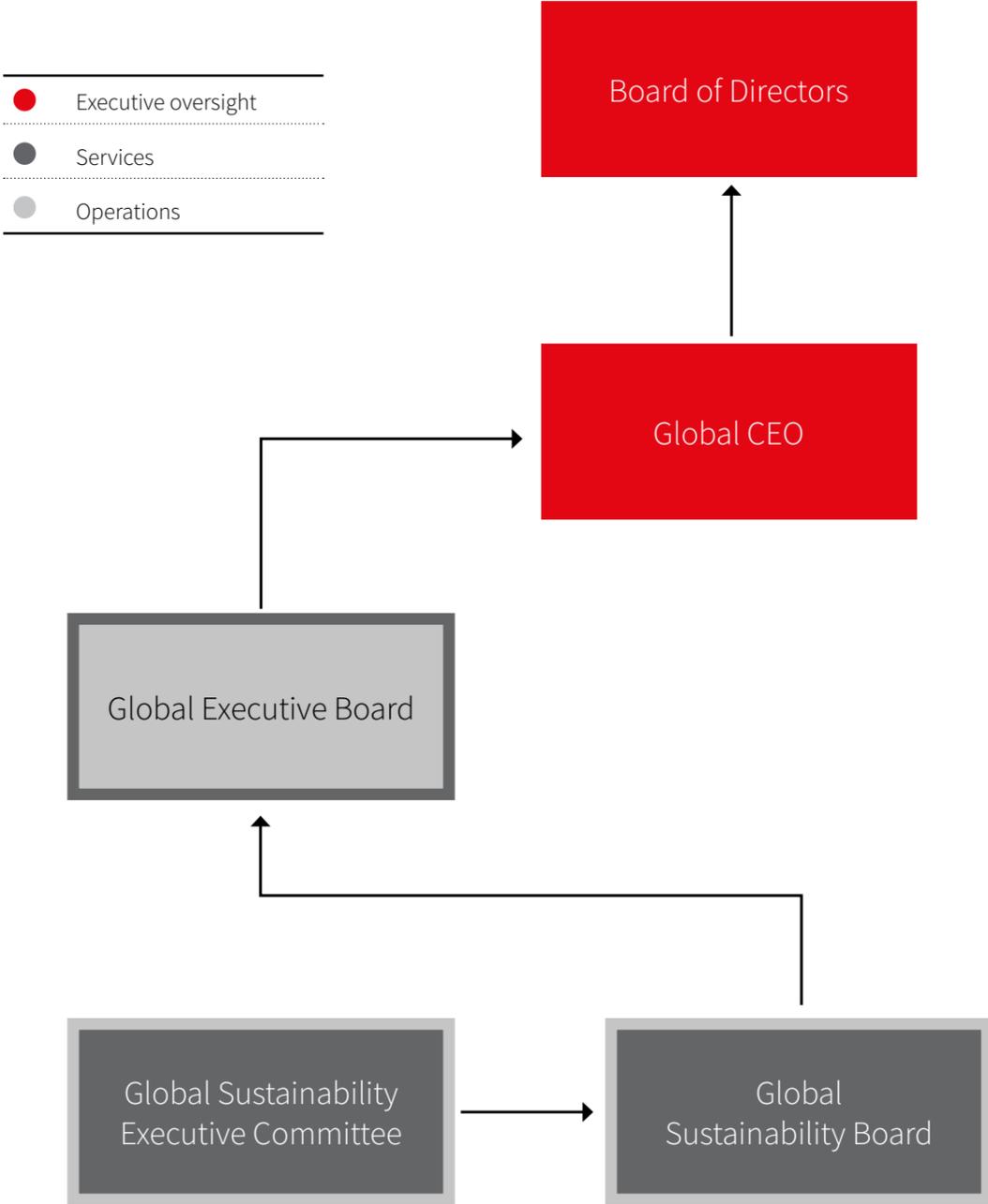
Ultimate responsibility for sustainability within JLL rests with Christian Ulbrich, our Global Chief Executive Officer. Responsibility for representing Global Sustainability within the GEB sits with Neil Murray, Global CEO, Corporate Solutions. Together they oversee our sustainability activities. Richard Batten, JLL's Global Chief Sustainability Officer, has day-to-day oversight of JLL's sustainability efforts.

To ensure we provide industry leading support and services to our clients, JLL has a global team focused on Energy and Sustainability Services, under our wider Product Management Group framework. This group, working in conjunction with our business lines, geographical leaders and operations team, works collaboratively to develop and enhance our client offerings and is responsible for scaling up our services in the sustainability space, driving global consistency and best practices and bringing forward new offerings ahead of future client needs.

Our efforts to address sustainability within our internal operations are overseen by the Global Sustainability Board (GS Board). The GS Board is responsible for aligning the sustainability interests of JLL with those of our clients, employees and shareholders; developing and monitoring our Building a Better Tomorrow strategy; and overseeing implementation of the program through training, reporting and the provision of guidance.

The GS Board regularly reviews strategic and operational decisions related to JLL's sustainability performance, progress against the sustainability strategy and matters relating to the inclusion of performance against global sustainability targets in Board remuneration. The GS Board is chaired by JLL's Global Chief Sustainability Officer. The GS Board meets quarterly. It is comprised of the regional sponsors for sustainability and global heads of business lines (such as Corporate Solutions and Capital Markets) and support functions (such as Human Resources and Legal), among others. The GS Board reports into our GEB.

The GS Board is complemented by our Global Sustainability Executive Committee, responsible for overseeing the budget and resources related to the Global Sustainability team, and the Building a Better Tomorrow strategy. Country-level sustainability governance is determined locally.



Remuneration

JLL is committed to ensuring our organization effectively manages climate-related risks and issues. As part of this effort, JLL has introduced an employee compensation package that ties monetary rewards to the successful delivery of performance against our global sustainability targets. Those who are entitled to sustainability-related remuneration include the Corporate Executive Board, Chief Executive Officer and Global Chief Sustainability Officer. Others throughout the organization who deal directly with sustainability issues have both monetary and non-monetary awards tied to performance against JLL's sustainability ambition.

Roles and responsibilities

In 2019, JLL's Global Sustainability team had a headcount of thirteen employees. Reporting into JLL's Global Chief Sustainability Officer, the Global Sustainability team is responsible for the delivery of global sustainability reporting and communications; the facilitation of the Building a Better Tomorrow strategy globally; and representing JLL in its interactions with external sustainability organizations.

The team is supported by 88 regional and local sustainability implementation roles engaged in delivering Building a Better Tomorrow across our local operations and coordinates primarily with JLL stakeholders across various support functions, service lines and geographies. Additionally, our employees around the world make many and various contributions to furthering JLL's sustainability ambitions.

JLL has a team of over 889 sustainability professionals who provide industry leading services to our clients. The majority of these professionals are from our Energy and Sustainability Services group. In 2019, our sustainability professionals worked with 95% of our 50 largest clients to drive sustainability improvements in their portfolios. Through Building a Better Tomorrow, we are increasing our efforts to embed sustainability into JLL's core real estate service offerings.

Sustainability and risk

Sustainability is a key element of JLL's value creation process, and therefore, a key consideration of JLL's Enterprise Risk Management (ERM) Framework. It is critical that our framework link and align strategy, risk, performance and sustainability to help ensure both the short and long-term success of our organization.

JLL has developed, and seeks to continually improve, a consistent global framework for assessing risk in order to identify, evaluate and prioritize significant enterprise risks that exist within our business and to document management's approach to mitigating those identified risks. The objective of the ERM Framework is to provide information that allows management to understand whether key strategic objectives are being met and to identify opportunities to adjust strategies and tactics to take advantage of shifts in the environment that might be exploited for the benefit of the organization. This framework is governed by our Global Executive Board (GEB) and coordinated through the Director of Enterprise Risk Management, who sits within our Legal Department.

Based on the execution of the ERM program the top risks are communicated to the GEB, and the full Board of Directors on a semi-annual basis. The purpose of the report is to provide an update on the most important risks shaping JLL's performance and direction focused through the framework described above and designed to: (i) improve and align our understanding of the most significant short and long-term risks facing our organization; (ii) improve decision making in governance, strategy, objective setting and day-to-day

operations; (iii) define actions needed to lessen the likelihood that significant risks will result in financial or reputational harm to JLL; and (iv) assign priorities and ownership for purposes of executing those actions. Our Audit Committee also discusses the process that has been followed in order to establish the ERM program and its outputs. Our Internal Audit function then determines how to align its activities with the identified risks.

The Director of Enterprise Risk Management is also part of a working group responsible for the implementation and gradual disclosure of the potential impact of climate change on JLL's financial performance in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework for purposes of enhancing our ERM Framework and informing our risk management strategy. You can read about how JLL is addressing the recommendations of the TCFD on page 20.

JLL's sustainability materiality assessment complements the ERM processes described above, enabling further engagement with internal executives. Our latest materiality review was completed in 2019, more details can be found on page 12. This has allowed us to prioritize our long-term risks and opportunities to generate further business value. We continue to work with Director of Enterprise Risk Management to ensure these important issues are handled as robustly as possible.

“ My sustainability ambition is for our company to play its full part in Building a Better Tomorrow. We want to partner with our clients in creating a more sustainable urban future. We want to help people take actions that reduce emissions and environmental impacts. ”

Christian Ulbrich,
Global CEO

Sustainability governance at LaSalle Investment Management

As one of the world's leading real estate investment managers, LaSalle recognizes that real estate has a significant impact on the environment and seeks to play a meaningful role in addressing ESG in real estate, in conjunction with delivering superior investment results for its clients. With this goal in mind, LaSalle has a Global Sustainability Committee (GSC) that is led by LaSalle's dedicated Global Sustainability Officer, Eric Duchon, and chaired by the Global CEO, Jeff Jacobson. The GSC is comprised of Energy & Sustainability

Taskforces in each region (Americas, Asia and Europe), for LaSalle Real Estate Securities and Global Partner Solutions, which are each led by LaSalle's Sustainability Officers. The GSC consists of over forty-five LaSalle professionals across business functions from around the world. The GSC is responsible for implementing LaSalle's ESG Policy. LaSalle Investment Management publishes its sustainability strategy and progress on www.lasalle.com/esg.

The Foundations of Building a Better Tomorrow

Our purpose is to shape the future of real estate for a better world. Our corporate mission is to deliver exceptional services and innovative solutions for real estate owners, occupiers, investors and developers worldwide. To achieve our purpose and mission, we must establish and maintain an enterprise that will sustain itself over the long term for the benefit of our stakeholders.

The Foundations of Building a Better Tomorrow encompass our commitment to the highest standards of governance, and our efforts to produce world-class thought leadership and deliver smart, forward-thinking and value enhancing solutions for our clients and for ourselves. These Foundations are supported by our commitment to JLL's values of teamwork, ethics and excellence.

“With their new science-based target, JLL continues to set the standard for leadership in the real estate sector. The company has been a long-time advocate for meaningful climate and clean energy policy, and Ceres is proud to collaborate with JLL and other members of the Ceres BICEP and Company Networks on accelerating the U.S. transition to a net-zero emissions economy.”

Mindy Lubber,
Ceres CEO and President

Our commitment to good governance and ethics

JLL's corporate governance arrangements are conducted according to the standards of the New York Stock Exchange (NYSE). The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business. We seek to provide all our stakeholders with the highest level of governance including annual voting for Directors, majority voting for Directors, enhanced abilities to call for special meetings and annual advisory voting on executive compensation. For information on our global sustainability governance, please refer to page 25. Additional information about our corporate governance can be found on the [JLL website](#).



Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders and confidence to the communities in which we operate. The Ethisphere® Institute publishes statistics that show that exchange-listed

World's Most Ethical Companies outperformed the large cap sector over five years by 13.5 percent. Ethisphere refers to this as the Ethics Premium.

JLL is committed to a corporate culture that embraces and promotes strong principles of business ethics at every level, a commitment reflected in our [Code of Business Ethics](#). We are proud of the global reputation we have established and are determined to protect and enhance it. The Ethisphere® Institute has again recognized our efforts, naming JLL on its 'World's Most Ethical Companies' list for the 13th consecutive year in 2020. We also received Ethics Inside certification from Ethisphere in 2019, which we have held continuously since 2008.

Ethical behavior is a core responsibility of each and every JLL employee and is one of JLL's three core values. We seek to embed these behaviors deep within the company's corporate culture. Our [Ethics Everywhere](#) program establishes a framework for the various activities we undertake in order to maintain compliance with our Code of Business Ethics. These efforts are supported by our network of Ethics Officers, Ethics Liaisons and Investigators totaling more than 385 people worldwide.

As part of the Ethics Everywhere program, we offer comprehensive training to our employees. In 2019, more than 55,000 of our employees completed training related to legal, ethics or compliance matters. In 2019, we conducted 1148 investigations of potential violations of our Code of Business Ethics, equivalent to 12 investigations per 1,000 employees. Of these investigations, 58% resulted in action being taken, ranging from additional training to termination of employment.

JLL is also actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum Partnering Against Corruption Initiative, Ceres and the Business Ethics Leadership Alliance among other significant programs in which we are involved.

Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and has made a commitment to report on the progress toward the six principles of the PRI. LaSalle has achieved strong scores across the board for the past three years in a row (2016-2019), including an A+ in Strategy & Governance and Property.

Ethics Liaison Program

As part of our commitment to ethical conduct, we have established the Ethics Liaison Program, which is designed to enhance the communications of ethics matters, both to and from our people. Each year the Ethics Liaison Program appoints individuals within business units or client accounts. Appointed Liaisons become ambassadors for the firm's Ethics Everywhere Program, through which employees are trained to understand and comply with JLL's Code of Ethics, recognize non-compliance by others and report incidents of possible non-compliance to our Ethics Officers.

Ethics Liaisons are trained by Ethics Officers to be trusted, on-site representatives who enhance awareness about ethics on a regular

basis throughout JLL. Responsibilities of the Liaisons include an ongoing familiarity with JLL's Code of Conduct and [Vendor Code of Conduct](#), willingness to lead training and discussion sessions with colleagues on ethics, the ability to assist coworkers in reporting suspected misconduct and more.

It is essential that JLL employees conduct themselves at all times in a way that is both professional and ethical. We are committed to a corporate culture that embraces and promotes strong principles of business and professional behavior. The work done by JLL's Ethics Liaisons further our strong corporate culture by helping to increase the transparency of our global operations.

“ JLL are a valued member of WorldGBC's Corporate Advisory Board, and we appreciate their spirit of collaboration and contribution to advancing healthy and sustainable buildings across the world. By setting commitments for their own assets and carbon footprint, they are helping demonstrate the role leading organizations can take to stimulate solutions at scale and achieve our decarbonization vision. ”

Cristina Gamboa,
CEO, World Green Building Council

Thought leadership

We know that collaboration brings with it the opportunity for making a difference. We continue to work together with 64 global and local sustainability organizations to develop new ways of thinking around some of the biggest challenges facing our sector. This includes working alongside organizations such as the World Economic Forum, Global Real Estate Sustainability Benchmark (GRESB) and the World Green Building Council (WGBC). The WGBC is a member-based network of local green building councils that aims to make all building and communities sustainable through leadership and market transformation. Since 2016, JLL has served on WGBC's Corporate Advisory Board, a select group of companies that are global leaders in sustainability and help guide WGBC's sustainability strategy and activities. JLL is also a founding member of the International Well Building Institute (IWBI).

In 2019, JLL became a founding partner of Bloomberg Green, a new multiplatform editorial brand focused on climate change news, analysis, and solutions. As one of five founding partners, JLL is committed to addressing critical issues related to climate and sustainability. Bloomberg Green underlines our commitment to sustainability and allows us to collaborate with other leading companies that share our commitment to reducing the impacts of climate change. JLL also joined the Alliance of CEO Climate Leaders, a WEF initiative to create market opportunities for tackling climate change.

Since 2017, JLL has partnered with the Harvard T.H. Chan School of Public Health on the world's first studies into The Impact of Green Buildings on Cognitive Function. The studies augment JLL's proprietary research, enabling us to provide impactful, leading-edge solutions for our clients and expand the industry dialogue around health and well-being.

JLL has been a signatory of the United Nations Global Compact (UNGC) since 2009. The UNGC is an initiative aimed at supporting responsible business activities by helping businesses align with ten principles concerning human rights, labor, the environment and anti-corruption. This report represents JLL's Communication of Progress on the ten principles of the UNGC. JLL is a signatory of the UNGC's Women's Empowerment Principles and is closely monitoring our contributions toward the Sustainable Development Goals, as set out on page 16.

Global Research at JLL

JLL has earned a reputation for progressive thinking through its extensive global platform and in-depth knowledge of local real estate markets. Our community of over 500 research professionals across the globe enables us to maximize the impact of our research insights and serve the full spectrum of our clients' real estate needs.

The JLL Global Insight Program, covering Capital Markets, Cities and Corporate Occupiers, is anchored by our 'Responsible Real Estate' framework emphasizing climate mitigation, resilience, human fulfilment, inclusivity, authenticity and smart solutions.

JLL plays a leading role in the pursuit of greater transparency and higher ethical standards through its biennial Global Real Estate Transparency Index, a widely used and highly valued industry benchmark for assessing transparency. The 2020 edition focuses on sustainability and resilience.

Our award-winning [Global Cities Research](#) focuses on the role of real estate in creating smart, sustainable, resilient and healthy cities. Recent outputs include JLL's annual City Momentum Index which highlights the imperative for our cities to move to a low carbon future.





The impact of green buildings on cognitive function



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The built environment affects the brain and body in ways that are not always obvious. Humans spend approximately 90% of their time indoors, with much of that in the workplace, and yet indoor environmental air quality and its impact on health and productivity is often disregarded or addressed as an afterthought.

In order to learn more about how indoor air quality impacts employee health, JLL supported a series of studies conducted by researchers at the T.H. Chan School of Public Health at Harvard University. The team, led by Dr. Joe Allen, Assistant Professor of Exposure Assessment Science and Director of the Healthy Buildings Program at Harvard University, assessed indoor environmental quality conditions in green and conventional buildings and evaluated the impacts on an objective measure of human performance, cognitive function.

The study, entitled COGfx, found a doubling of cognitive test scores when participants worked in settings optimized for indoor environmental quality, such as those found in green buildings. A later study connected green and sustainable buildings to occupants' health and productivity in ten office buildings throughout the United States. Dr. Allen and his team concluded there was a 26% improvement in cognitive test scores for those working in certified green buildings rather than conventional offices, demonstrating how the

indoor environment plays a critical role in both the overall well-being of occupants and their productivity.

Utilizing this research, JLL has been able to develop scalable, forward-thinking programs, while empowering our professionals to engage with clients at a more strategic level as they work to embed sustainability considerations across all of our service lines.

Dr. Allen and his team are conducting further research to determine ways in which green buildings benefit human health, with results scheduled to be released in late 2020.

Learn more about Dr. Joe Allen and his work [here](#).



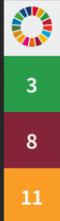
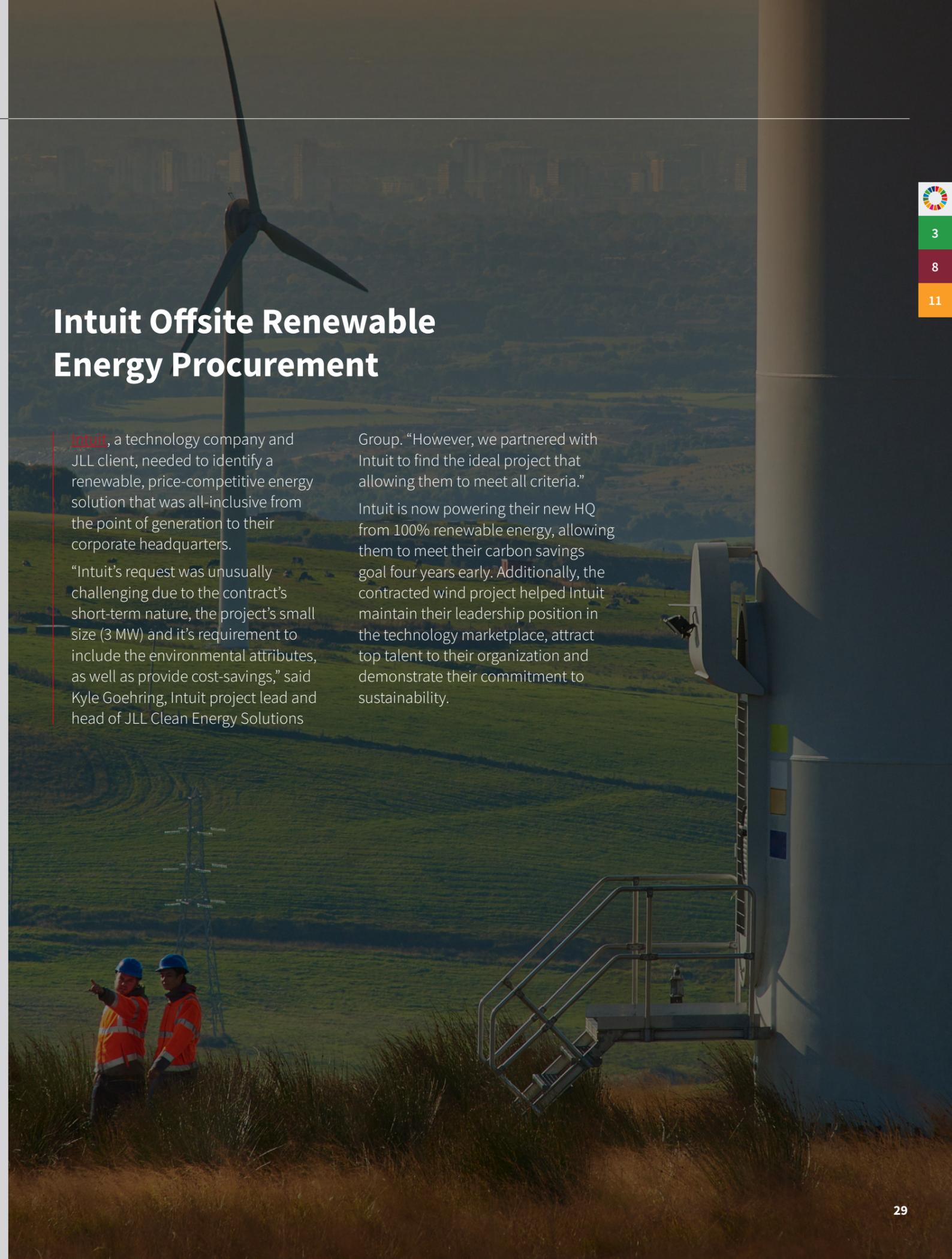
Intuit Offsite Renewable Energy Procurement

Intuit, a technology company and JLL client, needed to identify a renewable, price-competitive energy solution that was all-inclusive from the point of generation to their corporate headquarters.

“Intuit’s request was unusually challenging due to the contract’s short-term nature, the project’s small size (3 MW) and its requirement to include the environmental attributes, as well as provide cost-savings,” said Kyle Goehring, Intuit project lead and head of JLL Clean Energy Solutions

Group. “However, we partnered with Intuit to find the ideal project that allowing them to meet all criteria.”

Intuit is now powering their new HQ from 100% renewable energy, allowing them to meet their carbon savings goal four years early. Additionally, the contracted wind project helped Intuit maintain their leadership position in the technology marketplace, attract top talent to their organization and demonstrate their commitment to sustainability.





Technology and Innovation

We strive to deliver smart, forward thinking and value-enhancing solutions at every opportunity. Across JLL's service lines we develop, offer and invest in unique digital solutions and products that help us and our clients strategize, build data, offer workplace technology, visualize real estate innovations and solve environmental and sustainability challenges.

In 2019, we announced the formation of JLL Technologies, a new business division that will align and expand JLL's technology and digital initiatives and accelerate innovation in commercial real estate for our investor and occupier clients. Mihir Shah and Yishai Lerner, who have led JLL Spark since 2017, were named to oversee JLL Technologies and have been appointed to JLL's Global Executive Board.

JLL Spark was created to accelerate the adoption of technology in commercial real estate, driving innovation and forward-thinking change. The \$100 million global venture fund has invested

in sixteen proptech startups around the globe to date. JLL Spark will now become part of JLL Technologies, along with the teams that create digital products and services for the company and its clients.

JLL has a history of technology innovation, launching new products and services to better suit the changing needs of the workplace and improve the real estate lifecycle. For example, in 2019, we launched JiLL, an AI-powered, conversational smartphone app that helps employees streamline their work and be more productive. JLL's technology portfolio also includes advisory solutions like Utilization Intelligence, which helps clients better leverage their real estate footprints, and products like Corrigo, a cloud-based facility management platform. By bringing these core competencies and internal software development under one business division, JLL is well-positioned to accelerate innovation.

JLL Spark investment in Turntide by Software Motor Company spearheads the smart motor revolution

Turntide by Software Motor Company makes the world's most reliable, efficient and intelligent motor system, helping to advance clients' sustainability goals, save money and minimize maintenance.

Turntide has helped redefine heating, ventilation and air conditioning (HVAC) system efficiency by combining two technologies: the switched reluctance motor and computing technology used in smart phones and cars. The result is a smart motor that consumes energy only when it is needed and, unlike most clean technology products, is less expensive to own and operate than its conventional alternative. When the Turntide motor is combined with IoT building automation technology, the result is enhanced efficiency that helps to advance sustainability goals, save money and minimize maintenance calls.

JLL Spark's investment enables Turntide to scale its business of designing and installing its reliable, efficient and intelligent motor system. The company is focused on transforming the HVAC industry to minimize its carbon impact, while

working to reduce the emissions associated with building operations around the world.

Turntide is currently piloting its product in dozens of major retailers, corporate offices, industrial sites and restaurants, driving average energy savings of 64% from its Smart Motor System. If all the buildings just in the USA modernized their legacy motors, it would reduce carbon emissions by more than 300 megatons per year. This would be the carbon equivalent of adding another Amazon rainforest. By upgrading to Turntide's intelligent motor system, companies can save up to two billion kilowatt hours of energy each year, contributing to a cleaner planet and healthier future.

"We're very excited to partner with JLL Spark as a strategic investor," said Ryan Morris, Executive Chairman of Turntide. "JLL manages more than five billion square feet of real estate, and they maintain over 300,000 motors in our current product size range. We look forward to helping them achieve their sustainability goals and reduce their customers' carbon footprint by upgrading their systems."





Generating lasting value for our Clients



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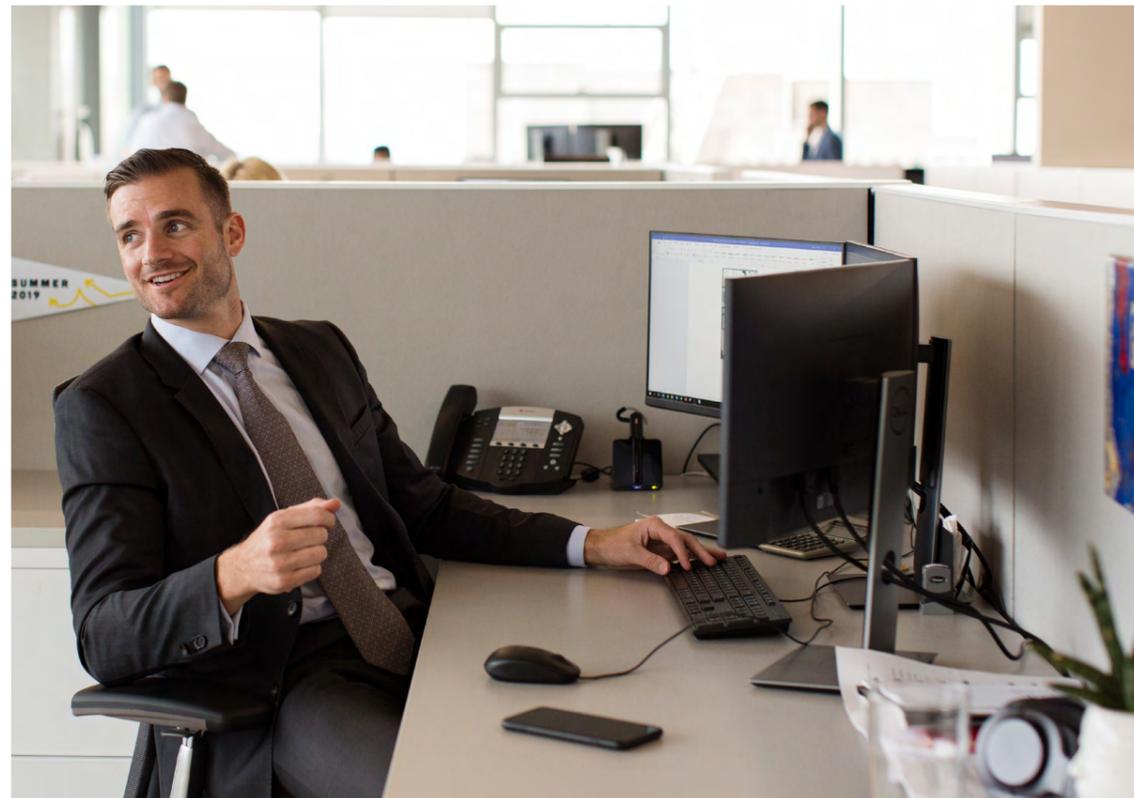
Generating lasting value for our Clients

As buildings account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO₂ emissions, collaborating with our clients is the most significant contribution JLL can make toward helping tackle this global challenge. This is evidenced by our [carbon footprint analysis](#), which shows that 95% of JLL's Scope 3 emissions are from those properties we manage on behalf of our clients. We manage five billion square feet of space globally, more than 1,005 times the area that we ourselves occupy.

Through industry-leading strategies, tools and technologies, we help our clients achieve their sustainability goals. Increasingly, they require innovative and consistent solutions across all regions. In response to this demand and to further drive the development of value-based services and products, in 2019 we expanded our

focus on energy and sustainability capabilities with the intent of providing a broader complement of globally scalable, consistent and profitable services. The initial scope of these offerings will be directed to our Corporate Solutions clients. Our vision is that this will ultimately form the basis of enterprise-wide delivery.

Further supporting this strategy is our commitment to training and upskilling our professionals on sustainability-related topics, including climate risk, green building certifications, health and well-being, sustainable cities and more. We are on-track to deliver against the 2020 Clients Pillar sustainability goal of targeted training to employees from key business lines and have incorporated sustainability basics into the onboarding checklist for new hires.



Performance against our existing targets

Target Incorporate sustainability basics into JLL onboarding for new hires by 2020.

2019 Performance	An Introduction to Sustainability course was added to all new hire checklists globally.
Status	●
Commentary	Course uptake went beyond new hires; launched in conjunction with newly created Global Sustainability University, a repository for internal and external sustainability training and knowledge assets. Exploring making new hire training mandatory.

Target Deliver targeted training to employees from key business lines by 2020.

2019 Performance	Agreed training strategy, identified key business line stakeholders and initiated course development
Status	●
Commentary	Internally developed training will be augmented by JLL Virtual Learning, newly released in 2020.

New Targets

- Reduce Scope 3 GHG emissions from the use of sold products by 53% per square foot by 2034 from a 2018 base year.
- By the end of 2021 support the transition to a circular economy through piloting zero waste fits outs in each region.
- Demonstrate thought leadership in workplace health, well-being and resilience.

Key

- Completed
- On track
- Behind

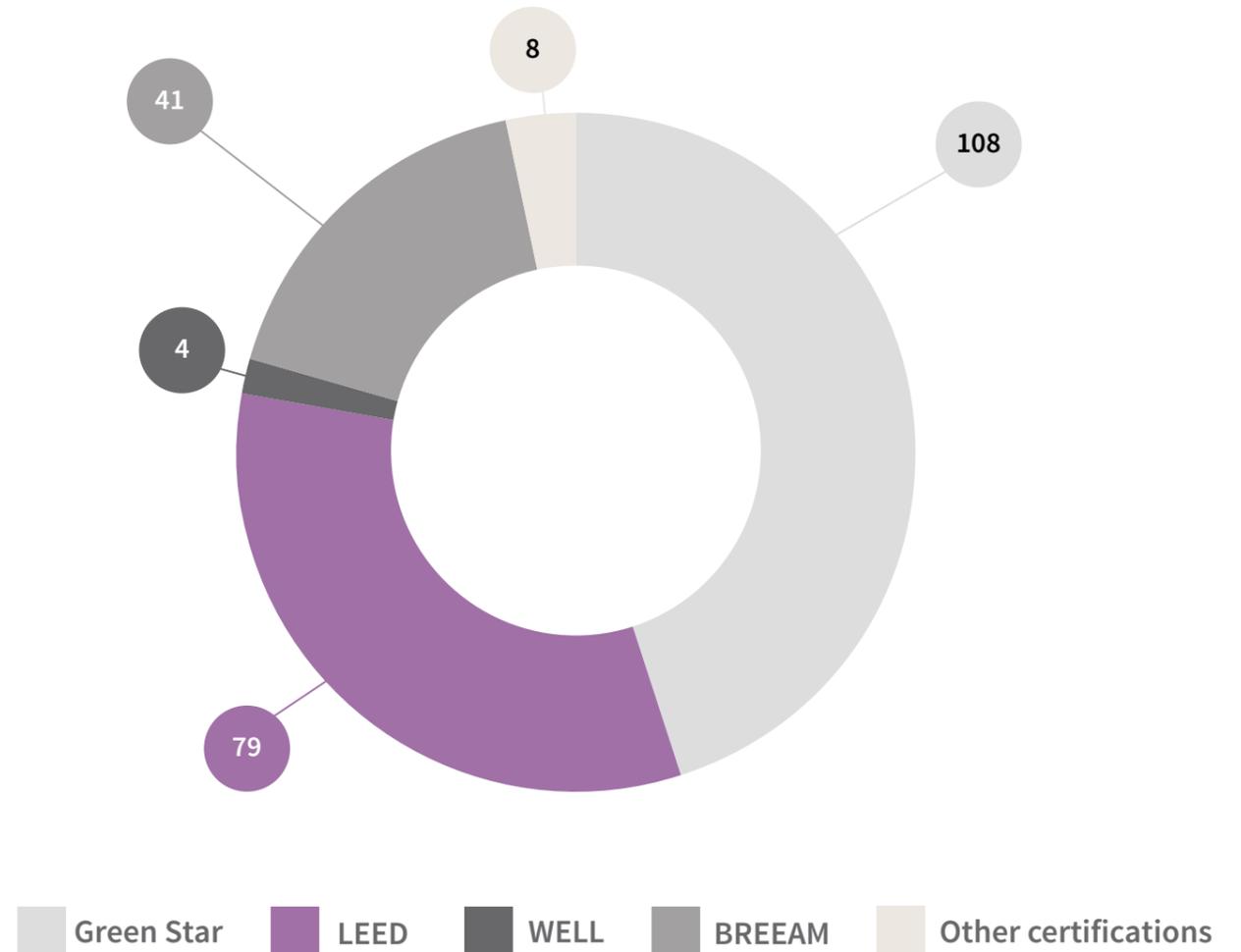
Embedded sustainability advice

JLL's expertise addresses the entire lifecycle of a building – from its design and planning, through to construction, occupation, management, refurbishment and exit. Our professionals offer advice on how sustainability considerations can be embedded at each of these stages to maximize value for our clients. Our Property and Asset Management professionals, for example, embed sustainability criteria into our supply chain via contractor selection and the monitoring of sustainability performance against KPIs. We also support our clients' data management and reporting requirements whether it be for frameworks such as GRESB, WELL and LEED or waste, water and utility information.

We have a strong record of achieving sustainable building certifications for our clients, increasingly in the area of health and well-being. In 2019, we assisted our clients in achieving a total of 240 green building certifications, helping to provide healthy, efficient and productive workplaces for their employees. Sustainable buildings go beyond energy use, extending to sustainably sourced construction materials and the preservation of local habitats, delivering value across social, financial and environmental factors. For further details on our sustainable procurement efforts, please see page 60.



2019 Client Sustainable Building Certifications



Specialist energy and sustainability advice

JLL provides a range of specialist energy and sustainability advice covering the construction, operation and maintenance of clients' facilities, as well as advice on occupier experience and engagement, socio-economic impacts and site location. Our objective is to deliver measurable ongoing improvements to client portfolios through the use of technologies and strategic solutions such as portfolio energy management

and energy reduction programs. As well as the clear environmental and societal benefits of these activities, they also yield operational and cost efficiencies. JLL continues to invest substantial resources into the training and upskilling of our professionals, and in the development of world-class sustainability solutions for our clients.

Plastics summit encourages collaboration to reduce single-use waste

As part of our commitment to the circular economy we are working to remove single-use plastics and waste from our offices and our clients' offices wherever possible. As part of this effort, JLL hosted the Plastics and Single Use Technologies Sustainability Summit at Genentech SSF. More than 100 sustainability professionals from a variety of industries including biopharma, local government, academia and not-for-profit came together to discuss the sustainability challenges associated with lab-generated plastics waste and other single use technologies (SUT). These forms of inorganic waste have proliferated as a result of the China National Sword Initiative, which has banned the import of most plastics and other materials headed for that nation's recycling centers.

The event focused on a number of topics including plastic waste sustainability success

stories, removing single use plastics from lab lettings, alternatives to plastic packaging, recycling roadblocks for waste haulers and more. A JLL-moderated industry panel, which featured speakers from a variety of businesses working to reduce their waste output, discussed benefits and drawbacks of plastics, as well as a path toward a more sustainable future.

JLL hosted the Summit to foster collaboration among attendants, encouraging those who work in waste-laden industries to come together to find solutions to ongoing sustainability challenges. Through the partnerships developed during the event, businesses that were previously managing difficult to solve refuse processes without outside support will now work together, with the support of JLL, to improve the volatile recycling landscape created by the China National Sword Initiative.

Advising clients on renewable energy

Demand from the financial markets for leveraging renewable energy continues to increase, with clients looking to JLL for advice on how to best apply technologies such as solar photovoltaic, energy storage from renewable resources, biogas-fueled cogeneration, wind and biomass. JLL continues to be an industry leader through investments and enhancing our expertise ahead of these market dynamics, strengthening our ability to design and deliver tailor-made energy solutions for our diverse clients at all levels of their operations. JLL also supports clients by identifying investment opportunities, raising capital and providing significant financial and commercial know-how on every major renewable energy technology category.

In 2019, we provided advice on renewable energy projects (either installed or received planning consent) that are estimated to have averted more than 112,674 metric tons of CO₂e. Furthermore, if the renewable energy projects in the planning and feasibility stages we advised on last year achieve planning consent or successful development, there is the potential to avoid more than 687,759 additional metric tons of CO₂e. Due to the multiple-site nature of JLL client programs and the associated time it takes to move a program from contract-to-commercial operations, the CO₂e avoided measurement can fluctuate year to year.

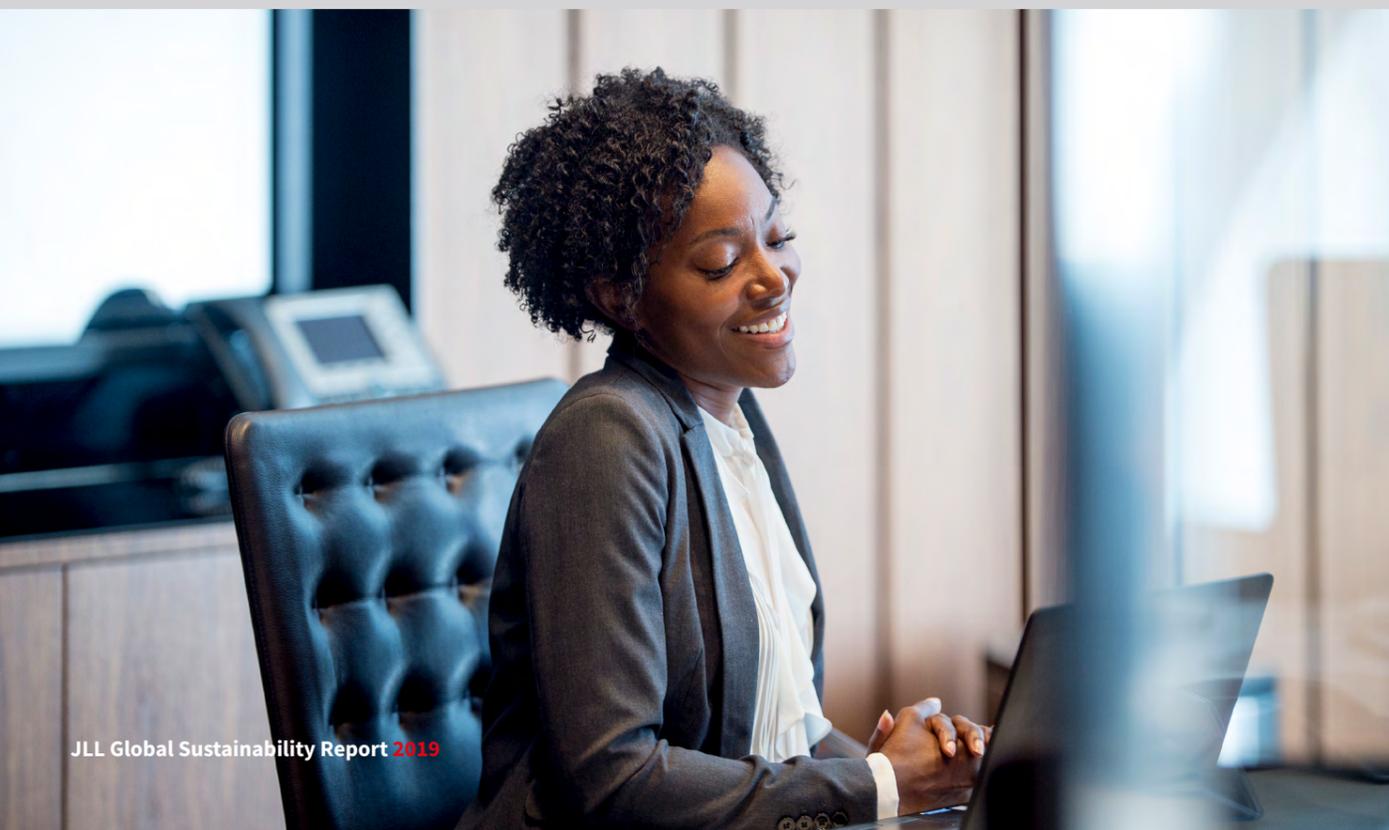
Client renewable energy projects 2019			
	Installed or consented ⁷	Planning & feasibility	Total
Capacity (MW)	146	907	1,053
Potential averted emissions (MT CO ₂ e)	112,674	687,759	800,433

Making the best use of technology

JLL's commitment to technological innovation extends to our sustainability service offering for our clients. We utilize a number of technology platforms, both in-house and externally sourced, to help us deliver our clients' sustainability objectives. Our OneView Energy and Sustainability Analytics (OVESA) platform is used to manage the ever-increasing volumes of complex sustainability data on behalf of our clients. This system, along with our other platforms such as the Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP),

reflects our commitment to investing in digital, data and information management platforms. JLL makes use of ESP for our global energy data collection and reporting. Furthermore, JLL's IntelliCommand monitors and analyzes real time building data to optimize building operations, reduce energy costs and minimize costly equipment outages. By deploying flexible technology solutions, we were able to measure, manage and improve environmental impacts for nearly 70,000 buildings included on these platforms in 2019.

⁷ Those that received planning consent.



JLL enables Canada Post to achieve dramatic energy reduction savings

Canada Post Corporation (CPC), the primary postal provider in Canada, has been a JLL client for more than seven years. Beyond providing a host of real estate services across CPC's country-spanning operations, JLL also works to reduce the organization's environmental footprint by identifying opportunities to save energy, increase efficiency, reduce costs and maximize monetary incentives.

To further support CPC's sustainability improvement efforts, JLL energy specialists identified locations to pilot an energy reduction program that could be duplicated across the organization. Eventually deciding on Ontario due to the province's high costs and generous energy incentives, JLL and CPC created a joint, multi-functional Energy Steering and Working Group Committee. The foundational element of the program was a behavior change and awareness initiative with the aim of minimizing energy waste and promoting environmental stewardship. With JLL's assistance, CPC worked to engage employees through the creation of an Energy Rewards program that incentivized CPC employees to adopt energy efficient behaviors. Employees were encouraged to keep dock doors closed, unplug devices, shut down computers and turn off lights when not in use.

The JLL Energy and Facilities Management teams also worked together to implement competitions and other low-cost measures to reduce energy consumption throughout CPC's operations.

In conjunction with the awareness campaign, the JLL Energy and Project and Development Services teams completed more than 150 LED lighting upgrades, identifying energy efficient alternatives to replace outdated technologies. The teams also created a lighting technology guide to be used during retrofits and new projects.

Through the energy program and strong team effort, CPC and JLL achieved nearly three million dollars in energy performance incentives and over ten million dollars in savings. Additionally, portfolio-wide electricity dropped by more than 50 million kWh, representing a 17.5% reduction nationwide in 2019. Beyond year-over-year performance and efficiency improvements, CPC reported in their 2018 Corporate Responsibility Report that employees were committed to and engaged with the program, leading to higher retention and lower turnover, increased productivity and profitability and lower rates of absenteeism.



LaSalle Sustainable Property Investing

11 LaSalle believes that environmental, social responsibility and corporate governance (ESG) factors can have an impact on investment performance to varying degrees across companies, sectors, regions, asset classes, and timeframes.

12 LaSalle believes these factors should be considered when evaluating real estate securities, real estate-related investments and managing real estate assets.

13

LaSalle's approach is consistent with its belief that LaSalle is more effective in developing top quality sustainability practices by formulating policy and setting priorities at the global and regional levels and integrating sustainability into the practices of all of fund level personnel. LaSalle's goal is to drive sustainability as an integral component of its business activities on behalf of its clients. Demonstrating its success in this area, in 2019 LaSalle achieved its fourth A+ score for Strategy & Governance in the United Nations Principles for Responsible Investment (PRI) annual assessment and improved its Property score from an A for 2016-2018 to an A+ in 2019.

LaSalle Investment Management's primary objective is to deliver superior investment results for its clients;

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

At the core of LaSalle's "DTU+E" Investment Strategy are Environmental Factors, a secular demand driver for real estate investors. Like our other secular drivers (Demographics, Technology, Urbanization), our hypothesis is that a broad array of E-Factors will influence real estate usage and investment performance across nearly all countries where LaSalle invests.

One of the five guiding principles in LaSalle's ESG Policy is to reduce environmental impact of its manager portfolio, monitor the effects of climate change on clients' properties and improve performance. One way in which LaSalle does this is through participation in voluntary industry initiatives, such as the [Urban Land Institute's Greenprint Center for Building Performance](#) (Greenprint) and the Global Real Estate Sustainability Benchmark (GRESB).

Greenprint is a worldwide alliance of real estate owners, investors, financial institutions and other industry stakeholders committed to reducing carbon emissions across the global property industry. In 2019, LaSalle submitted all assets under operational control in the Americas, Asia and Europe to Greenprint for benchmarking and tracking. The results of the benchmarking and tracking will be available in the second half of 2020.

LaSalle also submitted \$14.75 billion in assets under management (AUM) to the Global Real Estate Sustainability Benchmark (GRESB) in 2019. GRESB is an industry driven

organization committed to assessing the sustainability performance of real estate portfolios (public, private and direct) around the world. Survey results for LaSalle's submissions provide existing and potential investors with ESG performance information. In 2019, all LaSalle submissions achieved Green Stars, including one 5-Star GRESB rating, six 4-Star GRESB ratings and three 3-Star GRESB ratings; LaSalle is committed to continuously improving its performance.

In 2019, LaSalle enhanced its commitment to reducing environmental impact and monitoring the effects of climate change on its managed portfolio. In the UK, our business signed the Better Buildings Partnership (BBP) Climate Change Commitment. This sets LaSalle's commitment to achieve net zero carbon by 2050 for both operational and embodied carbon. We are currently developing our pathway to net zero carbon for our European managed portfolio.

For more information on LaSalle's ESG policy, approach and practices, please see www.lasalle.com/esg.



JLL leases Edinburgh Park, one of the most sustainable spaces in Scotland

Edinburgh Park is a new, sustainable live-work quarter designed as a cultural destination and creative campus within Edinburgh, Scotland, extending over 42 acres. Developed by Parabola, a privately-owned property group based in Edinburgh and Newcastle, and leased by JLL. The mixed-use development will include 1,800 residential units, parks, a pool, workspaces, public transportation, retail space, medical facilities, restaurants, recreational areas, leisure suites and more. Designed to be as sustainable as possible, Edinburgh Park will feature low-energy buildings, socially inclusive community spaces and access to all variety of amenities without the need for a car or other energy-intensive modes of transportation. Parabola is working to ensure Edinburgh Park is net zero carbon by 2030, making it one of the most sustainable live-work communities in the United Kingdom.

The first phase of construction at Edinburgh Park is currently underway. It is focused on commercial projects, including a large office building, civic square, green sunken square,

recreation and sports square and multi-story garage. All are designed to be environmentally friendly. The workspace will be carbon neutral, with solar panels producing energy to help service the electricity load for the building, with all additional energy being procured from renewable sources. The building, which is south-facing, has abundant natural light, an external façade that encourages solar shading, a concrete frame that acts as a heat-sink, an exposed ceiling that will reduce heating and cooling costs, a dedicated tram connection and mixed-use space. Additionally, the building will be BREEAM Excellent certified.

Parabola has focused on involving the local community in planning and design decisions, ensuring those who live or work near Edinburgh Park are part of the project. To encourage community involvement after construction is complete, the recreational spaces within the park will include public art including a Sir Eduardo Paulozzi and will facilitate year-round community projects





Engaging our People



Engaging our People

Providing strong opportunities to help people grow in their jobs, progress their careers and develop market-relevant skills is critical to sustainable business growth and long-term organizational health.

At JLL, we're committed to developing our people for the long-term. In 2019 our focus was on providing new technology-driven tools to manage and develop our talent. Notably, this included the launch of a new

people survey, powered by artificial intelligence, to measure engagement and inclusion. In addition, we implemented new talent management and succession planning tools and created a consistent way to measure performance, potential and development.

With this focus on continuing to enhance our people experience, we made progress toward our committed targets.



Performance against our existing targets

Target Identify challenges & provide targeted solutions to the attrition of employees by 2019.

2019 Performance	We reduced overall attrition across the our eight largest businesses from 22% in 2018 to 18.8% in 2019. We also improved attrition for those with 0-3 years of service from 28.9% in 2018 to 25.1% in 2019. We saw the biggest improvements in our APAC countries, particularly Greater China, India, Japan and Australia.
Status	●
Commentary	In 2019 we implemented a people survey administered every 4 months, which gave us insight into what was driving attrition. We used the information from our people survey and from our Exit Survey to create solutions to increase retention, specifically around career development and recognition.

Target Reduce employee lost time injury frequency rate by 10% off of the two prior performance periods by 2020.

2019 Performance	In 2019 JLL's lost time injury frequency rate was 0.2, representing a 0.02 increase from 2018. The average over the past three years remains at 0.2, which is consistent with previous years and remains 75% lower than the US OSHA 2018 industry average.
Status	●
Commentary	Improvement in the JLL accident reporting culture has resulted in an increase in the number of recordable accidents reported. However, despite an increase of 21,000,000 hours worked from 2017 the average lost time injury frequency rate remains constant.

Target Improve gender balance of leadership in our 8 largest countries by revenue by 2021.

2019 Performance	We improved the percentage of women in our global leadership (L-Band) from 12.9% in the JLL's eight largest countries to 17% at the end of 2019. The largest increases were seen in France, the United Kingdom and the United States.
Status	●
Commentary	In 2020, we will include a goal on gender balance in each of the Global Executive Board member's objectives.

New Targets

- By the end of 2020 achieve at least 10,000 users of our newly developed well-being resources.
- By 2023 achieve a best in class inclusion score of 79.

Key

● Completed ● On track ● Behind

Achieve your Ambitions



We promise to help our people achieve their ambitions by enabling them to explore new opportunities, build expertise, create long-term careers, work with talented people and succeed through inclusion. In 2019, we made significant progress toward bringing our Achieve your Ambitions value proposition to life.

We created digital tools to help our people better navigate their careers at JLL, including our new one-stop-shop for all career resources, a dedicated website: [Leadership at JLL](#).

Through both a new, global approach to talent management and our new people survey,

we gained additional insights into how our people are feeling and thinking about the JLL environment. We also launched tools for managers to facilitate higher quality conversations with their people.

We created more expert, global processes. We developed one consistent way to measure performance, potential and development in our cyclical talent development initiatives including year-end performance reviews, mid-year talent reviews and succession planning. This year we're continuing to innovate and streamline in recruiting and onboarding.

The Global Sustainability Network

In 2018, JLL launched the Global Sustainability Network, which serves as a communications platform for employees across JLL. Through the Network of more than 2,200 employees in 50 countries, members can gain insight on how sustainability can add value to their business lines, as well as information on

how they can get involved with the Building a Better Tomorrow program. Those in the program also serve as thought leaders and innovators who help bolster JLL's broader sustainability ambitions. Beyond our Global Network, there are also several regional sustainability networks that operate throughout JLL.

Our culture of diversity and inclusion



Diversity and inclusion are strategic imperatives for the way we do business. Engaging in diverse and inclusive practices is not just the right thing to do; it also leads to better productivity, high performing teams and drives business growth.

At JLL, we succeed through inclusion and celebrate the characteristics that make us unique. This includes ability, education, generation,

industry experience and thinking style, along with gender, ethnicity, race, religion and sexual orientation.

We are driving a programmatic approach to diversity and inclusion in our business, by casting a wider net to source diverse talent, proactively identifying diverse future leaders with our new talent framework, setting targets in short and

long-term incentive plans around diversity and holding leaders accountable for building an inclusive culture.

Our focus on establishing a global strategy led to inspiring global campaigns in 2019 and 2020. In 2019, we established a global toolkit for Pride branding, which offered campaign media and marketing materials for local Pride initiatives. In 2020, we were proud to recognize the amazing women of JLL for International Women's Day, and every day. We featured many of our female leaders and allies around the globe and

their thoughts on inclusion, women that inspire them, and how they inspire other women at JLL to achieve their ambitions.

We continue to highlight diversity and inclusion as a core part of our business practices and in every step of our business cycle, from recruiting and onboarding to day-to-day activities. In addition to our global campaigns for Pride and International Women's Day, each JLL region builds a culture of inclusion through their local initiatives and training programs.

Some examples:



Americas

- Eight Business Resource Groups
- Trainings around bias and microaggressions: Inclusive Teams for the Win and Seeing the World Through a Different Lens
- Leadership development programs specific for high potential women, Black professionals and Latino/Latina men and women
- Notable celebrations including International Women's Day, Black History Month, National Coming Out Day, and International Day to Combat LGBTI + phobia (Brazil)



EMEA

- Unconscious bias e-learning (UK)
- Enhancing Strategic Advantage – Women in Leadership Program, a program to support narrowing the gender pay gap and developing high-potential female leaders (UK)
- Notable celebrations including International Women's Day, International Men's Day, and International Day Against Homophobia, Biphobia & Transphobia (UK)
- The Women in Leadership (Real Estate Women Summit) Program (Northern Cluster)
- "Equality Plan" to drive greater D&I strategies (Southern Cluster)



APAC

- Disability hiring training (Japan)
- LGBT+ inclusion training (Hong Kong & Australia)
- Notable celebrations including Diversity & Inclusion Week and International Women's Day, ensuring leaders made personal commitments for gender equality
- Talent programs that covered unconscious bias

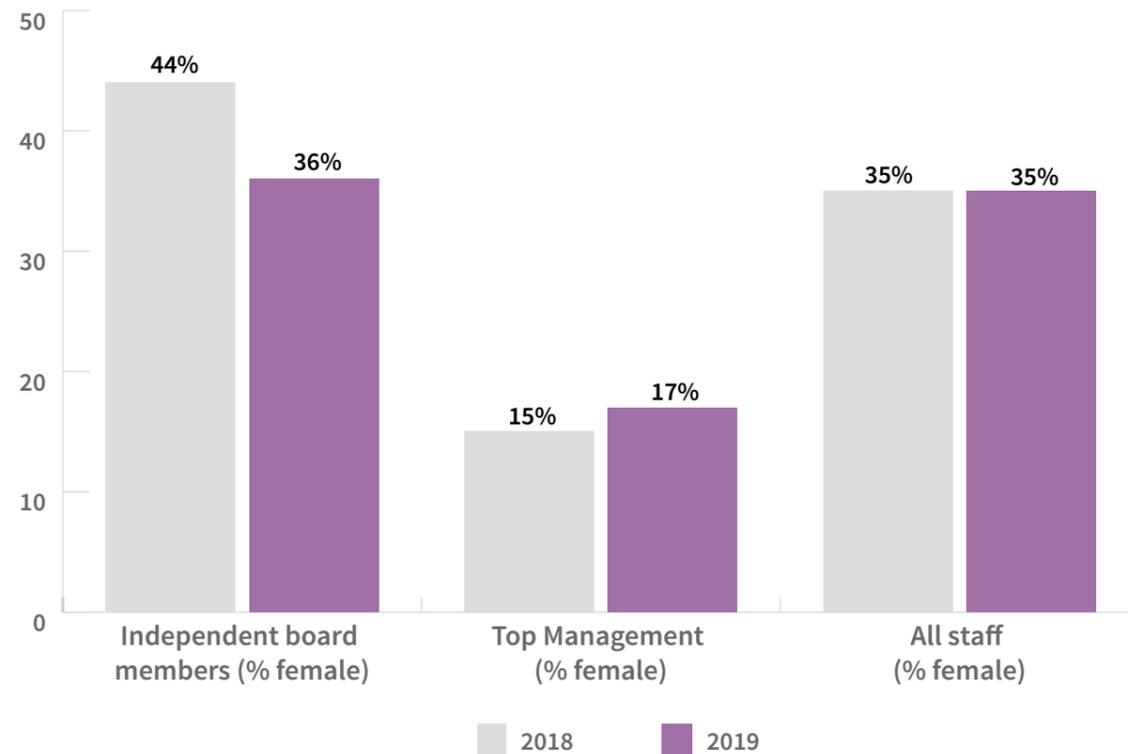
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In 2018 we successfully established and externally committed to a goal to improve representation of females in senior leadership over the next three years. We also developed a three-year global strategy to build a more diverse talent pipeline. We are continuing to work to achieve that goal

and take action to improve the gender diversity of our leadership. As of December 2019, 36% of our independent board members are female including the Chairman of our Board, Sheila Penrose. In addition, of our executive hires in 2019, 60% were female.

2019 diversity data	Male %	Female %
Total employees	65%	35%
Independent board members	64%	36%
Leadership (L-Band)	83%	17%

Gender Diversity Performance



We've received recognition for our work in diversity and inclusion over the past year, including being awarded:

- A place on Bloomberg Gender-Equity Index
- Ninth spot on Forbes America's Best Employers for Diversity 2020
- Working Mother 100 Best Companies
- Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index
- BLACK ENTERPRISE Best Companies for Diversity
- NAFE Top Companies for Executive Women
- Scored 90% on the Disability Equity Index
- Municipal Human Rights and Diversity Seal, an initiative of São Paulo City Hall that recognizes public and private organizations that encourage diversity and inclusion and promote human rights. (Brazil)
- Inclusion award India: JLL's Project Unnati won the Community Business 2019 D&I in India Best Practice award for Promoting Social Inclusion in India
- Lean In Research Paper China: Sponsored and participated in "Women, Work and Happiness 2019. What prevents women from really "leaning in" in the workplace?" We were spotlighted as a top employer due to graduated return to work policies, nursing rooms and our commitment to D&I.
- Best Companies to Work For in Asia: China and Hong Kong
- New Zealand's Rainbow Tick, given to organizations who have demonstrated their commitment to make their working environment safe and inclusive - specifically for the LGBT+ community
- Eurobuild Award for Outstanding Non-Business Achievement of the Year for charity event that raised 1 179 000 PLN for children with cancer (CEE & Russia)
- Gender equality compensation index - JLL results improved significantly from 2018 to 2019 (France)



Developing our talented workforce and streamlining operations

At JLL we have robust plans, programs and processes for developing our people. With a focus on technology, we continue to invest in new ways to help our people learn and grow.

In 2019 we spent over \$4 million on leadership training. We also spent \$2 million investing in state-of-the-art technology to help our people

better plan their goals and develop their careers. This includes the development of a global career hub, Leadership at JLL. The hub supports the entire career journey, from skill-building to exploring new roles. It also features trainings and resources that focus on our approach to helping grow and advance leaders at every level. We call this program REAL Leadership.

Region	Number of participants in REAL Leadership (online and in-person sessions) as of February 2020
Americas	17,164
Asia Pacific	21,152
EMEA	13,967

The above represents participation in our 2019 REAL Leadership Catalogue which consisted of:

- Ambition Builders (On Demand Learning for Professional Development)
- Leading Others Programs (Manager Skill Building)
- Leadings Leaders Program (Mid-Level Manager Leadership Development)
- Coaching that would be connected to our Real Leadership Programming

More than 75% of participants are within the Ambition Builders On-Demand Learning category.

In addition to developing leaders, we continue to support our people in their career planning and progression at every level. We refined our career framework, exploring new ways to use it as a foundation for career development and progress. We invested in new global learning platforms like JLL Virtual Learning, which consists of 15,000 online skill-building courses on a variety of subjects, made available to all employees. We leveraged new global technology to help us quickly analyze the health of our succession pools. Most notably, we leveraged employee information gathered throughout the year in important talent cycles (like the annual identification of high potential talent) to increase the diversity health of our future pipelines.

Winning with WiAM

Marina Krishnan, Division President, Corporate Solutions Asia Pacific, has carved a unique leadership path at JLL – and she is passionate about helping her female colleagues do the same. As the executive sponsor of JLL’s Women in Account Management (WiAM), Krishnan is creating opportunities to drive gender equity and inclusion, supporting the development and growth of talented employees, and shaping the future of real estate.

Asia Pacific (APAC) Corporate Solutions and HR teams created WiAM to address the need for inclusion programs in JLL’s Corporate Solutions business. The group launched on International Women’s Day 2019, with a goal to build a network for women in JLL who are looking to build and develop careers in account management, even if their current roles are not in account management.

“Developing diverse talent for our leadership roles in our Accounts

business is a key focus in Asia Pacific as well as globally. WiAM is an important business initiative and platform for us to develop and support women seeking a career in account leadership,” Krishnan explained.

This is the first network group that is offered to all employees within APAC, with chapters in Australia, China, Hong Kong, India, Japan and South East Asia. The group meets both virtually and onsite. The network offers invaluable resources like strong networking and mentoring opportunities, and it has seen success thus far with over 100 registered participants and 34 mentoring relationships.

“This is a direct business action to support female representation in leadership, and it addresses female career development in our Corporate Solutions and Account management businesses,” explained Holley Nicol, Head of Diversity & Inclusion, APAC.



Marina Krishnan,
Division President,
Corporate Solutions APAC

Rewarding and recognizing our employees

We provide reward and recognition opportunities that deliver on our employees' ambitions.

We will continue to focus on enhancing our digital reward platform, Going Beyond, which was originally launched in the US, with global expansion planned for 2021. Going Beyond offers real-time reward opportunities that range from simple digital expression of thank you to larger point-based awards. With global expansion, we will offer a consistent reward and recognition platform to all of our people across the world.

We have also made significant progress on paying for performance. For example, in 2019, we saw an 88% average payout differentiation in bonuses between a strong and exceptional performer globally, and an even bigger differentiation

between exceptional and good performers. Our merit increases are also differentiated based on performance. Pay Equity is an important topic for us and for our industry. As part of our commitment to equity and ethics, we conduct regular compensation and promotion reviews to help ensure that our employees are treated fairly, regardless of their gender or race, ethnicity, religion or sexual orientation.

Further, we continued to refine and enhance our leadership planning process through the launch of a globally integrated and consistent compensation planning platform. We will continue to evolve this platform to meet the needs of our business and workforce. This platform allows for continued focus on pay for performance in a transparent way.

Refugee Employment Partnership with JLL

For Gallit Schuller, Senior Legal Counsel at JLL, helping refugees find decent work is personal. As a first-generation American, Gallit has experienced the way great opportunities can change lives for the better. Through her involvement with Refugee Employment Partnership (REP), and by encouraging JLL to get involved, she has helped create a strong partnership that provides stability to those who need it most.

"My parents moved here from Israel, and I'm incredibly grateful for the opportunities I've had. When people have suffered and come from extreme situations, it benefits all of us to welcome them and integrate them into our communities and workplaces," Schuller said.

REP is a New York City-based non-profit that helps legally documented refugees and asylees find dignified work through one-on-one mentoring, moral support and by creating connections to employers.

As the organization grew, Schuller had the opportunity to introduce the idea of a collaboration between JLL and REP. Schuller worked with her manager to connect to the right people in HR. By the end of 2019, JLL hired four REP clients who were well-qualified to work on a JLL account as Concierges.

"These are people who fled their home countries due to political strife and dire situations. Now that they are safe, their greatest desire is to be self-supporting and secure. It's important to JLL to support a culture of people with different talents and skills, and we seek to do the right thing by welcoming people of different backgrounds into our offices," Schuller shared.

What started as a grassroots idea has become a solid partnership, with future growth potential in 2020. JLL is looking into further opportunities in the Facilities Management space, and REP is considering expanding its reach beyond New York City. As JLL and REP's relationship grows, so does the chance to impact the community and shape real estate for the better.



Teamwork is the ultimate ROW-ward

When he joined JLL, Leasing Specialist Ugur Temel wanted to make an impact -- but he never imagined it would be on a boat. Temel helped lead JLL Turkey's rowing team to second place at last year's Dragon Festival, one of the biggest rowing festivals in the world.

When members of the JLL Turkey office announced they were looking for colleagues to join their rowing team, Temel was immediately interested. He had never rowed before and wanted to try something new.

"We were looking for people who wanted to give their best effort. We also needed two team captains, and we tried to find people who would be good leaders," explained Ozge Korkmaz, Director of HR Talent Management and part of the team.

Temel was chosen as a captain because his colleagues felt he exemplified teamwork, always motivating others in an inspiring way.

"When I started on the rowing team, I found the chance to get to know people better, and I made a lot of new friends," Temel said.

While they didn't have special trainers or extravagant resources, they had something better: heart, ambition and teamwork. The team trained two days a week for three months, while working full-time, before deciding to compete in Dragon Festival. On the day of the competition, joined by family and friends, the team proudly displayed its vibrant red and black JLL uniforms that the local marketing team had designed.

The hard work paid off, and they won second place out of 74 corporate teams. They also won the festival's costume contest, where they had to represent their company in a costume. Their energy was contagious.

"We wanted to be pioneers for JLL, and after this contest people saw our energy and admired our teamwork. They wanted to join us," explained Korkmaz.

Through this opportunity, each team member became healthier and happier. They had JLL's support in creating opportunities toward driving their well-being and making a change for the better. They were able to bond over tough training, testing their mental and physical strength. They found great friends for life.

Temel will continue his rowing adventures, as the JLL Turkey rowing team plans to join upcoming festivals in 2020.



Health and well-being

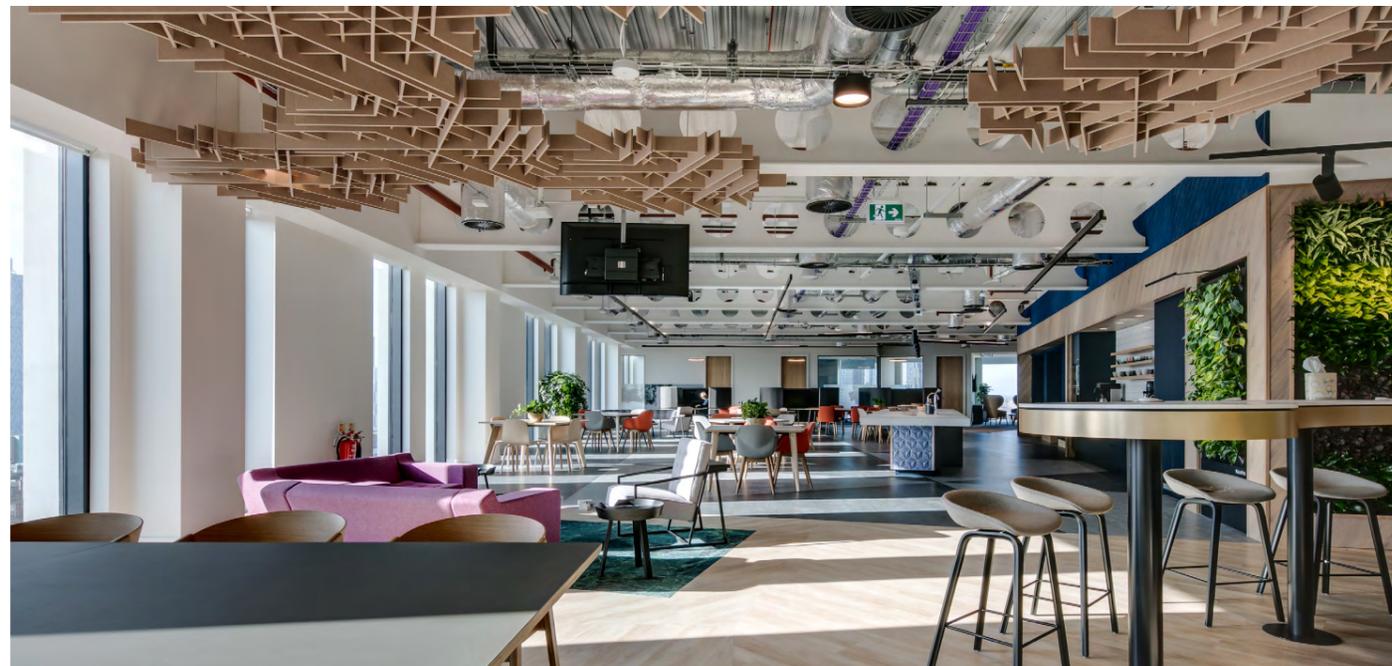
Our commitment to helping our people succeed includes building a culture that promotes physical and mental wellness by thoughtful office building design, workplace strategies and activities. Highlights from 2019 include:

Asia Pacific

- Two offices have WELL Platinum certification: JLL Shanghai-Pudong and JLL Shanghai at HKRI Taikoo Hui. The TDIM CoE office in Bangalore is going through the WELL precertification process.
- Five new office locations in China, India, Hong Kong and Singapore introduced in-house gym facilities and exercise classes. Social committees promoted employee participation in multiple sporting events and team activities like running clubs, dragon boat racing, rock climbing clubs, soccer, rugby and golf across our global operations.
- Australia held the “Walk 10,000 Steps a Day” Challenge, blood donation drives, skin cancer checks, and flu vaccinations.
- China and Hong Kong launched an Employee Assistance Program to address mental wellness.
- Japan continued its Stress Check program.
- India ran a 45-day walkathon for charity, recorded 54,720 workouts, hosted six health talks and offered free health check-up camps.
- The Philippines held their first Wellness Week to raise awareness and focus around financial, physical and mental well-being.

Europe, Middle East and Africa

- New offices in Barcelona, Lisbon, Lille and Hannover are designed to improve employees’ well-being, concentration, and foster teamwork and creativity.
- The UK’s new Manchester office (pictured) incorporates furniture and collaborative spaces to maximize teamwork and productivity. The office interior is designed to reduce stress and improve concentration through the use of sound masking systems and biophilic design elements. A state-of-the-art Naava green wall improves air quality.
- In the UK, over 500 employees participated in Mental Health Awareness Week in May 2019. Over 1000 employees in 19 UK offices participated in 30 events for Well-being Week
- In Dubai, JLL partnered with the Dubai Businesswomen Council, a non-profit organization providing education, training and networking opportunities to UAE-based businesswomen.



- In France, employees engaged in gender equity efforts including launching a new development program for high potential talent that ensures female representation and developing an official “working from home” policy to facilitate work-life balance.
- In JLL’s Northern Cluster of Germany, Sweden, Switzerland and Finland, employees held various outdoor activities and events in different office locations, including running groups during lunch breaks, beach volleyball games and soccer tournaments.
- In Central and Eastern Europe, many wellness events were held in 2019 including breast and prostate cancer awareness and prevention training, Family Days at JLL, labour law workshops, diversity communication workshops, (Poland) workshops on green living and sustainability (Hungary), and workshops on burn-out prevention and stress relief (Czech Republic/Slovakia)

Americas

- Positive experience is the basis for the recent redevelopment of Aon Center’s amenity floor, which is now the largest in Chicago. It’s a place where the building’s tenants, which includes JLL employees, can focus on, or escape from their work. The space, redeveloped by JLL, blends together a 16,000 square foot gym, coffee bar and workspaces with panoramic views of the city, as well as shuffleboard and pool. The space caters to the needs of today’s workers.
- The Health Rewards program allows employees and their spouses to earn up to \$725 each annually by participating in healthy activities.
- Partnerships like Real Appeal offered to employees at no cost, has helped JLL participants lose 30,000 pounds over 5 years. The Virta diabetes management program launched, leading to a weight loss averaging 18 pounds and a 79% reduction in Rx costs.
- JLL won the NBBG Platinum award for Best Employers for Healthy Lifestyles for the second time in 2019. JLL was one of only 19 companies across the U.S. to win the award.
- JLL achieved the American Heart Association Gold level for the sixth consecutive year.
- JLL’s Brazil office ran a series of employment engagement campaigns, including flu vaccination campaign, Pink October for the prevention and early diagnosis of breast cancer, November Blue for prostate cancer, and bulletins about World Diabetes Day and World AIDS Day.

Our culture of health and safety

JLL is fully committed to creating an environment that unequivocally protects our employees, our clients and our supply partners. Our safety vision is ‘One team S.A.F.E.R together’, a global approach to embed safety behaviors throughout JLL and its operations.

S.A.F.E.R



In 2019, we continued to strengthen our focus on the health and safety of our employees and supply partners in our own offices and the sites we manage on behalf of our clients by delivering our One team S.A.F.E.R together program. This is an ongoing program focused on employees and sub-contractors aimed at improving our safety culture by defining the behaviors we expect staff and contractors to embed into their approach to work.

As part of this program our Corporate Solutions business has now appointed a Global Head of Health, Safety, Security and Environment to build a consistent approach to health and safety, knowledge sharing and technology adoption across our global operations.

Following successful trials of the One team S.A.F.E.R together program with a large global account, the program will be rolled out globally across the business in 2020.

Our S.A.F.E.R Behaviors

- S** – Speak about safety
- A** – Act safely
- F** – Focus on safety standards
- E** – Engage in safety initiatives
- R** – Recognize safe performance.

Global Safety Week

JLL’s 2019 Global Safety Week focused on the theme of “We’re all in it together.” The core theme was to empower staff to take ownership of their own safety and the safety of those around them.

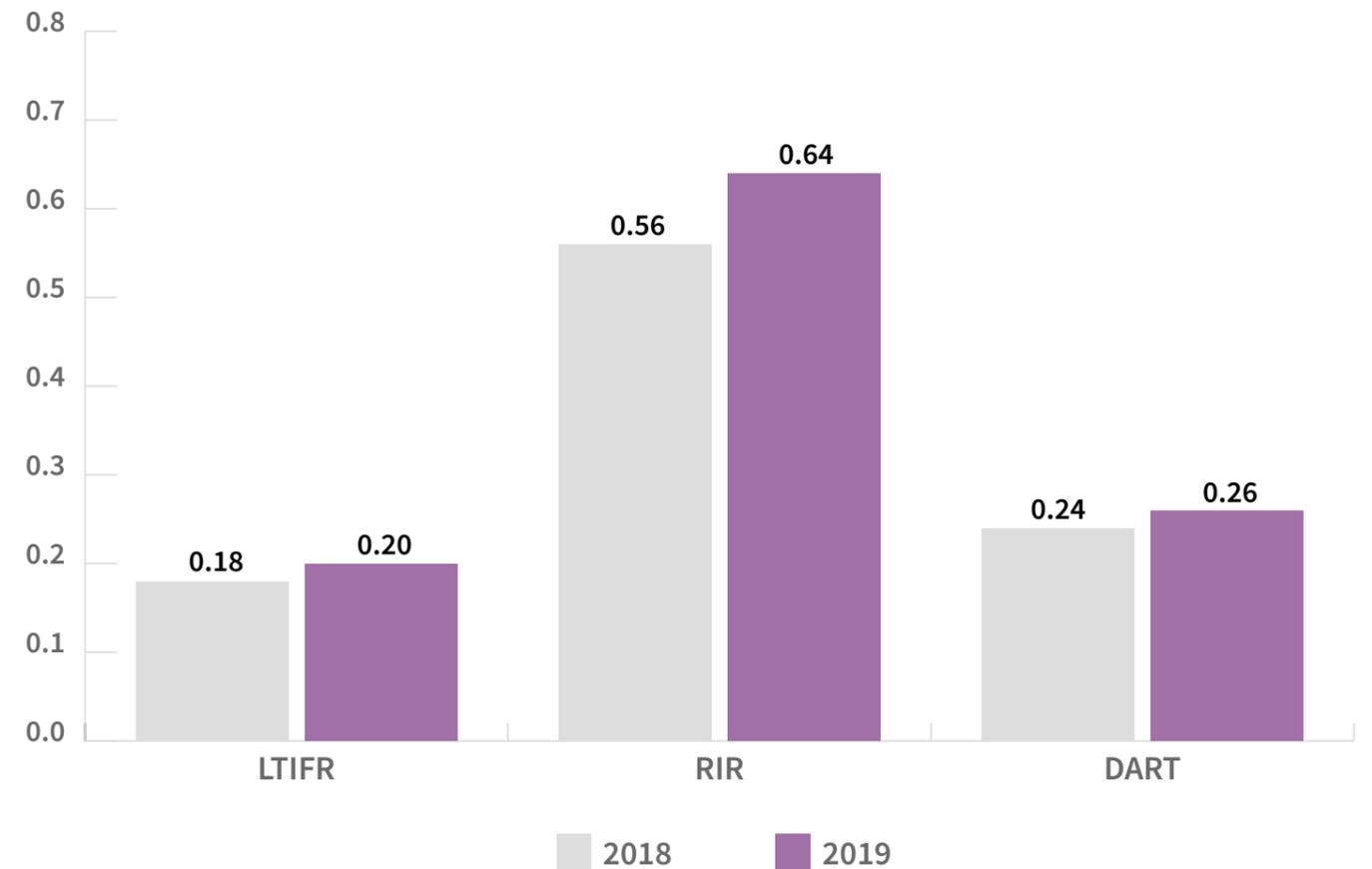
The event had excellent global engagement with staff in forty-one countries signing up to the JLL Safety Pledge. Global Safety Week activities included webinars & seminars, site-based role-plays, poster design competitions and awards.

Safety performance

- **Lost Time Injury Frequency Rate (LTIFR)** was 0.20, with a continued two-year average of 0.19 consistent with the previous two-year average.
- **Total Recordable Incident Rate (TRIR)**, a measure of recordable illness and injuries per 100 full-time employees per year, was 0.64 a small increase of 0.08 since 2018.
- **Our Days Away, Restricted Duty and Transfer (DART)**, a measure of recordable illness and injury per 100 full-time employees per year that resulted in days away from work, was 0.26 .
- In addition to the above performance, we were informed by our insurance carrier that our **Experience Modification Rate (EMR)** had been reduced from a rating of 0.49 at the end of 2019.
- There were **ZERO** JLL employee fatalities reported in 2019.



Health and Safety Performance



Certifications

During 2019 we continued to expand the number of businesses and locations where we have certifications to international standards such as ISO14001 and OHSAS18001 and have commenced

a transition plan for those businesses with OHSAS18001 or national standards certification to the new ISO45001:2018.

Certifications			
Country/Region/ Business	Health and Safety	Environmental Management	Quality
PDS Australia	AS4801:2001 NSW Govt. 5th Edition Guidelines	ISO14001:2015	ISO9001:2015
PDS China	OHSAS18001:2007		
PDS Malaysia	ISO45001:2018		ISO9001:2015
PDS Singapore	ISO45001:2018		ISO9001:2015
PDS Hong Kong			ISO9001:2008
Philippines	ISO45001:2018		ISO9001:2015
IFM EMEA	OHSAS18001:2007		ISO9001:2015
Integral UK	OHSAS18001:2007	ISO14001:2015	ISO9001:2015
JLL UK		ISO14001:2015	ISO9001:2015
PAM, Investment, Valuations, Sales and Leasing UK			ISO9001:2008
IFM North America	ISO45001:2018	ISO14001:2015	ISO9001:2015
Spain		ISO14001:2015	ISO9001:2015

Driving a stronger safety culture

At JLL we are committed to putting safety first for our clients and our people at the properties we manage. The JLL HSE team noticed certain JLL-managed facilities were in safe condition but had an elevated number of associated accidents. To establish why, the team ran a global safety climate survey and subsequent focus groups, which were used to identify ways to improve the culture of safety among JLL Corporate Solutions employees, clients and contractors. The research identified day-to-day events that often led to increased risk. To address the findings JLL defined and designed a global program focused on improving personal safety behaviors. Core to the safety culture program are JLL's S.A.F.E.R behaviors: speak about safety, act safely, focus on safety, engage others in safety and recognize safety performance.

As part of the program interactive classroom sessions were developed to help Corporate Solutions employees, clients and contractors understand the attitudes and behaviors that can lead to accidents. JLL trained a group of thirty global S.A.F.E.R training champions to deliver the curriculum. In the first four months of rolling out the program, the champions delivered training to more than 800 JLL employees, clients and contractors. The trainings, which took place around the world, were offered in multiple languages. The program was well received by our clients and people alike and was recommended as best practice when training on workplace hazards. The program is in the process of being adopted globally and will be rolled out by the wider business in the coming years.





Transforming our Workplaces



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Transforming our Workplaces

Buildings account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO₂ emissions. With the global trend towards urbanization and ever-increasing demands for building stock, these numbers are only set to rise. As well as a challenge, there is significant opportunity—UNEP estimates that the building sector has the greatest opportunity to reduce greenhouse gas emissions compared to other sectors⁸, with potential savings estimated to be as much as eighty-five Gt of CO₂ and energy savings of 50% or more by 2050⁹. All of this puts JLL in a strong position to

create a significant impact through the work we do with our clients and people as well as in our workplaces and communities.

In our global operations we strive to limit our environmental impact whenever possible. At JLL, we recognize that the systemic nature of global warming requires that change be introduced across all levels of our organization, which is why our sustainability program supports the overall aims of Beyond and our broader efforts to be a more sustainable organization.



⁸ UNEP, Buildings and Climate Change. <https://www.uncclearn.org/sites/default/files/inventory/unep207.pdf/>

⁹ Global Alliance for Buildings and Construction, Global Status Report 2016.

https://www.worldgbc.org/sites/default/files/GABC_Global_Status_Report_V09_november_FINAL.pdf

Performance against our existing targets

Target	Reduce building-related energy consumption per corp. office employee by 2% annually from '17 to '19.
2019 Performance	-3.44%
Status	●
Commentary	Moves to more efficient office space and investing in energy efficiency measures in our existing space is yielding performance improvements as shown by a 19% decrease from 2017 to 2019. Work will continue in this area as we deliver our science-based target.
Target	Reduce building-related emissions per corp. office employee by 2% annually from '17 to '19.
2019 Performance	-14.53%
Status	●
Commentary	Through efficiencies in the grid, and our improved energy consumption performance, building related-emissions per corporate office employee dropped by 29% between 2017 and 2019. Work will continue in this area as we deliver our science-based target.
Target	Set a science-based target for JLL's global Scopes 1 and 2 emissions, and an accompanying Scope 3 target by 2020.
2019 Performance	Science-based target set and approved by SBTi.
Status	●
Commentary	JLL's science-based target was reviewed and approved by the Science Based Targets initiative. Work is now underway on implementing the delivery strategy.
Target	Sustainable procurement framework to be adopted globally by 2020.
2019 Performance	One of our three regions (EMEA) fully adopted the Sustainable Procurement Framework in 2019. This covers 13% of global spend under management.
Status	●
Commentary	Throughout 2019 we saw significant progress in the adoption of our Sustainable Procurement Framework globally. In 2019, we reached level 1 across our whole EMEA region, and in some aspects of the framework went further by achieving level 2 or 3 requirements as well. In addition, we made significant progress throughout APAC and AM with many aspects of the framework being completed, with only a number of level 1 actions remaining. In 2019 we shifted to a regional reporting approach to better reflect our governance and delivery structures for our framework.
Target	100% of office space >10,000 ft² to have a sustainability certification by 2030.
2019 Performance	41%
Status	●
Commentary	Mandatory tiered approach to sustainability certifications for our portfolio introduced as part of our global corporate real estate strategy. Achieved a number of significant certifications across our global portfolio in 2019.



Our New Targets

New Targets
By 2020 set ambitious new sustainability requirements for our global office portfolio.
By 2023 remove single-use plastics from all JLL offices.
Reduce absolute Scopes 1 and 2 GHG emissions 68% by 2034 from a 2018 base year.

Key

- Completed
- On track
- Behind

One Taikoo Place achieves Hong Kong's highest score for sustainability certification in 2019

In line with our Workplaces target to achieve sustainability certifications for our offices larger than 10,000 square feet, One Taikoo Place in Hong Kong has been awarded the Leadership in Energy and Environmental Design (LEED) Platinum certification, the highest score in the city and the second-highest score globally under the Interior Design and Construction category. This marks the fourth time JLL has achieved a LEED ranking within the world's five highest scores.

JLL Hong Kong has obtained LEED certification by implementing practical and measurable strategies and solutions in areas including sustainable site and neighborhood selection, water savings, materials selection, indoor air quality and innovation in design. One Taikoo Place was designed to deliver a productive and enjoyable workspace for employees through features introduced to reduce background noise, minimize daytime glare and decrease in-office temperature fluctuations.

Mark Cameron, Head of Energy and Sustainability Services, North Asia, wanted to ensure the space was as sustainable as possible, "One aspect we focused on was the materials used.

For every piece of furniture, carpet, joinery, paints and adhesive, we carefully selected only compliant low VOC emission products. Throughout construction and now in daily operations, we closely monitor the indoor air quality and use an advanced air filtration system to ensure that PM2.5, formaldehyde and VOC levels are in line with stringent LEED standards."

Upon completion, One Taikoo Place attained a 19% reduction in energy consumption through effective use of a smart lighting control system and EnergyStar-rated equipment. Products used in the workspace were chosen based on disclosed life-cycle data and health information, ensuring all features of the space support employee health and well-being while maintaining usefulness even in the face of heavy use.

Gavin Morgan, Chief Operating Officer of Greater China and Managing Director at JLL in Hong Kong, hopes One Taikoo Place can serve as an example for other projects throughout Asia and around the world, "Securing LEED Platinum at the highest score in Hong Kong demonstrates JLL's commitment and ambition in sustainability leadership."



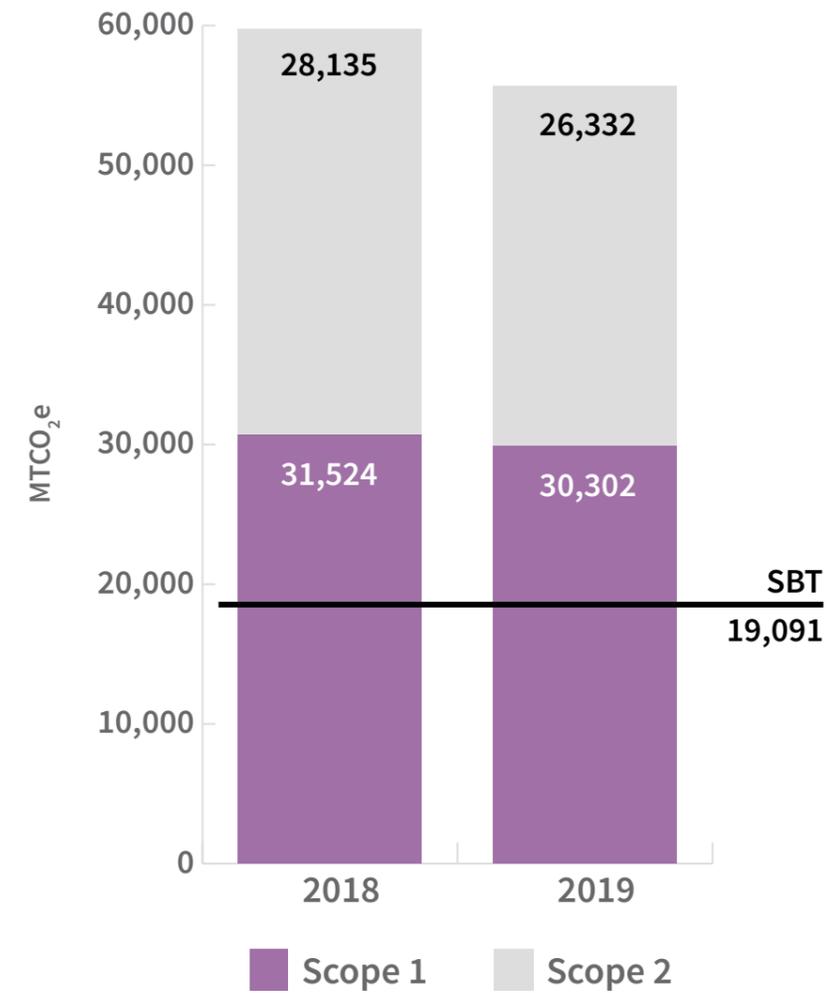
Tackling energy and resource use

The Intergovernmental Panel on Climate Change (IPCC) released a report in October 2018, stating that greenhouse gas emissions need to be reduced by nearly half over the next 11 years to limit the worst impacts of climate change. The report also lowered the global warming threshold from 2°C, as established by the Paris Climate Agreement, to 1.5°C, furthering the need for immediate and widespread global action.

At JLL, we fully acknowledge the threat presented by climate change and recognize our responsibility to act to mitigate its impact. That's why we have set a science-based target for the reduction of our Scopes 1 and 2 carbon emissions, and an accompanying Scope 3 target which focuses on enabling our clients to act to reduce their own footprints. Aligned with the objectives of the Paris Agreement, SBTs provide a way for organizations to set emission reduction goals that aim to keep global warming below 1.5°C from pre-industrial levels.



Scope 1 and 2 Emissions Performance



JLL awarded world's first WELL Portfolio score

JLL was recently awarded the world's first WELL Portfolio score as part of the WELL Portfolio program. The WELL Portfolio program helps businesses impact the well-being of their employees through sustainable, forward-thinking office design. The backbone of the WELL Portfolio program is the WELL Building Standard, which is the world's foremost framework for furthering health and wellness in the spaces where we work, learn and play.

To date, JLL has two Portfolio properties that are WELL Certified at the Platinum level, one Portfolio property that is WELL Certified at the Silver level and two properties that are in the precertification process. Over the twelve months JLL will work to certify six more offices throughout Asia Pacific in locations including Hong Kong, Perth, Jakarta, Seoul and Manila.

The WELL Portfolio process allows us to benchmark our full range of workspaces and

move our offices toward one global standard, ensuring all JLL offices around the world meet the highest standards of sustainability and health and wellbeing. As more of our leases expire, we will work to implement site-specific outcomes that align with WELL v2 building standards.

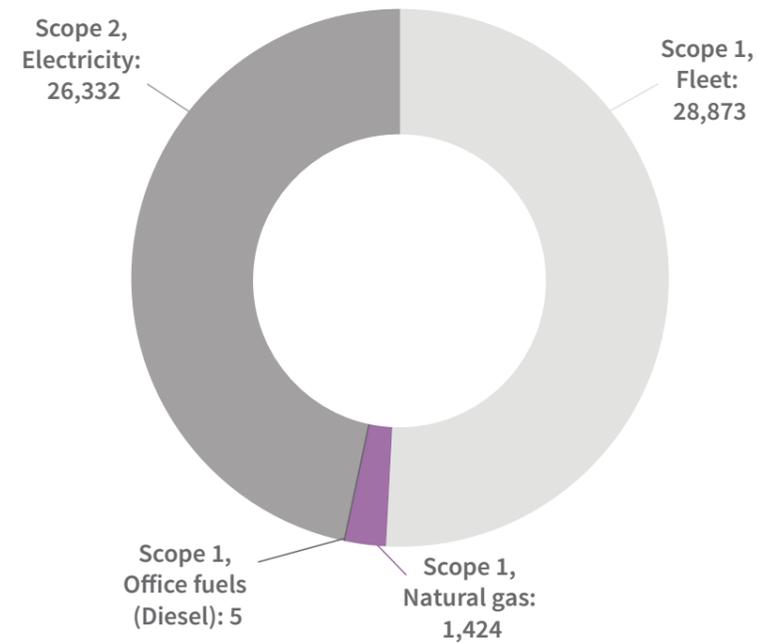
Beyond our own efforts to certify our offices, we will work to help our clients get started with the WELL Portfolio program, helping them to provide their employees with top-quality office spaces.

JLL currently has 194 projects in 18 countries with 23,398 occupants in the JLL WELL Portfolio. These offices are located in North America and Asia-Pacific. Our offices located in Europe and the Middle East will seek to learn from the successes in North America and Asia Pacific as our employees work to bring the program to the region.



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2019 Scopes 1 and 2 Emissions Breakdown (MT CO₂e)



Our 2019 carbon footprint

GHG protocol scope	Category	Total (MT CO ₂ e)
Scope 1	Total Scope 1	30,302
	Fleet: fuels	28,873
	Offices: Natural gas	1,424
Scope 2	Offices: fuels	5
	Total Scope 2	26,332
Scope 3	Offices: electricity	26,332
	Total Scope 3	13,014,315
	Data centres	1,362
	Purchased goods and services	404,420
	Employee commuting	90,816
	Business travel	71,670
	JLL Fuels (WTT)	7,392
	JLL offices (T&D)	8,421
	Natural gas	185
	Waste	319
Client Emissions ¹⁰	12,429,730	

¹⁰ Estimated emissions resulting from properties managed by JLL on behalf of clients in countries where our Property and Asset Management and Integrated Facilities Management Service lines operate.

Business travel activities

JLL's 2019 business travel activities generated approximately 71,000 metric tons of CO₂e. In support of our aims of driving down business travel and providing staff with options to support flexible working practices, our employees are routinely provided with personal IT equipment with web conferencing functionality. Our largest offices provide onsite video conferencing facilities in meeting rooms.

We are working hard to eliminate unnecessary travel and to encourage the use of less impactful modes of transport. We encourage all our employees to make use of the technology we provide to eliminate travel whenever possible.

We also actively work to select office locations that are accessible by public transportation to ensure our people can get to work in a way that is both low-cost and sustainable.



Waste and water



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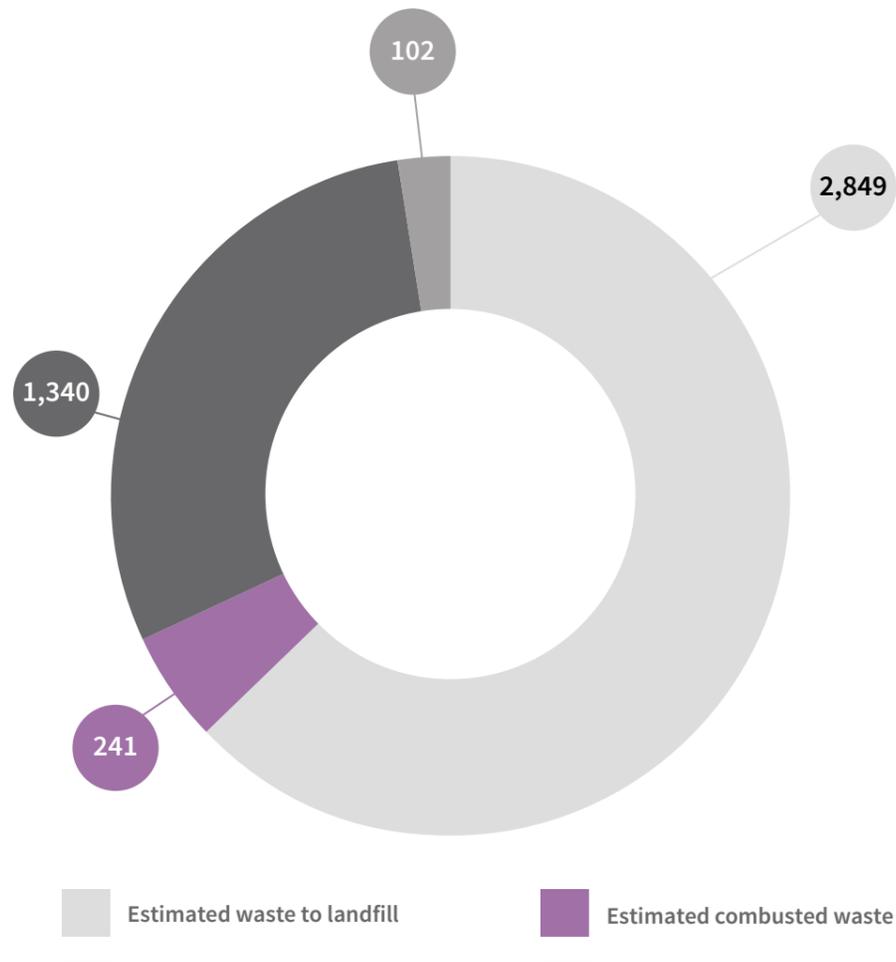
At JLL we are committed to minimizing the impact that our operations have on the natural world, including making reductions in the amount of waste we generate and the volume of water we consume. It's for this reason that JLL has committed to removing all single use plastics from our office portfolio by 2023. We are working with colleagues across our global business to identify the volumes of single use plastics in our offices as a basis for prioritized action to remove them from our supply chain.

Obtaining data on these impact areas from our global portfolio continues to be challenging. We have been able to increase the overall share of

actual data through the requirements of JLL's corporate real estate strategy – but we recognise that there is more to do. We're working on creating a robust baseline for our waste and water impacts which will allow us to set future reduction targets.

In the meantime, we have used internal benchmarks based on actual data to generate estimated water consumption and waste arisings for our global office portfolio, as shown in the tables below. These figures should be treated as indicative. The comparative data for previous years' performance is based upon the same methodology.

Waste Performance (metric tons)



Improving our Workplaces data

In the past, collecting a full data set for our carbon footprint has been challenging but we have been able to make significant improvements in recent months. To support efforts to drive improvements in our data quality we are working alongside JLL's world-class Energy and Sustainability Services team and have developed and implemented new data management systems and processes for our global business. In 2019 we adopted JLL's Energy and Sustainability Platform (ESP) to help support

these efforts. ESP is a powerful tool which streamlines environmental monitoring and reporting thereby driving performance improvements.

In addition to our efforts to improve the data relating to our portfolio energy consumption, we are working closely with other functions across JLL to ensure that we are able to collect good quality data on our waste, water business travel, fleet operations and other wider impacts.

JLL's Energy and Sustainability Platform (ESP) was developed by our Energy and Sustainability Services team specifically for the real estate industry. ESP has a clear purpose – to bring transparency to environmental monitoring and reporting, and to drive performance improvements

across our client's portfolio. ESP enables our clients to track emissions, consumption and cost data, undertake complex carbon reporting easily, and identify energy reduction opportunities that can lead to significant savings for their assets. Find out more [here](#).

Progress against our interim targets

In 2017 we announced two interim carbon reduction goals to ensure that we are continuing to tackle our greenhouse gas emissions while we set our science-based target. These targets focus on JLL's corporate office portfolio and the staff population in those premises.

Using 2017 as a baseline, we committed to

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

We are pleased that in the last two years we have significantly over-achieved against both these targets.

Our performance against our targets in 2019 is shown in the table on the following page.



Year	Corporate office GHG emissions (tonnes of CO ₂ e)	Corporate office energy consumption (kWh)	Corporate office employees	GHG emissions per corporate office employee (mt CO ₂ e/staff)	GHG emissions per corporate office employee (% change vs 2018)	Energy consumption per corporate office employee (kWh/staff)	Energy consumption per corporate office employee (% change vs 2018)
2017	22,993	50,145,524	20,783	1.11	-	2,413	-
2018	24,060	52,850,545	25,921	0.93	-16.1%	2,039	-15.5%
2019	16,600	41,196,180	21,188	0.79	-14.53%	1,954	-3.44%



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JLL Bangalore takes the LEED in India

To achieve the objectives of Building a Better Tomorrow, we work to ensure that our leased offices conform to the highest standards of sustainability whenever possible. In Bangalore, India our JLL Technologies office received LEED V4 Platinum certification for designing an energy and water efficient space under the interior fit out category, known as LEED for Interior Design and Construction: Commercial Interiors. JLL Technologies, which launched as a new division in 2019, focuses on delivering technology to accelerate innovation in commercial real estate.

The JLL Technologies state-of-the-art office incorporates an array of high-quality systems including energy efficient lighting, occupancy and vacancy sensors, water-efficient fixtures and recycling systems, daylight harvesting sensors, continuous commissioning with Internet of Things (IoT) based advanced energy metering and task lighting with dimmable controls. These sustainable features along with state-of-the-art air filtration systems, provide purified air, natural light and help to improve the indoor environment, leading to enhanced quality of life for the building occupants. Other in-office sustainability initiatives include non-toxic interiors, low-emitting adhesives, paints, carpet, furniture and composite wood, zone controls for air conditioning and better ventilation. Cumulatively, these many sustainability features directly translate into improved productivity and decreased ailments for our employees working in Bangalore.

George Thomas, Chief Information Officer, JLL Asia Pacific, believes the JLL Bangalore office stands out as one of the top workspaces in India, “The design of the JLL Technologies office ensures the well-being of our people through measures such as enhanced air quality that helps combat volatile organic components, height adjustable and ergonomically designed furniture and circadian lighting, to mention a few. This new technology innovation center is a living model of the future of work and human experience – concepts that are becoming the foundation for future modern workplaces, of which JLL is a strong advocate in this age of disruption. We are humbled by and proud of this certification, which demonstrates our commitment to sustainability as we advance our digital ambitions.”

P GopalaKrishnan, MD, APAC and Middle East, GBCI, says of the space, “This certification brings the JLL Technologies office into a rare club of office spaces in India. Achieving this certification is a testament to JLL’s commitment to sustainability. JLL’s in-house team of energy and sustainability services professionals, LEED Accredited Professionals, energy modelling analysts and commissioning experts formed an integrated team that was instrumental in delivering the LEED Platinum Certification.”

This is the first LEED V4 Platinum certified IPC office space in India. The office is also WELL PRECERTIFIED by the International Well Building Institute.



Creating healthy and sustainable buildings

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

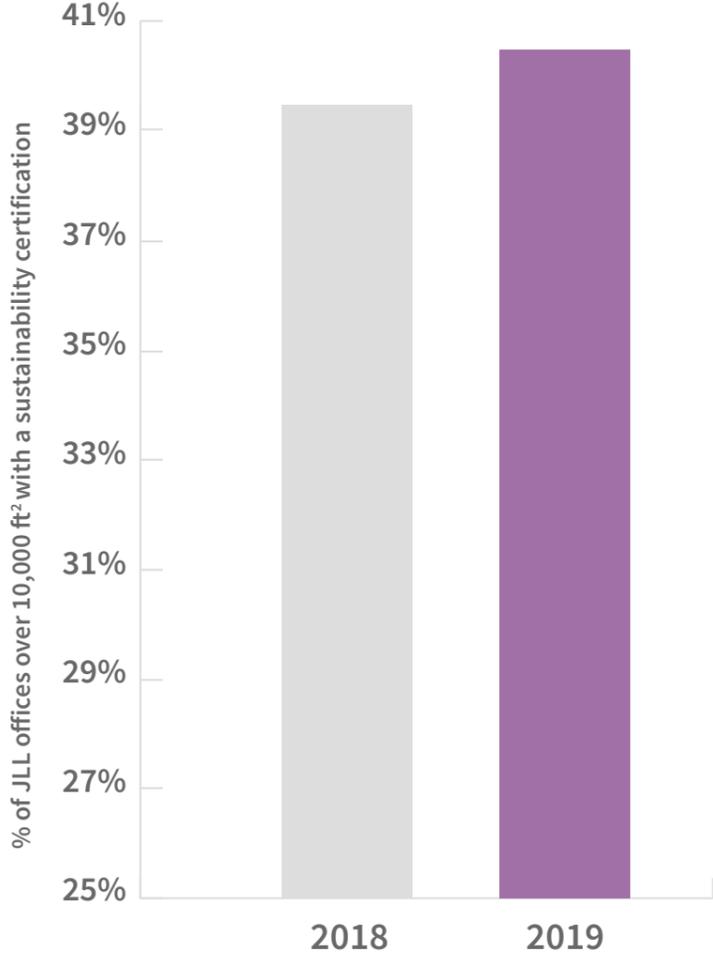
Sustainable buildings not only have a reduced impact on the environment, they provide workplaces which support health, well-being and productivity. We seek to apply sustainable

practices whenever we can, and fit-outs provide a great opportunity for us to do so.

In 2017 we introduced a target to ensure that every building we occupy over 10,000 ft² has a green building certification by 2030. This will serve to ensure that we are providing the most efficient, healthy and productive workplaces for our staff, while providing a platform for us to deliver future savings against our science-based target. We have also committed to embed sustainability into every stage of our corporate real estate strategy: from site selection all the way through to fit-out and operation.



Building Certification Target Performance



JLL UK commits to Net Zero Carbon

JLL UK took a major step towards change in the built environment industry by committing to the World Green Building Council's (WGBC) net zero carbon buildings commitment. As part of the commitment, we will achieve zero carbon for our own UK workplaces by 2030 and use our influence to spearhead the wider adoption of net zero carbon buildings, driving the pace of change across the real estate industry.

The Net Zero Carbon Buildings Commitment challenges companies, cities, states and regions to reach net zero operating emissions in their portfolios by 2030, and to advocate for all buildings to be net zero in their operations by 2050. In order for a building to be considered net zero carbon, World Green Building Council states that it must be highly energy efficient with all remaining energy coming from on-site or offsite renewable energy sources.

Work is already underway to procure over 90% of electricity from renewable sources and reduce our building energy use by 30% since 2016, with plans to eliminate both carbon in operations as well as reduce embodied carbon by half. We plan to educate and influence, not just JLL employees but the wider real estate sector and government. This includes training for all staff on sustainability

and net zero carbon, as well as offering this training to clients and suppliers. Work will also be done to raise awareness by sharing thought leadership and scaling up action through industry and media engagement. We aim to make net zero mainstream by 2021. With a reach of over 4,000 clients across the UK and over 4,250 buildings under management, we have a significant opportunity to accelerate change, to support our clients and to influence the supply chain. JLL UK aims to work with at least ten major clients to help them develop a net zero carbon strategy for their portfolios in the next two years; innovate to reduce embodied carbon in development, refurbishment and fit-out; and drive additional renewable capacity in the grid.

JLL is one of 128 businesses who advocated to the UK Government to adopt a net zero economy goal in June 2019. JLL has also partnered with UK Green Building Council (UKGBC) on its Advancing Net Zero program, aimed at driving the transition to a net zero carbon-built environment, and has supported with the creation of their UK framework. At a global level, JLL is a Corporate Advisory Board member of the WorldGBC, seeking to advance net zero carbon buildings worldwide.



Sustainable procurement

In recognition that a large proportion of our impact occurs in our supply chain, sourcing and procurement is at the heart of the Building a Better Tomorrow. We have a responsibility

to ensure that we are minimizing the impacts of these purchases and making a positive contribution to society and the environment.

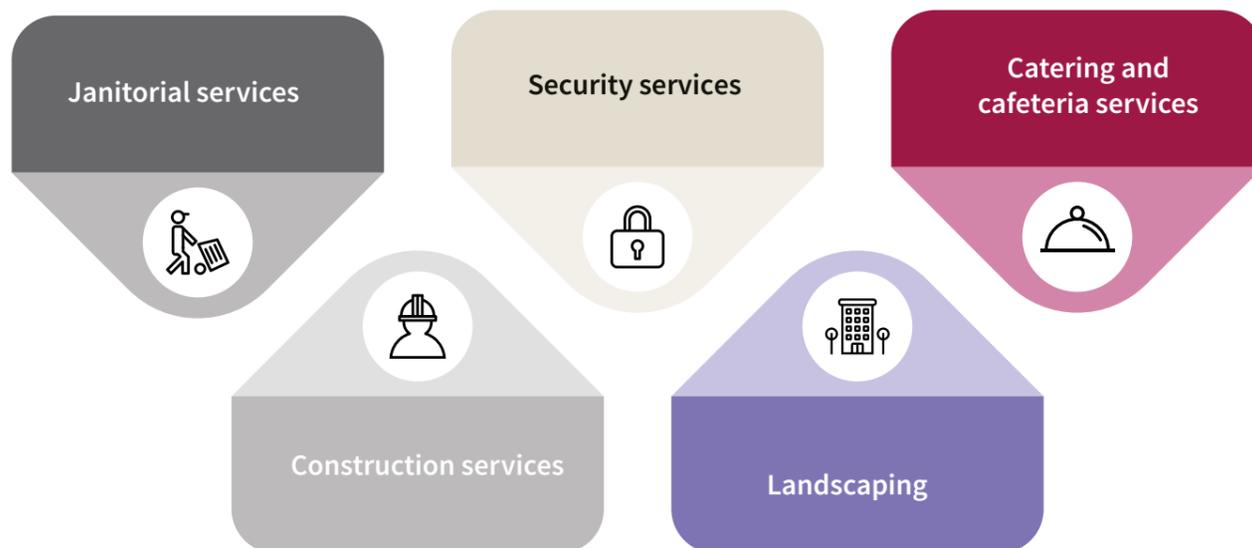
Our supply chain

JLL has an extensive supply chain which supports a significant amount of procurement for us and our clients. We manage 5 billion square feet of space for clients worldwide and have a total third-party spend of more than \$32 billion, whereas our corporate spend totals approximately \$1.3 billion.

There are different impacts and risks associated with each of these categories, such as health and safety, resource conservation or modern slavery, and each has varying significance in different parts of the world. We manage these impacts and risks through our global Sustainable Procurement Framework. In taking these actions, we are not only meeting our SDG and Building a Better Tomorrow goals, we are also optimizing processes, uncovering new and innovative solutions for our clients, reducing risks, improving productivity and delivering on our corporate values.

We segment JLL's client and corporate spend to focus on key categories across our operations. Our five biggest spend categories are shown below:

Top 5 global spend categories



Our Global Sustainable Procurement Framework

We are rolling out a global Sustainable Procurement Framework globally, which guides our business through five levels of sustainable procurement, from 'Foundations' to 'Lead'. Based on the UK Government's Department for Environment, [Food and Rural Affairs \(DEFRA\) Sustainable Procurement Framework](#), we will guide actions across five areas: People; Policy, Strategy & Communications; Procurement Process; Suppliers; and Measurement. Globally, we are aiming to reach at least level one by the end of 2020; whilst the EMEA region is aiming to advance to level three over this same period.

initiatives that help us reduce these impacts across our business. As we progress through the five levels, we will strengthen and formalize our approach to sustainability throughout our supply chain, increasing sustainability expectations in our supplier contracts and working with our key suppliers to set shared sustainability targets and KPIs, and find collaborative solutions that drive meaningful improvements.

Reaching level 1, 'Foundations' means laying the groundwork for a strong program going forward – such as training our staff, identifying top sustainability impacts and developing subsequent policies, supplier engagement programs and

This process will help us to deliver excellence for our clients and our communities through the best value sourcing of products and services, accounting for environmental, social, ethical and human rights aspects over the whole product or service lifecycle. Together with our clients we will develop, scale and deploy market leading sustainable solutions and help to shape the future of real estate for a better world.

2019 Framework Graphic

People	Training our employees, assigning champions and accountability throughout the business.
Policy, strategy and communications	Developing sustainable procurement policies and strategy in line with wider business strategies.
Procurement process	Undertaking spend and impact analysis and including sustainability criteria in the procurement process.
Supplier engagement	Engaging and collaborating with suppliers on sustainability initiatives.
Measurement	Effectively measuring and reporting on progress.

People

Strong governance and leadership are fundamental parts of any sustainable procurement program. In 2019 our roll out of the Framework was led by a Global Sustainable Procurement Working Group, consisting of representatives from each region who are tasked with developing and delivering the framework globally. In addition, we appointed three regional leads to drive the roll out of the program in their regions, as well as country/business line specific Champions throughout the Sourcing and Procurement function to support delivery. This network of leaders will ensure that there are strong links between global, regional and local strategies, and that initiatives are tailored for local circumstances and priorities.

Ensuring our Sourcing and Procurement teams have the skills they need to support the sustainability agenda is critical to its success. The Sourcing and Procurement function is one of the core functions undertaking targeted sustainability training as part of both our framework goals and our Clients Pillar goal (see page 32). In the EMEA region, all sourcing and procurement staff received sustainability training in 2019, and a new module will be delivered in 2020 for Sourcing and Procurement staff. We also deliver training to procurement staff on key sustainability topics such as supplier diversity and modern slavery, with a focus on training for high-risk business units such as our construction / fit-out business.

Policy, Strategy and Communications

In 2019, to better understand our biggest impact and opportunity areas, and focus our efforts going forward, we undertook a spend profiling exercise based on our most significant spend categories in each region. With this information, we undertook a materiality analysis to identify the top sustainability impacts associated with our core spend categories, which allows us to prioritize engagement and focus on supply chains of particular high impact products/ services and where we can have the biggest influence due to our scale of spend.

Across our three regions, we considered differing sustainability impacts, opportunities and priorities, and local differences in legislative and regulatory requirements, organizational governance, and methods of implementation, which all result in slightly different areas of focus and priorities for each region. From this process we identified a set of core sustainability objectives that should be applied consistently across our global supply chains:

- A culture of health, safety and well-being
- Fair and Living Wage compliance
- Eliminating modern slavery (see page 63)
- Diversity and inclusion (see page 63)
- Reducing our carbon footprint
- Climate and business resilience
- Resource efficiency and supporting the circular economy
- Support for local economies through employment opportunities and skills development
- Strong principles of ethics and integrity
- Understanding the sustainability goals and priorities of our clients and delivering goods and services to help them achieve their goals

Based on these objectives, we have developed a Global Sustainable Procurement Policy and Charter, endorsed by our senior leadership, to be launched later in 2020 and made publicly available and shared with all suppliers.





Ethics, human rights and modern slavery

JLL respects and supports human rights principles as defined by the [Universal Declaration of Human Rights](#) and the [International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#). JLL works to ensure that we do not violate these human rights principles throughout our business operations. In 2017, to support this commitment, we published our first statement on Modern Slavery and Human Trafficking, which is updated annually and is available on our [website](#).

JLL's Global Ethics and Compliance team works with Sourcing and Procurement, Sustainability, clients and our businesses at high risk for modern slavery in the supply chain to raise awareness facilitate continuous improvement in our approach to keeping modern slavery out of our supply chains. Underpinning our approach are our Code of Business Ethics, Vendor Code of Conduct and Human Rights Policy, which

require compliance with applicable labor laws, prohibit forced labor and prohibit modern slavery in all forms. We have adopted the Responsible Business Alliance Code of Conduct to support our technology clients and include provisions in our supplier contracts reflecting our mandate that our suppliers refrain from engaging in modern slavery. In addition to training for Sourcing and Procurement personnel, we have implemented training for high-risk business units such as our construction / fit-out business, and aim to expand to other high-risk businesses, such as facilities management.

JLL encourages transparency and reporting of issues by suppliers and maintains a global ethics helpline as well as a website to facilitate anonymous reporting by third parties. We have a non-retaliation policy for reporting of issues or incidents in good faith and we encourage all staff, vendors, contractors, sub-contractors and clients to [report](#) any issues.

Supplier diversity

We are seeking to greater leverage the opportunity we have through the \$35 billion of supply chain spend to advance diversity and inclusion. JLL has a formal Supplier Diversity Program operating in the U.S., Canada, and Australia. Across the U.S. and Canada, efforts are focused on promoting and increasing business opportunities for small businesses, minorities, aboriginals, women, disabled, veteran and/or LGBT-owned business enterprises. JLL has been an active national member and supporter of four leading diversity organizations – National Minority Supplier Development Council (NMSDC), National Gay Lesbian Chamber of Commerce (NGLCC), Women's Business Enterprise National Council (WBENC) and Canadian Aboriginal Minority Supplier Council (CAMSC). Over the last four years, JLL US has spent on average in excess of \$800 million annually with diverse suppliers and contractors. Our increased focus on supplier diversity is reflected in 2019, with spend nearing \$1.6 billion with diverse and small businesses. Select direct and indirect supplier partners are encouraged to host their own initiatives and programs to support inclusion and utilization of Diverse Business Enterprises (DBE), enabling JLL's commitment to grow and develop diverse businesses.

JLL Australia focuses on working with Indigenous Australian owned, women owned and small businesses. These relationships are supported through our partnership with [Supply Nation](#), Australia's leading organization certifying Indigenous companies, and [WeConnect International](#). In 2019 JLL Australia helped its clients achieve \$112 million with Indigenous owned vendors. In the rollout of its whole of Australian government IFM contract, JLL is overachieving on its 10% Indigenous vendor participation target.

Evolve FM, a majority Indigenous owned joint venture between Pacific Services Group Holdings and JLL is delivering on a facility and property services contract with the federal government, managing approximately 494,000 square meters.

In the EMEA region, we have expanded on our diversity organization memberships by partnering with WEConnect International to drive supplier diversity across all regions where we operate.

JLL continues to develop a supplier diversity program of prestige, globally, that our clients, colleagues, and communities will be proud of; to develop a diverse and inclusive supplier network helping to shape the future of real estate for a better world.



Procuring sustainably for our clients

JLL has also established several initiatives to specifically address procurement for clients.

JLL's Synergy Program (US) is focused on developing and fostering relationships with preferred suppliers to offer a broad range of "Best in Class" goods and services to fit clients' individual needs, including sustainability objectives. Through the Synergy program, we centralized relationships that are maintained by both the strategic sourcing and project management teams, leading to greater collaborative engagement on behalf of our clients. Significant value is created for our partners as well, motivating them to provide optimal value towards our sustainability and other offerings, allowing us to deliver significant cost savings and reductions in time.

We have a similar program in place throughout APAC, which focuses on developing and mentoring our preferred vendors to deliver fit for purpose services aligned to JLL sustainability targets and ethical and responsible procurement.

JLL's US Supplier of Distinction Awards (SODA) program recognizes top supplier partners that play a vital role in elevating our firm's ability to deliver the highest caliber of service, value and innovation to our clients. Sustainability criteria is embedded into award categories such as Innovation, Total Cost Management and Collaboration, and there is a dedicated Energy and Sustainability Award as well as a Diverse Supplier of the Year Award to recognize specific achievements in this area.

In addition, many of our clients in the electronic industry have adopted the Responsible Business Alliance Code (RBA), which establishes standards to ensure that business operations in the electronics industry supply chain are conducted ethically and sustainably. Similar standards are applied to their first-tier service providers. We adopted the RBA Code in 2012 and regularly engage with our clients and RBA to demonstrate our compliance with the Code.



Sustainable data management

JLL's UK procurement team has tackled the problem of data destruction safely, securely and in an environmentally friendly way.

The size of the challenge was enormous: 141,000 boxes of records occupying the equivalent of thirty-three football fields. With the strengthening of General Data Protection Regulations, the risk of re-archiving and retaining data was significantly higher than destroying the records.

An innovative solar-powered shredding facility is at the heart of the new approach. Each ton of paper that is recycled saves 95.3 cubic feet (2.7 cubic meters) of landfill space and helps to mitigate the pollution caused by rotting paper waste, which when diverted to a landfill emits toxic greenhouse gases. The process saves the use 370 gallons (1,400 liters) of oil,

4100 kilowatts of energy and 7,000 gallons (26,500 liters) of water. The shredded paper is then recycled into new paper products such as packaging, tissue or copy paper.

The process is helping drive down costs: less storage space is now required to house physical records and rebates are paid to JLL for recycling the paper. At the same time, it has helped to create local jobs.

The project has also paved the way for JLL to develop new digital archiving approaches and record keeping policies and procedures, thanks to a cross-functional collaboration between procurement, legal, sustainability and technology teams. JLL is now exploring how to replicate the solution across its global operations.





Supporting our Communities

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Supporting our Communities

We create shared value by forging global and local charitable partnerships, and by giving our people time to contribute personally to the causes that mean the most to them. We encourage our employees to get involved by volunteering and sharing their ideas on how to support and give back to those most in need. Whether by donating meals to at-risk children or teaching students about the benefit of sustainable development, our people are focused on and committed to supporting their communities wherever possible.

Given the size and reach of our organization our business activities have a continuous impact on our communities. Beyond volunteering for or donating to charitable causes, we impact our communities through the employment opportunities we create, through our engagement with our supplier base and through the advice we provide to clients on the interactions they have with their own communities.

A recent Deloitte Volunteerism Study found that more than 85% of respondents believe that companies who sponsor volunteer activities offer a better overall working environment than those who do not¹¹. At JLL we have seen this sentiment in action and aim to support our employees as they work to mobilize their talents and real estate expertise through voluntary work, donations or other community service endeavors.

In line with our commitment to the SDGs, we are working to transition to a more impact-focused Communities program by encouraging our employees to develop or adapt JLL's locally led Communities programs to align with our six material SDGs. Through this effort we will drive financial and time contributions to targeted charitable causes, and we'll measure the impact of these efforts on the community in a globally consistent way.

Performance against our existing targets

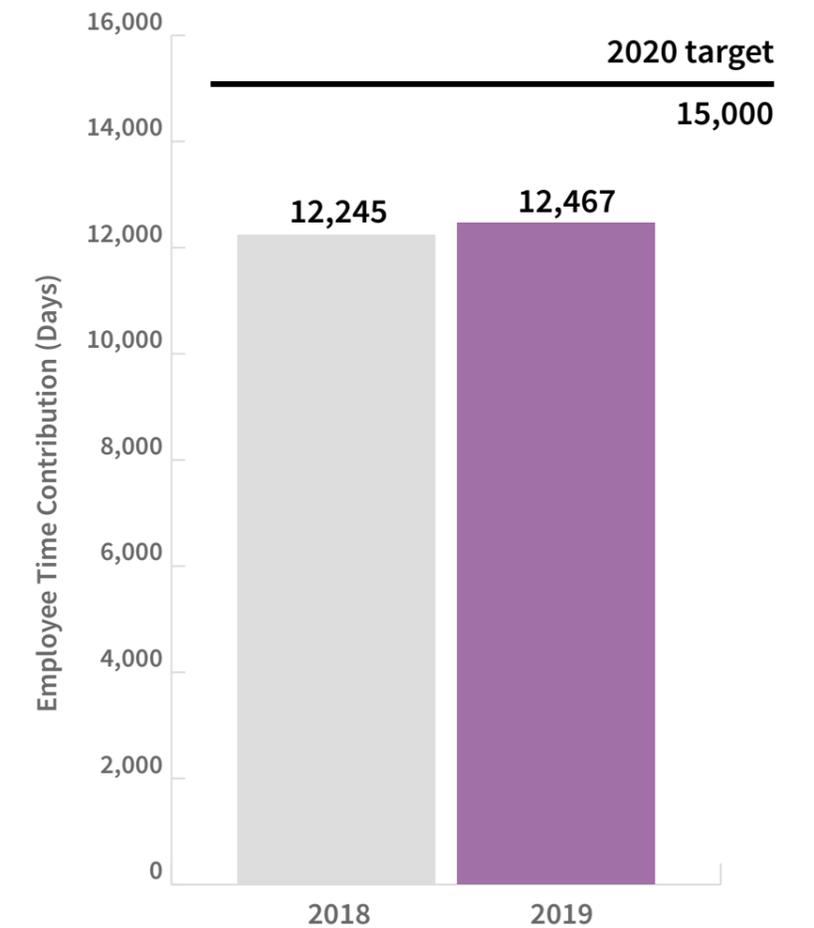
Target	Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020.
2019 Performance	12,467 days
Status	●
Commentary	In 2019 we took a more targeted approach to community engagement by determining a number of global causes that align with our six material SDGs that JLL can support more broadly. These causes have been used to unify our volunteer efforts, while still allowing our employees to support more localized initiatives.

Key

● Completed ● On track ● Behind

¹¹ Deloitte Volunteerism [Study](#), June 2017.

Volunteering Target Performance



JLL Australia transforms community centers in Sydney

In 2019, JLL Australia employees completed fifty individual community improvement projects throughout the country, ranging from volunteering for The Salvation Army to fundraising for various disaster relief foundations supporting wildfire restoration efforts.

In November, to raise awareness of the International Day for the Elimination of Violence against Women, JLL partnered with the Women's and Girls' Emergency Centre (WAGEC) to help transform one of their community centers in Sydney. The community build project involved a team of twenty-five JLL Project and Development Services (PDS) Sydney volunteers, with additional support from JLL Leasing colleagues.

PDS Assistant Project Manager, Lakshmi Menon, said of the project, "Our aim was to lend a hand to this organization by utilizing the skills of our construction and design team to transform their

space. We took on maintenance works that have been on their waiting list for a long period of time."

WAGEC is a not-for-profit charitable organization delivering a range of crisis and early intervention accommodation and support services to women, children and young people, and families who are experiencing or at risk of homelessness or domestic and family violence.

From landscaping to interior remodeling, our team of construction and design experts spruced up the center to provide a comfortable living and working environment for residents and staff.

WAGEC Practice Manager, Families, Janet Dandy-Ward said about JLL's efforts, "I would like to give a huge thank you to the JLL team for a well-planned, organized and well executed build day. The place looks amazing and we look forward to the possibility of more projects in the future."



Contributing time and investing in the community

Our people are committed to JLL's core values of teamwork, ethics and excellence. These values are the foundation of our organization. Clients, employees, business partners and potential hires are drawn to these values, as well as our commitment to a sustainable future.

As part of this commitment, we strive to be good corporate citizens. The work we do with our clients and through our volunteer efforts helps build robust and resilient communities that allow our business to grow and thrive.

JLL has always prioritized volunteering and in 2018 we introduced a formal target for

community service hours. A need for a global target was supported by results from our past materiality assessments, which highlighted the importance of providing employees with consistent opportunities for community outreach and engagement as a tool to attract and retain top talent and form strong community partnerships. By the end of 2020 we aim to increase our community time contribution year-on-year, with the goal of reaching 15,000 days.

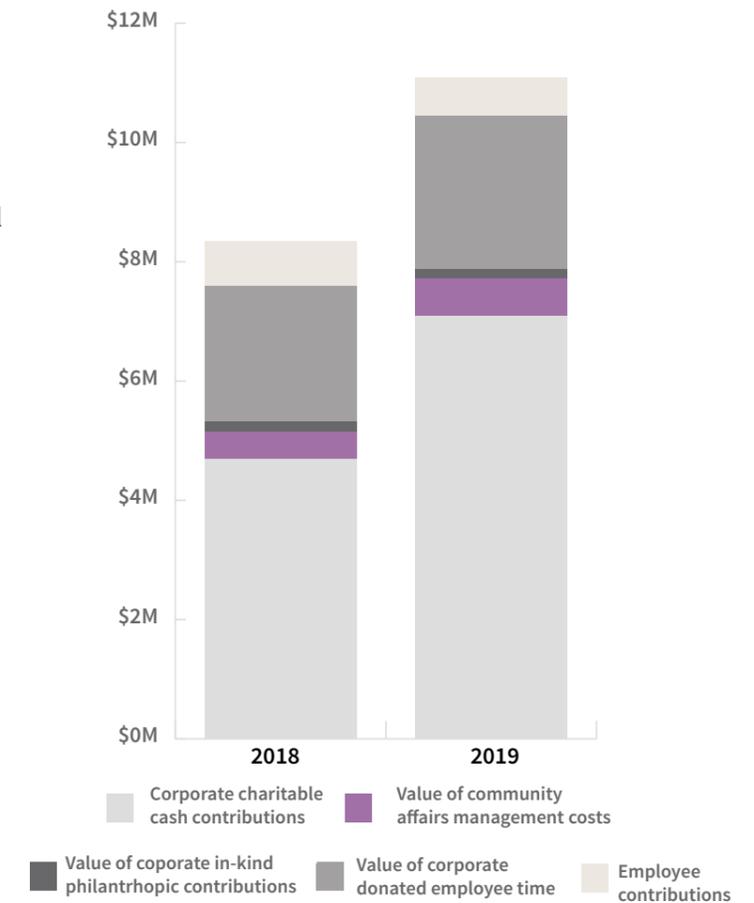
In 2019, JLL recorded total charitable contributions of \$11.1 million from both corporate and employee donations, as well as the cost to the business of employee time spent

on community activities. Our direct corporate donations were approximately \$7.9 million. Our business enabled JLL employees to give more than 12,467 days of their working time to support charitable causes, a 1.8% increase compared to 2018. This time contribution equates to a cost of approximately \$2.6 million in staff costs.

We measure our investments, including funds, time and other benefits in kind to assess how effectively we are engaging and contributing to our communities. To ensure that we are maximizing our

impact, JLL is a member of LBG, a global network of organizations engaged with community investment activities. LBG produces a measurement framework that helps ensure organizations are taking a robust and credible approach to community investment, both for businesses and for wider society. LBG also helps organizations better understand their community inputs, outputs and impacts. JLL uses the LBG framework to inform our community strategy and to provide ourselves with a benchmark for our performance in this area.

Total Charitable Contributions



JLL Portugal empowers women and girls in Mozambique

5
11

As part of the Building a Better Tomorrow Communities target to increase JLL's charitable giving and volunteer time, our office in Portugal developed a partnership with Girl Move Academy, which is a transformative, intergenerational mentoring network dedicated exclusively to helping Mozambican women. Girl Move Academy works to create a world where all women can have opportunities to be leaders and agents of positive change by contributing to the political, economic, social and cultural development of Mozambique.

In early 2019 the county was hit by cyclone, Idai, which completely devastated the Beira region of Mozambique. Much of the local infrastructure was destroyed during the cyclone, leading to widespread economic destruction, loss of essential businesses and homelessness. Wanting to give back to the community in the wake of the tragedy, JLL Portugal hosted a

young Mozambique resident, Ana Chaves, for a one-month internship. Ana's professional ambition is to develop a project with the local population to help them build better and more resistant houses. During her internship, Ana had the opportunity to get to know all JLL departments, with a particular focus on architecture and design. On the last day of work, she gave an inspiring presentation to employees explaining her personal life and professional career.

Additionally, as part of JLL Portugal's commitment to Girl Move Academy, they gifted one-year scholarships to 312 children ranging from ages 12 to 15, who were transitioning from seventh to eighth grade. The scholarships were awarded on behalf of a number of JLL clients. Rather than physical gifts during the holiday season these clients were able to contribute to a better future for 312 Mozambican girls.



Approach to Communities

At JLL, our Communities efforts are purposely decentralized and carried out at a local level. This allows for flexibility and agility in the way we engage communities by giving our local operations the autonomy to tackle the issues that they see as priorities while reflecting the wishes and interests of our employees. We will continue to support this approach going forward, while encouraging our employees to align their efforts with our six material SDGs whenever possible.

Our aim is to ensure that every JLL country has the same foundations when it comes to

acting under the Communities Pillar – namely, that every country has formal governance for charitable efforts and is providing their employees with opportunities to spend working time volunteering via community service policies. This allows us to increase our total volunteering hours in line with our target, and it lays the foundations for a global, impact-focused approach to community engagement, which will help us successfully address our six key material SDGs.



Małgorzata Żółtowska,
Chief Operating Officer,
Head of Valuations CEE



Mateusz Polkowski,
Senior Director,
Head of Research and Consultancy CEE

As an alternative to traditional gift giving during the holiday season, JLL employees in Poland decided to do something a little different. Having grown increasingly concerned over the amount of waste associated with packaging and transporting gifts, the team devised the idea of Fairytales. The team recorded fairytales, ranging from The Beetle in Flip Flops to The Story of the Three Little Pigs, which were available to download not only by clients and business partners, but also by friends and family or anyone else who was interested in listening to the

fascinating tales. For every download JLL Poland contributed money to the Alpha Foundation, which supports people with autism, allowing families to purchase equipment for their recently diagnosed children. Twenty JLL employees recorded seventeen fairytales. The fairytales were downloaded more than 1,300 times during the holiday season.

To download Fairytales by JLL or watch the behind the scenes film, click [here](#).

2019 Global Sustainability Report

Talk to us about Sustainability

We can support you with expert advice that reflects your business needs and priorities.

Richard Batten

Global Corporate Sustainability Officer

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Download the full JLL 2019 Global Sustainability Report on JLL websites [jll.com/sustainability](https://www.jll.com/sustainability)



About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. JLL shapes the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of more than 93,000 as of December 31, 2019. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.

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For further information, visit [jll.com](https://www.jll.com).

* The built environment is estimated to account for approximately 36% of global final energy consumption and nearly 40% of total direct and indirect CO₂ emissions.
Source: International Energy Agency, Energy Efficiency: Buildings. <https://www.iea.org/topics/energyefficiency/buildings/>

ANNEX A: JLL 2019 Global Sustainability Report – Data Note

The following notes provide details around definitions, re-statements and methodologies pertaining to the data in our 2019 Global Sustainability Report. These notes should be read alongside the Data Summary in these Annexes, as well as relevant indicators throughout the report.

The data used in this report is comprised of actual figures where possible. In cases where actual figures are unavailable, we have made reasonable estimations or assumptions. Where estimations have been made, they have been indicated.

Scope

This report spans JLL's services and operations across three geographic business segments; the Americas; Europe, the Middle East and Africa (EMEA); and Asia Pacific (APAC); as well as the global activities of LaSalle Investment Management (LIM). LIM has published detailed information on their sustainability approach and performance on their website. Coverage for our four pillars is as follows:

Clients: In 2019, we requested data from all our countries globally, as well as the global activities of LaSalle Investment Management. Our primary sources of data remain the United States, United Kingdom (JLL), France, Germany, India, China, Japan, Australia and LaSalle.

We do not expect that our Energy and Sustainability Services figures would include our full spectrum of sustainability services provided.

People: The coverage of data under the People pillar represents 100% of our global workforce. In 2019, our Health and Safety data covers an increased scope, including:

- North America – All business lines
- Latin America – Integrated Facilities Management (IFM)
- Asia Pacific – All business lines
- Europe, Middle East and Africa – IFM, UK Property and Asset Management (PAM), Integral

The data in this report has undergone internal verification by our Global Sustainability Team. Through the data collection process, we occasionally identify better quality historical data and accordingly the data in this report may not correspond with that in earlier publications. We are continuously working to improve our data processes, although due to the decentralized nature of our organization, this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication.

Workplace: The coverage of energy & resources data under the Workplaces pillar represents 99% of our global offices. In 2019, the data relating to our operations (from our Workplaces survey) represented 454 sites that we occupy and 31,959 office-based staff. Where sites have not been able to provide actual data, reasonable estimations have been made to complete our office footprint. We have not made assumptions for other parts of workplace footprint (i.e. business travel and fleet usage).

Communities: The coverage of data under the Communities pillar represents 100% of our global operations.

Throughout: LIM are not included in our Energy and Sustainability Services indicators (e.g. Client Sustainable Building Certifications) due to the differences in sustainability service provision and our business structure (note: this excludes our GRESB figures).

Where we refer to 'offices', this relates to JLL's corporate space, unless otherwise indicated.

About this Report

In 2017, we reported Corporate Offices only. 2018 and 2019 features a wider scope giving a more accurate impression of JLL's impact.

Financials

All financial figures in this report are reported in US Dollars (USD).

Clients

Renewable energy for our clients (US and UK): Estimated averted annual GHG emissions were calculated using International Energy Agency (IEA) emissions factors. Averted carbon has been calculated for wind by applying a 30% capacity factor and assuming installations are fully operational 24 hours a day and 365 days a year. Solar calculations assume a 1,100 kWh per KW capacity per year.

Sustainability training: Building a Better Tomorrow training 101: Sustainability Basics has been implemented in all countries globally, although it is mandatory in France and for the Project and Development Services service line in Asia Pacific. Building a Better Tomorrow training 201: BaBT

Sustainability in real estate & in your business line) had not begun in 2019, though steps have been taken to implement these programs and we will be reporting on this moving forward. All data has therefore been marked as NA in the data summary.

Buildings on sustainability data platforms: Due to revisions in our inclusion methodology, we have only included buildings we actively managed on our data platforms from 2018 onwards.

Positions with a functional responsibility for sustainability - Services (FTE): In 2019 we have included our global HSSE staff in this figure.

People

Regional and office-based employee figures in this report may differ from our Annual report due to slight variations in scope.

Previous year Health and Safety figures have been re-stated to represent the most accurate available information at present.

Workplaces

To meet Science Based Target requirements, from 2018 onwards JLL has reported against the number of all our global offices (including residential offices, single service line offices, and other sites) compared to previous years where we have reported the number of corporate offices with multiple service lines only. This resulted in an increase of over 100 offices. As such, where we have reported percentage of offices (the number of offices with a sustainable building certification, for example), we have shown a reduction in percentage though this is not necessarily representative of our performance in this area.

Where sites were unable to provide actual data, appropriate estimations have been made.

We consolidate our GHG emissions under the operational control approach, as defined by the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. The GHG gases we include in our emissions calculations are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Our emissions factors are from two sources: IEA and the UK Department for Environment, Food and Rural Affairs (DEFRA). All factors are calculated using Global Warming Potential value for 100-year time horizon from the IPCC 4th Assessment Report (AR4).

Methodology for calculating JLL GHG emissions:

Scope 1:

- Fuel consumption of JLL's Fleet, Mobile fuels, Stationary Fuels and Natural Gas consumption from office buildings. Actual energy consumption figures (kWh) are multiplied by DEFRA emissions factors to convert to metric tons of CO₂e. Estimations have not been used.

Scope 2:

- Purchased and estimated electricity consumption data has been multiplied by country level IEA emission factors to convert kWh to metric tons of CO₂e.
- Estimated for our electricity consumption were derived from properties that had an actual invoice account for the period. Regional benchmarks were derived for AM, APAC and EMEA based on kWh/ m². These benchmarks were

applied to the office area where actual data was unavailable.

- Our estimation also accounts for our share of base-building consumption, of which the same estimation methodology was applied, but for our share of base-building consumption.

Scope 3:

- Data Centres: The emissions from our data centre services were calculated using primary energy consumption data from our data centres in each region. Consumption has been multiplied by IEA country specific emission factors.
- The emissions from our purchased goods and services have been calculated based on global procurement spend over a variety of procurement categories. Global Procurement's spend figures have been multiplied by spend emission factors from the GHG protocol's scope 3 evaluator tool. Where primary purchased goods and services data has been collected (e.g. data centre consumption and business travel), emissions have not been calculated via spend, to prevent double counting.
- Employee Commuting: JLL reached out to its Global Sustainability Network requesting responses to an employee commuting survey. There were 2,874 individual responses and this data was then used as a proxy to estimate employee commuting per country based on country staff numbers.
- Business travel: Our 2019 business travel data consists of both actual and estimated data. For countries that could not provide data, we estimated travel mileages based on internal benchmarks. Travel mileage was converted to carbon emissions using DEFRA air travel emissions factors.
- Well-to-tank (WTT) fuels: These emissions were calculated using DEFRA emissions factors for WTT, applied to JLL's Scope 1 fuel consumption.
- Transport & Distribution losses (T&D): These emissions were calculated using IEA T&D emissions factors, applied to JLL's Scope 2 electricity consumption.

- Waste: As JLL occupies only leased space, collecting waste generation data is challenging and we have had to resort to estimations. Waste consumption was estimated based upon offices that were able to provide the required information. This has then been used as a proxy for all offices globally based on the size of the office. Emissions for waste have been calculated using DEFRA emission factors.
- Client Emissions: These emissions were estimated based on accrued intensity benchmarks (kWh/\$ of delivered services) derived from client properties in APAC and EMEA managed by our facility and property and asset management teams (IFM and PAM) - As JLL has operational control of these client properties, the emissions from them was determined to be a Scope 3 impact of JLL's. This intensity was calculated where revenue and energy consumption were available and then extrapolated up by total global revenue from these services.

- Water: As JLL occupies only leased space, collecting water consumption data is challenging and as such, our reported value is heavily estimated. We have used actual data where possible, and due to data availability, used this and office size as a proxy for the calculation. Note, this differs from previous years value where we have used headcount.
- Sustainable Procurement: Diverse supplier spend refers to payments made by JLL to suppliers certified or registered with a recognised supplier diversity organisation or small business enterprises. Global procurement spend refers to spend under management, i.e. spend actively managed and controlled by the procurement function.

Communities

The coverage of data under the Communities pillar represents 100% of our global operations.

Corporate charitable contributions as % of pre-tax profit: We state only corporate contributions (including the value of donated employee time) as a percentage of pre-tax profit. Figures for previous years have been restated using this methodology. LaSalle Investment Management contributions are included in the corporate figures.

The value of JLL employee's community time contributions has been based on individual countries average wage figures

provided by HR, and the number of working days in that country. In 2018, a global average wage figure was used. In previous years (2016-2017) this was estimated by dividing JLL's total spend on compensation + benefits (published in the annual report) by the total number of employees to give an annual cost per employee. Over time, we believe our figures have therefore become more accurate, despite slight variations in methodology.

ANNEX B: Data Summary

JLL 2018 Global Sustainability Report

About JLL

2019

2018

2017

2016

Corporate facts

Portfolio size of managed properties worldwide (billion square feet)	5.0	4.6	4.6	4.4
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	67.6	60.5	58.1	60.1
Corporate offices	339	299	297	286
Countries (with a corporate office)	51	52	55	56
Countries (where we provide services)	80	80	80	80
Employees	93,000	90,000	81,900	77,300
Corporate office employees	31,959	30,026	21,481	18,912
Employees, Americas	31,744	30,991	28,142	25,297
Employees, Asia Pacific	41,700	42,223	37,971	36,096
Employees, EMEA	16,258	13,154	15,344	14,348

Key financials

Revenue (million \$)	18,000	16,318	14,453	12,991
Net income attributable to common shareholders (million \$)	534.4	484	276	329
Diluted earnings per share (\$)	10.87	10.54	6.03	6.98
Adjusted EBITDA (million \$)	1,116	953	771	679

Clients	2019	2018	2017	2016
Embedded sustainability in core real estate services				
Positions with a functional responsibility for sustainability - Services (FTE)	889	684	274	283
Overall sustainability training (excluding BaBT training) hours (attendee numbers x training duration)	46,843	44,625	4,953	16,407 ¹
% of new hires that have completed 101: Sustainability Basis as part of onboarding process	6.94%	NA	NA	NA ²
% of countries that have incorporated sustainability into onboarding process training	100%	NA	NA	NA ²
% of key business line employees who completed 201:BaBT training	NA	NA	NA	NA ³
Energy and sustainability services				
Capacity of client renewable energy - installed or consented (MW)	146	326	674	349
Capacity of client renewable energy sources - planning and feasibility (MW)	907	575	970	1,526
Averted emissions from client renewable energy - installed or consented (metric tons CO ₂ e)	112,674	239,749	451,553	464,922
Averted emissions from client renewable energy - planning and feasibility (metric tons CO ₂ e)	687,759	425,677	758,579	1,958,778
Buildings on JLL's sustainability data platforms	69,550	80,234	195,488	186,663
Client sustainable building certified space (m ²)	3,182,003	3,781,667	3,497,232	1,503,434 ⁴
Total client sustainable building certifications	240	254	225	138
Client sustainable building certifications LEED	79	111	117	93
Client sustainable building certifications Green Mark	0	0	21	22
Client sustainable building certifications BREEAM	41	2	10	10
Client sustainable building certifications Green Star	108	129	75	10
Client sustainable building certifications IGBC	1	1	0	2
Client sustainable building certifications WELL	4	6	2	0
Clients sustainable building certifications Other	7	5	NA	NA
50 largest sustainability clients (including a majority from Specialist energy and sustainability services)	95%	94%	NA	NA
Sustainability-related organizations and industry initiatives JLL is involved in	64	66	65	62
How many GRESB submissions did JLL achieve for client projects?	34	84	44	NA

LaSalle sustainable property investing

LaSalle UNPRI performance (UN Principles for Responsible Investment)	A+	A+	A+	NA
LaSalle GRESB performance (Global Real Estate Sustainability Benchmark)	10 green stars	12 green stars	8 green stars	NA

People

Diversity and inclusion

	2019	2018	2017	2016
Employees under 18	0.04%	0.01%	0.03%	0.02%
Employees age 18-29	19%	23%	23%	24%
Employees age 30-39	33%	32%	33%	32%
Employees age 40-49	22%	22%	22%	22%
Employees age 50-59	17%	16%	17%	17%
Employees age 60-69	8%	6%	6%	5%
Employees 70+	0.4%	0.3%	0.3%	0.2%
Board members (% female)	33%	40%	40%	40%
Independent board members (% female)	36%	44%	44%	44%
Management as a proportion of total employees (%)	18%	19%	10%	NA
Top Management (% female)	17%	15%	0%	NA
Management (% female)	26%	25%	21%	NA
Junior Management (% female)	37%	36%	36%	NA
Non Management (% female)	35%	35%	36%	NA
All Management (% female)	35%	34%	29%	28%
All staff (% female)	35%	35%	36%	35%
Personal and career development				
Training and development spend per employee (\$)	176	265	228	216
Employee voluntary attrition (males)	19%	20 %	19 %	19 %
Employee voluntary attrition (females)	21%	22 %	22 %	21 %

Completion rate for Global Employee Engagement Survey	46%	No survey	No survey	No survey
Employees who agree that overall, they are extremely satisfied with this company (%)	76.21%	No survey	No survey	No survey
Employees who feel positive about this company's commitment to sustainability (%)	63.21%	No survey	No survey	No survey

Health & safety

Lost Time Incident Rate	0.20	0.18	0.20	0.21 ⁵
Recordable cases incidence (RIR) rate	0.64	0.56	0.45	0.50 ⁵
Days away, restricted duty and transfer (DART) rate	0.26	0.24	0.24	0.26 ⁵
Experience Modification Rate	0.56	0.51	0.53	0.50 ⁵
Number of staff fatalities	0	2	1	1

Workplaces

2019

2018

2017

2016

Energy and resource use

Total emissions (metric tons CO ₂ e)	13,070,949	13,883,239	67,505	67,634
Scope 1: Fleet (mobile fuels and mileage) (metric tons CO ₂ e)	28,873	31,116	19,027	18,555 ⁶
Scope 1: Natural gas (metric tons CO ₂ e)	1,424	329	231	261
Scope 1: Office (stationary) fuels (Diesel) (metric tons CO ₂ e)	5	79	NA	NA
Scope 2: Electricity (metric tons CO ₂ e)	26,332	27,977	9,365	10,358
Scope 2: District chilled water (metric tons CO ₂ e)	-	-	3	0
Scope 2: District heating (metric tons CO ₂ e)	Included in Electricity	158	NA	NA
Scope 3: Client Emissions	12,429,730	13,213,791	NA	NA
Scope 3: Purchased Goods and Services (metric tons CO ₂ e)	404,420	442,148	NA	NA
Scope 3: Employee Commuting (metric tons CO ₂ e)	90,816	86,969	NA	NA
Scope 3: Business travel inc. Hotels (metric tons CO ₂ e)	71,670	76,740	19,163	21,184
Scope 3: Data Centres	1,362	1,603	NA	NA
Scope 3: Transmission & Distribution	8,421	987	NA	NA
Scope 3: Natural Gas	185	Unknown	NA	NA

Scope 3: Well to Tank	7,392	970	NA	NA
Scope 3: Waste	319	372	NA	NA
Rented area (square feet)	4,974,800	4,254,743	3,333,219	3,058,349
Total Energy Consumption (MWh)	191,231	193,551	141,391	133,117
Energy Consumption - Electricity (MWh) (inc. estimates)	61,308	61,515	70,508	70,391
Energy Consumption - Natural Gas (MWh)	7,745	1,611	1,271	1,446
Energy Consumption - Stationary Fuels (MWh)	21	119	NA	NA
Energy Consumption - District Heating (MWh)	NA	65	NA	NA
Energy Consumption - Fleet (Mobile fuels & Mileage) (MWh)	122,158	130,241	69,612	61,280
Offices with renewable energy (%)	12%	9%	7%	7%
Intermediate Target: Corporate office-based employees	21,188	25,921	20,783	NA
Intermediate Target: Global corporate office building-related GHG emissions (CO ₂ e)	16,600	24,060	22,993	NA
Intermediate Target: Global corporate office building-related GHG emissions/office-based employees (CO ₂ e/employee)	0.79	0.93	1.11	NA
Intermediate Target: Global corporate office-related energy consumption (MWh)	41,196	52,851	50,146	NA
Intermediate Target: Global corporate office-related energy consumption/office-based employees (MWh/employee)	1.94	2.0	2.4	NA
CDP Climate Change Score (previously Disclosure score from CDP Supplier Program)	B	C	B	B
CDP Water Score	C	NA	NA	NA
CDP Supply Chain Score	D	NA	NA	NA
Estimated 2018 waste to landfill (metric tons)	2,849	3,526	NA	NA ⁷
Estimated combusted waste (metric tons)	241	617	NA	NA ⁷
Estimated recycled waste (metric tons)	1,340	3,007	NA	NA ⁷
Estimated composted waste (metric tons)	102	93	NA	NA ⁷
Estimated electronic waste (metric tons)	Included within Recycling	211	NA	NA ⁷
Estimated total waste (metric tons)	4,532	7,453	NA	NA ⁷
Estimated 2018 water consumption (m ³)	231,206	217,739	NA	NA ⁸

Sustainable Procurement

Regions that have adopted the Sustainable Procurement Framework	1	0	NA	NA
% of procurement spend covered by the Sustainable Procurement Framework	13	0	NA	NA
Diverse Supplier Spend (bn)	1.71	1.03	NA	NA

Healthy & sustainable buildings

JLL Offices with a sustainable building certificate	72	59	NA	NA
JLL Offices with a sustainable building certificate (%)	16%	14%	20%	16%
Number of JLL Offices >10k ft ²	127	114	NA	NA
JLL Offices >10k ft ² with a sustainability certificate (%)	41%	39%	NA	NA
Total LEED certifications	38	33	33	29
Total BREEAM certifications	10	10	8	4
Total WELL certifications	2	2	2	0
Total other certifications	28	20	26	22

Communities

Employee Community Time Contributions

Employee time donated (days) incl. volunteering and other time donations	12,467	12,245	8,309	6,737
Number of employees volunteering	9,692	4,816	NA	NA

Charitable Contributions

Total charitable contribution, including corporate donations, employee donations and value of donated employee time (\$)	11,081,002	8,326,216	8,693,989	7,770,875
Total corporate contribution (\$)	10,450,948	7,586,771	7,095,188	7,073,385 ⁹
Corporate charitable cash contributions (\$)	7,089,023	4,694,830	2,968,856	NA
Value of Community affairs management costs \$	630,001	445,239	308,306	NA
Value of corporate in-kind philanthropic contributions \$	157,963	185,866	225,385	NA
Value of corporate donated employee time \$	2,573,961	2,260,836	3,592,641	2,784,087
Employee cash contributions (\$)	630,055	759,501	1,598,801	697,490

Number of organizations that benefited from community contributions	1,048	373	382	NA
Corporate philanthropic contribution (% of pre-tax profit)	1.50%	1.07%	1.32%	1.53% ⁷
Foundations	2019	2018	2017	2016
Governance				
Independent members of the Board of Directors (% of total)	92%	90%	90%	90%
Positions with a functional responsibility for sustainability - Operations (FTE)	88	71	35	26
Ethics	2019	2018	2017	2016
Number of JLL ethics officers	28	31	32	32
Actions taken from ethics violations (% of total investigations)	58%	59%	58%	51%
Employees who received in-person training on all ethics topics including anti-corruption	4,649	15,884	9,264	10,826
Employees who received online training on all ethics topics	50,573	21,179	15,260	NA
Total Employees Trained (In-person and online)	55,222	37,063	24,524	NA
Total investigations	1,148	1,095	884	638
Ethics investigations per 1000 employees	12.0	12.0	10.8	8.3
Total actions	665	641	560	375

Notes

¹ 2018 figures has been changed from previous years reporting to reflect removal of HSSE training data, which was not deemed representative and has therefore been provisionally removed from our reported figure.

² Our onboarding training was launched in May 2019, so this data is reflective of May 1 2019 through to year end. Training has been included optionally global.

³ 201: BaBT Training will be beginning in calendar year 2020.

⁴ Our 2018 figure has been restated as this had included space that did not feature in our raw count of building certifications achieved for clients.

⁵ Previous years Health and Safety figures have been updated based on the most recent information available

⁶ 2018 figure has changed from 36,008 to 31,116 due to a calculation error which has since been rectified.

⁷ Change in methodology as to how waste estimation was conducted due to data availability

⁸ Change in methodology as to how water estimation was conducted due to data availability

⁹ This has been recalculated for previous years based on an updated methodology, our 'total corporate contributions' have also been restated in line with this.

ANNEX C: Assurance Statement



INDEPENDENT LIMITED ASSURANCE STATEMENT

To: The Stakeholders of Jones Lang LaSalle Limited

Introduction and objectives of work

Bureau Veritas UK Limited ('Bureau Veritas') has been engaged by Jones Lang LaSalle Limited ('JLL') to provide limited assurance of selected sustainability data for inclusion in its Sustainability Report 2019 (the 'Report'). This Assurance Statement applies to the related information included within the scope of work described below.

Scope of verification

The scope of our work was limited to assurance over the accuracy of the following Greenhouse gas (GHG) emissions ('Selected information') included in the Report for the period of January 1, 2019 to December 31, 2019:

- Scope 1 and Scope 2 emissions

Reporting Criteria

The Selected Information has been prepared in accordance with internal definitions set by JLL in their Data Management Strategy.

The emissions data covered by the verification is calculated according to the GHG accounting and reporting principles given by The Greenhouse Gas Protocol (A Corporate Accounting and Reporting Standard). JLL uses the Operational Control approach to assess greenhouse gas emissions from its operations.

Limitations and Exclusions

Excluded from the scope of our work is any verification of information relating to:

- appropriateness of the reporting criteria ;
- activities outside the defined reporting period; and
- other information included in the Report other than the scope defined above.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities

The preparation and presentation of the Selected Information in the Report is the sole responsibility of the management of JLL.

Bureau Veritas was not involved in the drafting of the Report. Our responsibilities were to:

- obtain limited assurance about whether the Selected Information has been appropriately and accurately prepared;

- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of JLL.

Assessment Standard

We performed our work to a limited level of assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015), and in accordance with the main requirements of ISO 14064:2006 Part 3 - Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions.

Summary of work performed

As part of the independent verification, Bureau Veritas undertook:

- interviews with relevant personnel of JLL responsible for GHG emissions accounting;
- a review of JLL's environmental data management system (called ESP), and interviews with relevant personnel managing ESP regarding the methodology for data aggregation, and analysis;
- a review of information and calculations used to determine GHG emissions, including the relevant activity data, estimations and the emissions factors applied;
- a remote review of a sample of the information in scope against the corresponding source documentation from 8 of JLL's operations worldwide. The operations were selected on a risk basis, taking into account energy consumption, geographical coverage and head count
 - o the initial sampling plan included conducting 4 physical site visits which was changed to all 8 sites being remotely assured due to the COVID-19 outbreak;
 - o one of JLL's operations in China was replaced with a comparable site from the initial sample due to the COVID-19 outbreak impacting the availability of personnel to provide supporting evidence;
 - o Dallas, USA, one of the sampled sites did not had actual energy consumption data available for the reporting period, because of data sharing issues from landlords. The site's emissions were accounted for through conservative estimations based on comparable sites;
 - o Frankfurt, Germany, was unable to provide evidences for the fleet energy consumption and associated emissions with in the timelines of verification, this was consequently removed from our sample;
 - o these estimations and exclusions did not have a material impact on the overall sample and the conclusion drawn thereof;
- a review of the consolidated 2019 data to check end of year accounting and accurate transposition.

Conclusion

Based on the verification conducted by Bureau Veritas, there is no evidence to suggest that the GHG scope 1 and 2 emissions as stated by JLL in the Report:

- are not prepared in accordance with JLL's relevant internal methodologies; and
- are not materially correct and a fair representation of the GHG scope 1 and 2 emissions for JLL.

Reported GHG Emissions
Scope 1: 30,302 tonnes of CO ₂ e
Scope 2 (Location based): 26,332 tonnes of CO ₂ e

Such opinion is based on work undertaken and the limitations & exclusions defined in this statement.

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 190 years history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified¹ Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)² across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

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London
12th June 2020
BV Ref: JLL 6797278



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¹ Certificate of Registration available on request

² International Federation of Inspection Agencies – Compliance Code – Third Edition

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ANNEX D: Stakeholder Engagement

	Our approach to stakeholder engagement	Stakeholders' top priorities	Action taken by JLL
Investors	<ul style="list-style-type: none"> The following occurred as a part our targeted outreach: <ul style="list-style-type: none"> reviewed investor-led standards (e.g. The International Integrated Reporting Council, Task Force for Climate-related Financial Disclosure (TCFD) and the Sustainability Accounting Standards Board (SASB)); received input from key investors via stakeholder meetings organized by Ceres; and, held ESG webinars for broader engagement We hold regular meetings between JLL Investor Relations and our shareholders, and one-off discussions between shareholders and sustainability teams. Facilitate dialogue between shareholders and JLL management during quarterly earnings calls and town hall meetings. We sponsor and present and engage participants at the Social Responsible Investing Conference and publish opinion articles in online ESG publications. Conducted a detailed review of specific issues through consultations with key stakeholders as part of a 2019 materiality refresh 	<ul style="list-style-type: none"> Business ethics and integrity Energy consumption & emissions Employee well-being Climate risk & opportunities Sustainable & resilient buildings (both clients and JLL's own offices) <ul style="list-style-type: none"> Resilience Positive human experience in the workplace Energy management Healthy buildings 	<ul style="list-style-type: none"> Held two JLL ESG-focused webcasts open to interested investors. Completed JLL's initial qualitative assessment of climate risks and opportunities based on the recommendations from the TCFD; recommended revising select global ERM processes in accordance with TCFD. Agreed to issue a SASB report with acknowledged limitations and a commitment for iterative improvements Completed analysis for setting a Science Based Target and gained validation of target by the SBTi. Established a program to improve environmental performance measurement, tracking and reporting.
Clients	<ul style="list-style-type: none"> The following occurred as a part our targeted outreach: <ul style="list-style-type: none"> gathered feedback from key clients via two stakeholder meetings organized by Ceres. We conduct regular surveys to examine trends, such as the CoreNet Global and JLL Corporate Occupier surveys. We participate in one-off discussions with clients that have strong supplier sustainability programs. JLL provides sustainability information in requests for proposal or supplier questionnaires (e.g. Ecodesk, EcoVadis and CDP). We evaluate performance at the end of each major project via Client Assignment Satisfaction Surveys and distribute Client Relationship Surveys at the end of each year. Publish thought leadership articles and blogs. Conducted a detailed review of specific issues through consultations with key stakeholders as part of a 2019 materiality refresh 	<ul style="list-style-type: none"> Business ethics & integrity Waste management & circularity Talent attraction & retention Health, safety & resiliency <ul style="list-style-type: none"> Health and safety of JLL employees Health and safety of third parties Physical security at JLL managed properties Innovation & technology Energy consumption & emissions 	<ul style="list-style-type: none"> Completed analysis for setting a Science Based Target and gained validation of target by the SBTi. Established criteria in JLL corporate real estate guidelines to support target for sustainability certification of 100% of JLL office space larger than 10,000ft² by 2030. Established a program to improve environmental performance measurement, tracking and reporting. Agreed milestones and initiated action for global adoption of sustainable procurement framework covering both corporate and client procurement.

Our approach to stakeholder engagement

Stakeholders' top priorities

Action taken by JLL

Employees

- The following occurred as a part our targeted outreach:
 - Solicited input from employees via rolling online 'pulse' surveys.
- Provide our staff with education opportunities (e.g. ethics and safety training and introduction to sustainability).
- Established a range of Employee Resource Groups (e.g. VetNet, Women's Business Network).
- Created an online community around Building a Better Tomorrow where employees can pose questions and share achievements.

- Employee well-being
- Business ethics & integrity
- Health, safety & security
 - Health and safety of JLL employees
 - Health and safety of third parties
 - Physical security at JLL managed properties
- Innovation & technology
- Diversity & inclusion

- Updated the processes and systems related to non-financial data collection and analysis by leveraging TCFD.
- Increased our emphasis on technology improvements, including the health and well-being app, Headspace, video conferencing, connectivity, and equipment.
- Expanded training programs available through the JLL Virtual Learning and MyDevelopment, to deliver online training that includes skills specialization, leadership development programs and client excellence training.
- Reviewed the employee recognition systems at the country and business line level, such as the "Star Awards" in Hong Kong, the Ovation Awards in India, and the da Vinci Award program for Corporate Solutions employees worldwide.
- Named a global head of H&S to drive improved governance/program/platforms management globally.

Suppliers

- The following occurred as a part our targeted outreach and increased focus on ensuring a responsible supply chain:
 - Solicited input from suppliers via online survey
 - Revised and streamlined key supplier onboarding process and questionnaires
- Hold supplier review sessions with key suppliers.
- Develop supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient.
- We make use of the OneView Strategic Sourcing module.
- We hold our Supplier of Distinction Awards.
- We have launched a Supplier Diversity Program.

- Business ethics & integrity
- Responsible supply chain
 - Human rights and employment conditions
 - Health, safety and well-being in the supply chain
 - Sustainable purchasing policies
- Training & development
- Talent attraction & retention
- Enhancing client sustainability through our services.

- Agreed milestones and initiated action for global adoption of sustainable procurement framework covering both corporate and client procurement.
- Developed new Global Procurement Policy including sustainability considerations.
- We have set a target to train all procurement employees on sustainable procurement practices between 2018 and 2020 (Clients pillar target)
- Including sustainability criteria in our supplier onboarding process.

Multi-stakeholder

- The following occurred as a part our targeted outreach:
 - solicited input from NGOs, industry bodies, academic institutions, etc., via Ceres stakeholder calls
- We participate in regular discussions with Ceres regarding our sustainability reporting and strategy.
- JLL engages with CDP and DJSI year-on-year analysis and annual feedback sessions.
- We seek annual certifications and awards schemes (e.g. Ethics Inside).
- We undertake an annual peer review process with UN Global Compact.

NGOs

- Business ethics & integrity
- Innovation & technology
- Climate risk
- Talent attraction & retention
- Responsible supply chain
- Circularity

Other external stakeholders

- Energy consumption & emissions
- Business ethics & integrity
- Training & development
- Climate risk
- Employee well-being

- Became a founding partner of Bloomberg Green, a media platform to promote our commitment to sustainability and foster collaboration.
- CEO Christian Ulbrich joined the World Economic Forum: The Alliance of CEO Climate Leaders whose mission take bold and proactive action to ensure a smooth transition to a low-carbon and climate-resilient economy.
- Presented to Board of Directors on sustainability strategy and objectives.

ANNEX E: GRI Content

JLL GRI G4 Standards Content Index 2019
May 2020

List of References

2019 Sustainability Report
[2019 Annual Report](#)
[2019 Form 10-K](#)
[Notice of the 2020 Annual Meeting of Shareholders and Proxy Statement](#)
[jll.com/sustainability](#)
[2019 Corporate Facts](#)

2019 CDP response - to follow
[Code of Business Ethics](#)
[2018 Ethics Everywhere Annual Report](#)
[Global Health and Safety Policy](#)
[Diversity at JLL](#)
[Transparency Report](#)
[Environmental Policy](#)

General Standard Disclosures

GRI Standard Disclosure No.	Page Number (or Link)				External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.				Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
Strategy					
GRI 102-14	Introduction from the CEO (2019 Sustainability Report, page 5)				No
GRI 102-14	Dialogue: in conversation with senior leaders (2019 Sustainability Report, page 6)				No
Organizational Profile					
GRI 102-1	Jones Lang LaSalle Incorporated				No
GRI 102-2	About JLL (2019 Sustainability Report, page 3); Our Services and Business Segments (2019 Form 10-K, page 5); Real Estate Services: Americas, EMEA and Asia Pacific (2019 Form 10-K, page 8)				No
GRI 102-3	Form 10-K (2019 Form 10-K, page 20)	Not applicable	Not applicable	Not applicable	No
GRI 102-4	About JLL (2019 Sustainability Report, page 3); Corporate Offices (2019 Annual Report, page 17)	Not applicable	Not applicable	Not applicable	No

GRI 102-5	About JLL (2019 Sustainability Report, page 3)	Not applicable	Not applicable	Not applicable	No
GRI 102-6	About JLL (2019 Sustainability Report, page 3); Real Estate Services: Americas, EMEA and Asia Pacific (2019 Form 10-K, page 8)				No
GRI 102-7	About JLL (2019 Sustainability Report, page 3); Who we are (2019 Annual Report, page 15); What we have accomplished (2019 Annual Report, page 13); Real Estate Services: Americas, EMEA and Asia Pacific (2019 Form 10-K, page 8); Item 6: Selected Financial Data (Unaudited) (2019 Form 10-K, page 43)	Not applicable	Not applicable	Not applicable	No
GRI 102-8	About JLL (2019 Sustainability Report, page 43); People (2019 Sustainability Report, page 38); Data summary (2019 Sustainability Report, Annex B), Employees (2019 Form 10-K, page 24)	Not applicable	Not applicable	Not applicable	No
GRI 102-41	We are not able to collect this information in majority of the countries we operate in due to labor union memberships being considered a private matter of the employee.	Not applicable	Not applicable	Not applicable	No
GRI 102-9	Workplaces (2019 Sustainability Report, page 48);	Not applicable	Not applicable	Not applicable	No
GRI 102-10	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2018. Minor changes include: <ul style="list-style-type: none"> Increase in number of employees from 82,000 to 90,000 Employees (2019 Form 10-K, page 24) 	Not applicable	Not applicable	Not applicable	No
GRI 102-11	Strong governance, enterprise risk management and integrity (2019 Form 10-K, page 22); Item 1A Risk Factors (2019 Form 10-K, page 27); Our approach (jll.com/sustainability); Moving Beyond (2019 Annual Report, page 14)	Not applicable	Not applicable	Not applicable	No
GRI 102-12	Our Foundations (2019 Sustainability Report, page 27); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"> Copenhagen Communiqué Cancun Communiqué Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration Caring for Climate Building and Real Estate Climate Declaration United Nations Global Compact United Nations Principles for Responsible Investment Low Carbon USA 	Not applicable	Not applicable	Not applicable	No

GRI 102-13	Our Foundations (2019 Sustainability Report, page 27); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: <ul style="list-style-type: none"> • Business for Innovative Climate and Energy Policy • Caring for Climate • CDP • Ceres • Clinton Global Initiative's PACENOW Coalition • CoreNet Global • EcoVadis • Electronic Industry Citizenship Council • Ethisphere Institute • Global Real Estate Sustainability Benchmark • Global Reporting Initiative • Greenprint / Urban Land Institute • International Integrated Reporting Council • NAZCA - Non-State Actor Zone for Climate Action • Women's Business Enterprise National Council USA • New York Stock Exchange Governance Council • Sustainability Accounting Standards Board • United Nations Global Compact • United Nations Principles for Responsible Investment • US Environmental Protector Agency ENERGY STAR • World Economic Forum Partnering Against Corruption Initiative • World Green Building Council (Strategic Advisory Board member) <ul style="list-style-type: none"> – Australia Green Building Council – Dutch Green Building Council – India Green Building Council – Irish Green Building Council – Polish Green Building Council – Russian Green Building Council – UK Green Building Council – US Green Building Council 	Not applicable	Not applicable	Not applicable	No
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Identified Material Aspects And Boundaries

GRI 102-45	Notes to Consolidated Financial Statement (3) Business Segments (2019 Form 10-K, page 85); Data Note (2019 Sustainability Report, Annex A)	Not applicable	Not applicable	Not applicable	Unknown
GRI 102-46	Our material impacts (2019 Sustainability Report, page 13)	Not applicable	Not applicable	Not applicable	No
GRI 102-47	Our material impacts (2019 Sustainability Report, page 13)	Not applicable	Not applicable	Not applicable	No
GRI 103-1	Our material impacts (2019 Sustainability Report, page 13)	Not applicable	Not applicable	Not applicable	No
GRI 102-48	Data note (2019 Sustainability Report, Annex A)	Not applicable	Not applicable	Not applicable	No
GRI 102-49	Data note (2019 Sustainability Report, Annex A)	Not applicable	Not applicable	Not applicable	No

Stakeholder Engagement

GRI 102-40	Engaging our stakeholders (2019 Sustainability Report, page 18)	Not applicable	Not applicable	Not applicable	No
GRI 102-42	Engaging our stakeholders (2019 Sustainability Report, page 18)	Not applicable	Not applicable	Not applicable	No
GRI 102-43	Stakeholder engagement activities (2019 Sustainability Report, Annex D)	Not applicable	Not applicable	Not applicable	No
GRI 102-44	Engaging our stakeholders (2019 Sustainability Report, page 18), Stakeholder engagement activities (2019 Sustainability Report, Annex D)	Not applicable	Not applicable	Not applicable	No

Report Profile

GRI 102-50	Calendar year 20	Not applicable	Not applicable	Not applicable	No
GRI 102-51	Jul-19	Not applicable	Not applicable	Not applicable	No
GRI 102-52	Annual	Not applicable	Not applicable	Not applicable	No
GRI 102-53	Contacts (2019 Sustainability Report, page 72)	Not applicable	Not applicable	Not applicable	No
GRI 102-54	This report has been prepared in accordance with the GRI Standards: Core option.	Not applicable	Not applicable	Not applicable	No
GRI 102-55	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines.	Not applicable	Not applicable	Not applicable	No
GRI 102-56	The 2019 Scope 1 and 2 energy and carbon emissions data in this report has been third-party assured by Bureau Veritas.				Page 81

Governance

GRI 102-18	Our Foundations (2019 Sustainability Report, page 27); Global sustainability governance (2019 Sustainability Report, page 25)	Not applicable	Not applicable	Not applicable	No
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Ethics and Integrity

GRI 102-18	Our Foundations (2019 Sustainability Report, page 27); Code of Business Ethics; 2018 Ethics Everywhere Annual Report	Not applicable	Not applicable	Not applicable	No
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Specific Standard Disclosures

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

Category: Economic

Material Aspect: Economic Performance

GRI 103-1-3	Strategic Framework (2019 Form 10-K, page 14); Global Strategic Priorities (2019 Form 10-K, page 14); Introduction from the CEO (2019 Sustainability Report, page 5); About JLL (2019 Sustainability Report, page 3)				No
GRI 201-1	Financial Performance (Notice of the 2019 Annual Meeting of Shareholders and Proxy Statement, page 5); Item 6. Selected Financial Data (Unaudited) (2019 Form 10-K, page 43); Item 8. Financial Statements and Supplementary Data (2019 Form 10-K, page 75)				No
GRI 201-2	Risks and Opportunities (2019 CDP response, to follow); Environmental liabilities and regulations, climate change risks, and air quality risks (2019 Form 10-K, page 38); Infrastructure disruptions (2019 Form 10-K, page 38). The CDP response will be available toward the end of 2020.				No

Category: Environmental

Material Aspect: Energy

GRI 103-1-3	Workplaces (2019 Sustainability Report, page 48); Workplaces (jll.com/sustainability); Building a Better Tomorrow (2019 Sustainability Report, page 48), Data Note (2019 Sustainability Report, Annex A)				No
GRI 302-1	Data summary (2019 Sustainability Report, Annex B); Workplaces (2019 Sustainability Report, pages 48)	Renewable fuels, as well as heating, cooling and steam consumption.	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not procure renewable fuels. Heating and cooling energy consumption is included in our total energy consumption. JLL does not procure steam.	No

GRI 302-2	Data summary (2019 Sustainability Report, Annex B); Workplaces (2019 Sustainability Report, pages 48)				No
GRI 302	Data summary (2019 Sustainability Report, Annex B); Workplaces (2019 Sustainability Report, pages 48)				No
GRI 302	Data summary (2019 Sustainability Report, Annex B); Workplaces (2019 Sustainability Report, pages 48); 2019 CDP Response (to follow) The CDP response will be available toward the end of 2020.				No

Material Aspect: Emissions

GRI 103-1-3	Workplaces (2019 Sustainability Report, pages 48); Clients (2019 Sustainability Report, page 31); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability)				No
GRI 305-1	Workplaces (2019 Sustainability Report, pages 48); Clients (2019 Sustainability Report, page 31); Workplaces (jll.com/sustainability); Clients (jll.com/sustainability); 2019 CDP Response (to follow) The CDP response will be available toward the end of 2020.	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions.	No
GRI 305-2	Workplaces (2018 Sustainability Report, pages 48); Data Summary (Sustainability Report, Annex B); Workplaces (jll.com/sustainability); 2019 CDP Response (to follow) The CDP response will be available toward the end of 2020.				No
GRI 305-3	Workplaces (2019 Sustainability Report, pages 48); Data Summary (Sustainability Report, Annex B); Workplaces (jll.com/sustainability); 2019 CDP Response (to follow) The CDP response will be available toward the end of 2020	Biogenic emissions	The Standard Disclosure or part of the Standard Disclosure is not applicable	JLL does not produce biogenic emissions.	No
GRI 305-4	<ul style="list-style-type: none"> a. Data Notes and Data Summary (2019 Sustainability Report Annexes A and B) b. The denominator chosen to calculate the ratio = Corporate office employees c. JLL's intensity ratio includes: office natural gas emissions (Scope 1), office electricity emissions (Scope 2) and office estimated emissions (natural gas & electricity) (Scope 3). d. Gases included in the calculation = CO₂, N₂O, CH₄ e. More information available at: Workplaces (2019 Sustainability Report, page 48); Clients (2019 Sustainability Report, page 31) 				No
GRI 305	Targets and Initiatives 2019 CDP Response (to follow), The CDP response will be available toward the end of 2020.				No

Material Aspect: Products And Services

GRI 103-1-3	Introduction from the CEO (2019 Sustainability Report, page 5); Environmental Policy; Clients (2019 Sustainability Report, pages 31); Clients (jll.com/sustainability)				No
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Material Aspect: Supplier Environmental Assessment

GRI 103-1-3	Sustainable procurement (2019 Sustainability Report, page 60); Workplaces (jll.com/sustainability/)				No
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GRI 308-1	Sustainable procurement (2019 Sustainability Report, page 60); Workplaces (jll.com/sustainability/)				No
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Category: Social
Sub-Category: Labor Practices and Decent Work

Material Aspect: Employment

GRI 103-1-3	People (2019 Sustainability Report pages 38); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14); Introduction (Code of Business Ethics, pages 11);				No
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GRI 401-1	Data summary (2019 Sustainability Report, Annex B)	JLL reports new employee hires and turnover. Currently we do not disaggregate information on new employee hires or employee turnover by age group.	The information is currently unavailable	We will look into the feasibility/ value of further disaggregating this information in future reporting years.	No
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Material Aspect: Occupational Health And Safety

GRI 103-1-3	Health and safety (2019 Sustainability Report, page 46); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14); Introduction (Code of Business Ethics, pages 11); Global Health and Safety Policy				No
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GRI 403-2	JLL reports these indicators as aggregate figures: Days Away and Restricted Time (DART) rates, Lost Time Injury Frequency Rate (LTIFR) and Recordable Cases Injury (RIR) rates. Health and safety (2019 Sustainability Report, page 46); Data Summary (2019 Sustainability Report, Annex B)	JLL reports health and safety indicators, but we do not centrally disaggregate by region, gender or types of injury.	The information is currently unavailable	We will look into the feasibility/ value of further disaggregating this information in future reporting years.	No
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GRI 403-3	Health and safety (2019 Sustainability Report, page 46)				No
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Material Aspect: Training and Education

GRI 103-1-3	Personal and career development (2019 Sustainability Report, page 42); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14); Introduction (Code of Business Ethics, pages 11); 2018 Ethics Everywhere report				No
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GRI 404-1	Data summary (2019 Sustainability Report, Annex B)	JLL does not currently collect average training hours per employee globally.	The information is currently unavailable	We will look into the feasibility/value of collecting average training hours information in future reporting years.	No
GRI 404-3	Data summary (2019 Sustainability Report, Annex B)	JLL reports global total of employees with performance objectives who therefore undertake bi-annual review. Currently we do not disaggregate this information by gender or employee category.	The information is currently unavailable	We will look into the feasibility/value of further disaggregating this information in future reporting years.	No

Material Aspect: Diversity And Equal Opportunity

GRI 103-1-3	Our culture of diversity and inclusion (2019 Sustainability Report, page 40); People (jll.com/sustainability); Our Responsibility to Employees (Code of Business Ethics, pages 14); Introduction (Code of Business Ethics, pages 11); UK Equal Opportunities Policy; 2018 Ethics Everywhere Report; Diversity at JLL (http://www.diversityatjll.com/)				No
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GRI 405-1	Our culture of diversity and inclusion (2019 Sustainability Report, page 40); Data summary (2019 Sustainability Report, Annex B)	Frameworks for diversity data collection are varied globally and this presents a challenge in recording diversity indicators across all JLL countries. Currently data on total staff by minority groups as well as governance bodies by age and minority groups is not complete.	The information is currently unavailable	We will look into feasibility/value of collecting this information in future reporting years.	No
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Sub-Category: Society

Material Aspect: Local Communities

GRI 103-1-3	Supporting our communities (2019 Sustainability Report, page 65); Communities (jll.com/sustainability); Our Responsibility to Communities (Code of Business Ethics, page 36)				No
GRI 413-1	Supporting our communities (2019 Sustainability Report, page 65); Communities (jll.com/sustainability); Data summary (2019 Sustainability Report, Annex B)				No

Material Aspect: Anti-Corruption

GRI 103-1-3	Our Foundations (2019 Sustainability Report, page 27); Our Responsibility to Clients (Code of Business Ethics, pages 18); Our Responsibility to the Marketplace (Code of Business Ethics, pages 22); Our Responsibility to Shareholders (Code of Business Ethics, pages 27); 2018 Ethics Everywhere report				No
GRI 205-2	Our Foundations (2019 Sustainability Report, page 27); Data summary (2019 Sustainability Report, Annex B); Certification of your Commitment to the Code (Code of Business Ethics, page 13)	We aggregate our anti-corruption training data, but we do not break down by employee groups.	The information is currently unavailable	We will look into the feasibility/value of reporting a breakdown of this indicator in the future.	No

GRI 205-3 Data summary (2019 Sustainability Report, [Annex B](#)); 2019 Ethics Everywhere report

JLL reports ethics data extensively, including all concerns investigated. Our current ethics indicators do not disaggregate the number of corruption-related business partner contract terminations or information on public legal cases. Any corruption concerns raised or investigated, if any, are included in the ethics section of our Data summary.

The information is currently unavailable

We will look into the feasibility/ value of disaggregating this data in the future.

No

Sub-Category: Product Responsibility

Material Aspect: Customer Privacy

GRI 103-1-3 2019 Ethics Everywhere report; Client Information (Code of Business Ethics, page 19); Privacy and personal data protection (Code of Business Ethics, page 16); Protection of JLL information, ideas and intellectual property (Code of Business Ethics, page 26); Technology and Information Systems; Management of Data, 2019 Form 10-K, page 29); Intellectual Property (2019 Form 10K, page 24); Burden of complying with multiple and potentially conflicting laws and regulations and dealing with changes in legal and regulatory requirements (2019 Form 10-K, page 36)

No

GRI 418-1	Data summary (2019 Sustainability Report, Annex B)	JLL reports ethics data extensively, including all concerns investigated. We do not currently disaggregate for the number of complaints concerning breaches of customer privacy; or losses of customer data. Any related concerns raised or investigated, if any, are included in the ethics section of our Data Summary.	The information is currently unavailable	We will look into the feasibility/ value of disaggregating this data in the future.	No
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ANNEX F: UN SDGs

SDG 3: Ensure healthy lives and promote well-being for all at all ages

Relevant targets

3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Our influence

Promoting health and well-being for our own employees, our clients, and in the wider communities in which we operate.

Clients

- Delivering healthy buildings services and certifications via our Advisory, PAM, IFM and PDS service lines (see page 23).
- Supporting clients to respond to health emergencies such as covid-19, helping them to return safely to their workplaces with health and wellbeing in mind (see page 7).

People

- Offering HR policies and benefits that support health and wellbeing e.g. affordable health-care options including insurance for employees and their families (including mental health care), flexible working (see page 45).
- Promoting safe and healthy offices, promoting active mobility and sports (see page 45).

Workplaces

- Incorporating well-being principles into the design and fit-out of our corporate offices (see page 58).
- Incorporating health and well-being into purchasing decisions (see page 58).

Communities

- Supporting health-focused programs and partnerships as part of our Communities program (see page 66)

Foundations

- Demonstrating thought leadership in workplace health, well-being and resilience to advance industry knowledge and best practices.

SDG 5: Achieve gender equality and empower all women and girls**Relevant targets**

5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Our influence**Driving gender equality at all levels of our business and beyond.****Clients**

- Leverage our significant client spend to advance supplier diversity via purchasing from women-owned businesses (see page 63).

People

- Embedding the principle of gender equality in policies and processes including recruitment, remuneration/benefits, training, promotion, and development reviews (see page 40).
- Supporting women's development via leadership and mentor programs and ensuring sufficient participation of women in decision making and governance bodies at all levels and business areas (see page 42).

Workplaces

- Increasing corporate purchasing from women-owned enterprises and supporting suppliers in advancing gender equality and women's empowerment (see page 63).

Communities

- Partnering with relevant stakeholders to advance gender equality in the workplace and in the community (see page 69).

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Relevant targets

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Our influence

Ensuring we are operating with ethics and integrity in everything we do, promoting safe and secure working environments and labor conditions, and contributing to sustained and inclusive economic growth.

Clients

- Delivering socio-economic sustainability advisory services (see page 32).
- Ensuring we are incorporating the highest levels of health & safety via our PAM, IFM and PDS service lines in particular (see page 46).
- Ensuring our third party spend on behalf of clients is with suppliers that protect labor rights, health and safety principles and diversity and inclusion (see page 60).
- Undertaking pre-competitive collaboration and partnerships to address industry-wide challenges.

People & Workplaces

- Protecting labor rights in our own operations and supply chains including freedom of association, collective bargaining and industrial relations, ensuring job security and a safe and healthy working environment and supporting employment promotion and stability (see page 61).
- Embedding the principle of equality in policies and processes for both employees and governing bodies throughout own operations and supply chain (see page 61).
- Ensuring responsible employment strategies, providing decent work and productive activities for all employees in our own operations and in our supply chain.
- Establishing fair policies for selection of suppliers and improving economic inclusion throughout the supply chain (see page 61).

Foundations

- Increasing economic productivity through co-developing technology with start-ups and investing in innovation and technology (see page 30).
- Developing partnerships and collaborative projects to advance the solving of these issues industry-wide.

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Relevant targets

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

Our influence

Giving advice that promotes sustainable cities and communities and ensuring that we build it in to our own operations.

Clients

- Promoting responsible investing via LaSalle Investment Management (e.g. transitioning managed portfolio to net zero carbon; DTU+E investment strategy) (see page 36).
- Ensuring the sustainable management of assets directly via our PAM business and for our LaSalle investment portfolios (see pages 33).
- Supporting clients to develop affordable housing strategies via LaSalle and our Affordable Housing teams (see page 36).
- Delivering building certifications through PDS (see page 33).
- Supporting and enabling the uptake of smart buildings technologies and other proptech, particularly through Advisory and PAM business lines (see page 34).
- Delivering sustainability services and embedded sustainability advice in everything we do, including to help operationalize how cities generate and use energy and infrastructure, reduce waste and their carbon footprint, and assessing client projects to incorporate safe, inclusive and accessible green and public spaces (see page 33).
- Helping clients evaluate climate risk and consider resiliency and adaptation solutions for their portfolios. Integrating disaster risk management into business models and practices accordingly.
- Increasing land use efficiency through shared office and commercial spaces where appropriate.
- Ensuring we're collaborating and knowledge sharing with clients, peers, public bodies, and other stakeholders to drive systemic change.

Workplaces

- Driving sustainable and resilient buildings and infrastructure by occupying certified buildings, undertaking certifications ourselves, and undertaking resiliency/disaster risk management assessments (see page 58).

Communities

- Developing Communities programs aimed at inclusive, sustainable and resilient development (see page 70).

Foundations

- Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

SDG 12: Ensure sustainable consumption and production patterns

Relevant targets

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Our influence

Ensuring we build resource efficiency and circularity principles into everything we do, for ourselves and for our clients.

Clients

- Supporting clients to manage waste and water for developments and refurbishments (see page 33).
- Managing assets sustainably via our PAM service line and via LaSalle investment portfolios (see page 33).
- Offering responsible, resource-efficient procurement practices for clients across all relevant services (see page 63).
- Supporting clients to report their sustainability performance e.g. via GRESB (see page 28).
- Delivering building certifications for clients via our PDS service line (see page 33).
- Delivering sustainability services via our IFM and Advisory services lines (see page 33).
- Building circular economy principles into the advice we give to clients through our Advisory and PDS service lines, in particular.

Workplaces

- Incorporating responsible consumption and production into workplace design, fit-out and occupancy – e.g. through waste, water and energy programs, green leases (see page 55)
- Developing circular models for our office space including fit-outs (see page 55).
- Investing in the improvement of environmental performance of our supply chain (see page 60).

Communities

- Establishing programs and partnerships addressing efficient use of resources as part of our Communities programs.

Foundations

- Sharing knowledge and data with the wider industry via pre-competitive collaboration, thought leadership, and/or training.

SDG 13: Take urgent action to combat climate change and its impacts

Relevant targets

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

13.2 Integrate climate change measures into national policies, strategies and planning.

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Our influence

Reducing our impact in line with climate science and ensuring we are resilient to the effects of climate change.

Clients

- Promoting responsible investing via LaSalle Investment Management (e.g. DTU+E investment strategy) (see page 36).
- Adopting low carbon development and refurbishment standards.
- Ensuring resiliency management and emergency preparedness for managed properties via IFM and PAM, and in LaSalle portfolios.
- Building climate risk into our procurement processes (see page 60).
- Delivering sustainability services focused on climate change mitigation and adaptation (see page 32).
- Collaborating and knowledge sharing with clients and peers to promote industry change.

Workplaces

- Delivering a robust climate strategy for JLL with transparent reporting (see page 8).
- Ensuring energy efficiency and renewables use is a core factor in our office selection and occupancy (see page 58).
- Reducing our business travel and use of GHG-emitting vehicles (see page 54).
- Building resiliency and emergency management into our operational processes.
- Ensuring we are procuring low-emitting materials and resources (see page 58)

Foundations

- Engaging in advocacy, policy engagement, partnerships, and education to drive climate action (see page 18)

ANNEX G: Sustainability Accounting Standards Board

Real Estate Services

Topic	Accounting Metric	Category	Code	Response
Sustainability Services	Revenue from energy and sustainability services	Quantitative	IF-RS-410a.1	We do not publicly report our sustainability services revenue, and our current tracking process does not account for the full breadth of sustainability-related services revenue enterprise-wide. Our objective in future disclosures is to refine our processes and to capture and report our sustainability-related services revenue globally.
	(1) Floor area and (2) number of buildings under management provided with energy and sustainability services	Quantitative	IF-RS-410a.2	We have developed a number of in-house technology platforms to help us deliver our clients' sustainability objectives. For example, our Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP) reflect our commitment to investing in digital, data and information management platforms. In 2019, we featured 69,550 buildings on these platforms, representing a total floor area of 1,516 million sq.ft
	(1) Floor area and (2) number of buildings under management that obtained an energy rating	Quantitative	IF-RS-410a.3	In 2019, JLL achieved 2,704 Energy Star ratings for clients, representing 174,138,631 sq.ft of property. Of these, 117 were Energy Star certified, representing a square footage 72,995,513. In addition to this, we also achieved 100 NABERS ratings for our clients in Australia. In 2019 JLL was an Energy Star Sustained Excellence Award recipient, by the U.S. Environmental Protection Agency, for the eighth consecutive year.
Transparent Information & Management of Conflict of Interest	Brokerage revenue from dual agency transactions	Quantitative	IF-RS-510a.1	We are unable to report on this at this stage
	Revenue from transactions associated with appraisal services	Quantitative	IF-RS-510a.2	Our 2019 valuations revenue was \$297.5m, of which substantially all was associated with appraisal services
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	Quantitative	IF-RS-510a.3	From time to time JLL is involved in claims and litigation, all such cases are consistent with a business of our type and size. However, there have been no judgements that have posed a threat to our reputation or financial stability. JLL is committed to uncompromising integrity and high standards of business conduct in everything we do. Ethical practices are inherent in our values, our mission and Beyond strategy: JLL's purpose statement to reimagine real estate and lead our industry into the future. At JLL, we recognize that it is essential that we conduct ourselves at all times in ways that are professional and ethical. We are proud of the global reputation JLL has established - and we are determined to protect and enhance it. The integrity of our brand and of our people represents one of our most valuable assets. We invite you to read our recent Ethics Everywhere Report for more information on the steps we take to ensure we continue to be recognised as one of the World's Most Ethical Companies. For current information on material legal and regulatory proceedings, please refer to JLL's Investor Relations webpage

Annex H: Task Force on Climate-Related Financial Disclosures

Governance: Disclose the organization’s governance around climate-related risks and opportunities

Recommended disclosure	Comments and examples	More information
Describe the board’s oversight of climate-related risks and opportunities.	<p>JLL recognizes that climate-related risks and opportunities require a direct line to the boardroom. To that end, JLL’s Global Executive Board (GEB) is engaged in reviewing the different aspects of our sustainability agenda, including our analysis of climate-related risks and opportunities. Ultimate responsibility for our response to climate-related risks and opportunities rests with our Chief Executive Officer (CEO).</p> <p>The Chief Global Sustainability Officer provides the Board with information regarding strategic and operational decisions related to JLL’s climate-related risks and opportunities. Our General Counsel is responsible for the delivery of risk management, including climate-related risk.</p>	<p>JLL Global Sustainability Report pg. 25</p> <p>CDP</p> <p>C1.1a & b</p>
Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>The GEB and JLL’s Board of Directors Audit Committee oversees JLL’s climate-related risk and opportunities through the value chain. In 2019, JLL’s Global Sustainability team convened a group of internal representatives from key functions across our organization such as Finance, Investor Relations, Risk Management, Research, Procurement (collectively the “Working Group”). The Working Group was tasked with an in-depth analysis of climate-related risks and opportunities in accordance with the TCFD Recommendations. The Working Group will continue to meet during the year to identify and assess climate-related risks and opportunities, as well as discuss JLL’s response to managing risks and pursuing opportunities. The Working Group provides the output to the GEB for consideration and elevation through JLL’s ERM process.</p>	<p>JLL Global Sustainability Report pg. 26</p> <p>CDP</p> <p>C1.2a</p>

Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.

Recommended disclosure	Comments and examples	More information
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>As a result of the climate-related risk and opportunity analysis conducted by the Working Group in 2019, JLL has identified seven climate-related risks and opportunities, which are described in our Global Sustainability Report and CDP response. Risks and opportunities were assessed based on a time horizon of approximately 30 years, which is aligned with the longest JLL lease durations.</p>	<p>JLL Global Sustainability Report pg. 20</p> <p>CDP</p> <p>C2 and C3</p>
Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	<p>The results of our analysis of each significant risk and opportunity are included in our Global Sustainability Report (reference at right). In general, JLL anticipates significantly more climate-related opportunities than risks. We utilized our ERM scoring criteria and found that the impact rating for opportunities were all rated 5.0 compared to risk impact ratings of 2.0 to 5.0. We attribute this to our business model not being carbon-intensive and having mitigation measures already in place for many risks.</p>	<p>JLL Global Sustainability Report pg. 24</p> <p>CDP</p> <p>C2 and C3</p>
Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios in accordance with the Paris Agreement, including a 2°C or lower scenario.	<p>The severity of risk and extent of opportunity depends on society’s response to climate change. As such, JLL assessed the key risks and opportunities identified by the Working Group in both an aggressive mitigation scenario aligned to RCP 2.6 and an intermediate mitigation scenario aligned to RCP 6.0. In both scenarios, JLL anticipates significantly more opportunity than risk related to climate change. Accordingly, we expect our business to be resilient to climate change, especially as we continue to pursue opportunities and mitigate risks. In pursuit of opportunities, JLL’s existing investments in property technology, green building and our climate change consulting provide significant and scalable avenues to capitalize on the identified climate-related opportunities. Additionally, to further bolster climate resilience, JLL has set a science-based target for carbon emissions reductions and is considering additional options for risk mitigation.</p>	<p>JLL Global Sustainability Report pg. “TCFD insert”</p> <p>CDP</p> <p>C3</p>

Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.

Recommended disclosure	Comments and examples	More information
Describe the organization's processes for identifying and assessing climate-related risks.	JLL's multi-disciplinary group of internal stakeholders (the Working Group) regularly identify and assess climate-related risks and opportunities. Through discussion and qualitative analysis, the top risks and opportunities were identified by the Working Group and included in an enterprise-wide risk assessment before being presented to the GEB, Audit Committee and ultimately the full Board of Directors.	JLL Global Sustainability Report pg. 26 CDP C2.2b
Describe the organization's processes for managing climate-related risks.	Climate-related risks and opportunities are regularly assessed per direction of the Global Executive Board. The top climate-related risks and opportunities identified by the Working Group and are then added to JLL's Enterprise Risk Management (ERM) program. The Director of Enterprise Risk Management provides insight on the most important risks shaping JLL's performance and direction to both internal and external stakeholders, including the GEB, Audit Committee and the full Board of Directors on a semi-annual basis. Presenting this information to JLL leadership ensures that climate-related risks are being appropriately managed.	JLL Global Sustainability Report pg. 26 CDP C2.2d
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate-related risks are identified and assessed at a company level by the GEB through partnership with the Director of Enterprise Risk Management, who is responsible for evaluating, coordinating, and reporting on the Company's ERM profile and activities. The Working Group responsible for conducting the analysis focused on climate-related risks and opportunities this year included the Director of Enterprise Risk Management. The insights from the supported a climate risk assessment that used principles of the broader ERM Program and enabled the results to be easily integrated into the ERM activities and reporting, including ongoing identification, assessment and management of climate-related risks.	JLL Global Sustainability Report pg. 26 CDP C2.2

Metrics and targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Recommended disclosure	Comments and examples	More information
<p>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>At JLL, we fully recognize the threat presented by climate change and want to ensure that we have a robust risk mitigation strategy. To determine the likely timelines for significant impacts from climate change, we monitor a number of metrics including carbon price regulation globally. This helps us to predict potential impacts of a carbon price to our company and clients. Additionally, we monitor global greenhouse gas emission trends to identify if the aggressive or intermediate mitigation scenario is more likely to occur.</p> <p>We monitor our own greenhouse gas emissions to understand our vulnerability compared to potential carbon prices and societal expectations in the likely scenario. Additionally, we use our greenhouse gas emission data to measure progress towards achieving our science-based target (SBT). SBTs are aligned with the objectives of the Paris Agreement, and provide a way for organizations to set emission reduction goals that aim to keep global warming below 1.5°C from pre-industrial levels.</p>	<p>JLL Global Sustainability Report pg. 51 CDP C4, C6, C7, C8 and C9</p>
<p>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p>	<p>JLL’s greenhouse gas inventory covers the impacts arising from our use of office space, business travel and hotel use, the operation of our fleet and downstream impacts from our supply chain. Our greenhouse gas emissions are as follows;</p> <ul style="list-style-type: none"> • Scope 1: 29,860 MT CO₂e • Scope 2: 26,189 MT CO₂e • Scope 3*: 13,001,450 MT CO₂e <p>*Scope 3 emissions include the following sources; Data centers, purchased goods and services, employee commuting, business travel, waste, use of sold products, well-to-tank, transport and distribution.</p> <p>Greenhouse gas emissions and associated risks are disclosed in our Global Sustainability report and CDP response.</p>	<p>JLL Global Sustainability Report pg. 51 CDP C4, C6 and C7</p>
<p>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>JLL is continuously increasing the level of ambition for our climate action efforts. As such, we formally set a SBT to reduce our greenhouse gas emissions. Our SBT is as follows: “Global real estate advisory and professional services provider JLL commits to reduce absolute scope 1 and 2 GHG emissions 68% by 2034 from a 2018 base year. JLL also commits to reduce scope 3 GHG emissions from the use of sold products 53% per square foot by 2034 from a 2018 base year.</p> <p>*The target boundary includes biogenic emissions and removals associated with the use of bioenergy.”</p> <p>We disclose the metrics used to track progress against our SBT and other goals in our Global Sustainability report and CDP response.</p>	<p>JLL Global Sustainability Report pg. 50 CDP C4.1b, C4.2</p>