

## 2013 Sustainability Report Data Summary

Performance indicator overview			
Who we are	2013	2012	2011
About us			
Portfolio size of managed properties worldwide (billion square feet)	3	2.6	2.1
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	47.6	47	48
Corporate offices	226	224	221
Countries (with a corporate office)	50	54	52
Countries (with a presence but no corporate office)	75	70	70
Employees	52,700	48,000	45,500
Corporate office employees	17,374	16,093	15,468
Employees, Americas <sup>1</sup>	17,430	15,055	13,936
Employees, Asia Pacific <sup>1</sup>	27,506	25,209	20,918
Employees, EMEA <sup>1</sup>	7,476	6,673	6,824
New employee hires, Americas <sup>2</sup>	4,018	3,202	3,657
New employee hires, Asia Pacific <sup>2</sup>	11,514	9,960	9,448
New employee hires, EMEA <sup>2</sup>	1,854	1,236	1,886
New employee hires, Global (female)	6,011	4,936	5,211
New employee hires, Global (male)	11,460	9,540	9,856
Key financials and statistics			
Revenue (million \$)	4,462	3,933	3,585
Net income (million \$)	269	208	164
Earnings (per diluted share \$)	5.98	4.63	3.70
EBITDA (million \$)	476	391	339
Economic value retained (million \$) <sup>3</sup>	265	204	Not available
Sustainability awards			
Sustainability awards	31	29	Not available
Scope of sustainability reporting			
Our approach	2013	2012	2011
Governance			
Independent members of the Board of Directors (% of total)	80%	73%	73%
Results of shareholder voting on executive remuneration (in favor)	98%	95%	81%
Results of shareholder voting on re-election of Board members (in favor)	99%	98%	98%
Sustainability governance			
Countries with formal internal sustainability programs (%)	39%	51%	44%
Sustainability strategy			
Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)	No survey	76%	No survey
Our sustainability teams			
Positions with a functional responsibility for sustainability - Services (FTE) <sup>4</sup>	180	161	Not available
Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup>	64	8	Not available
Sustainability clients (including a majority from ESS) <sup>6</sup>	323	366	334
ESS revenue (million \$)	25.4	21.8	19.4
ESS revenue / global revenue (%) <sup>7</sup>	0.57%	0.56%	0.54%
Energy and resources			
Energy management for our clients			
Client monetary savings - U.S. managed portfolio (million \$) <sup>8</sup>	39	176	105
Client energy savings - U.S. managed portfolio (million kWh)	377	1,663	963
Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)	220,000	913,000	587,000
Client emissions reduction - Equivalency measure (removing emissions from x passenger vehicles) <sup>9</sup>	46,316	192,211	123,579
Renewable energy for our clients			
Capacity of client renewable energy - installed or consented (MW)	28	388	Not available
Capacity of client renewable energy sources - planning and feasibility (MW)	1,861	3,137	Not available
Averted emissions from client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)	18,038	595,894	Not available
Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)	2,802,718	5,798,946	Not available
Understanding our own emissions and reporting performance			
Total emissions (metric tons CO <sub>2</sub> e) <sup>10</sup>	51,068	49,344	48,493
Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)	11,241	9,980	11,089
Scope 1: Natural gas (metric tons CO <sub>2</sub> e)	98	233	205
Scope 2: Electricity (metric tons CO <sub>2</sub> e)	10,544	11,551	10,563
Scope 3: Business travel (metric tons CO <sub>2</sub> e)	15,214	13,163	12,776
Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)	13,975	14,432	13,876
Building-related emissions (metric tons CO <sub>2</sub> e)	24,607	26,201	24,628
Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup>	1.5	1.6	1.7
Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup>	3.5	3.7	Not available
Rented area (square feet) <sup>13</sup>	2,791,906	2,752,228	2,556,322
Workplace density (square feet / corporate office employee)	163	172	176
Countries that report business travel (%)	47%	57%	56%
Energy consumption outside JLL operations (business travel and gasoline) (MWh)	63,172	54,784	57,387
Total actual energy consumption (MWh)	63,850	57,679	58,607
Energy consumption - Natural gas (MWh)	542	1,285	1,134
Energy consumption - Electricity (MWh)	21,677	19,828	17,933
Energy consumption - Gasoline (MWh)	41,619	36,563	39,537

Energy consumption - Diesel (MWh)	12	3	2
Estimated building-related energy (MWh)	39,928	40,780	36,291
Electricity sold to tenants (MWh)	13	20	22
Reducing our own carbon footprint			
Disclosure score from CDP Supplier Program	80	70	79
Performance score from CDP Supplier Program	B	D	C
Offices with energy and greenhouse gas emissions initiative(s) (%)	66%	70%	Not available
Offices with video conferencing facilities (%) <sup>14</sup>	58%	72%	88%
Offices with renewable energy (%)	12%	16%	10%
Lessening our environmental impact through waste and water management			
Offices with water initiative(s) (%)	30%	25%	13%
Offices with waste initiative(s) (%)	52%	69%	68%
Client service excellence	2013	2012	2011
Ethics overview (see more data in JLL's Ethics Everywhere report)			
Ethics investigations (% of total employees)	0.47%	0.53%	0.30%
Number of JLL ethics officers	24	Not available	Not available
Actions taken from ethics violations (% of total investigations)	73%	77%	77%
Employees who believe JLL shows a commitment to ethical conduct (%)	No survey	87%	No survey
Employees who received in-person training on anti-corruption policies and procedures	4,095	3,858	3,753
Type of ethics concern investigated			
Improper employment practices or behavior, including unprofessional conduct	147	155	72
Employee theft, personal conflicts of interest or other employee fraud	63	50	31
Improper vendor payments or conflicts of interest, or other improper conduct to or by vendors	7	10	10
Improper client payments or conflicts of interest, or other improper conduct to or by clients	3	4	1
Inappropriate use of the Internet or business computer	6	5	4
Inappropriate entertainment	3	0	0
Compliance with competition laws / broker requirements	1	2	5
Falsification of books and records	5	3	2
Illegal drug use at work; inappropriate use of alcohol	6	6	1
Employment health or safety issues from ethics perspective	3	5	0
Privacy issues	3	7	0
Miscellaneous matters	3	6	7
<b>Total investigations</b>	<b>250</b>	<b>253</b>	<b>133</b>
<b>Ethics investigations (% of total employees)</b>	<b>0.47%</b>	<b>0.53%</b>	<b>0.30%</b>
Action taken for ethics concern			
Terminations of employment	49	61	50
Job changes or transfers; changes to procedures	11	10	13
Employee arrests and criminal matters referred to prosecutors	8	2	3
Formal warnings, deferred promotions and/or reduced bonuses	33	35	15
Matters referred to government agency or other legal actions taken	0	0	0
Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills	82	86	32
<b>Total actions</b>	<b>183</b>	<b>194</b>	<b>113</b>
<b>Actions taken from ethics violations (% of total investigations)</b>	<b>73%</b>	<b>77%</b>	<b>77%</b>
Industry collaboration			
Industry initiatives related to sustainability <sup>15</sup>	47	56	18
Using technology to advance our sustainability services offer			
Buildings on JLL's sustainability data platforms	126,151	153,610	Not available
Sustainability thought leadership			
Thought leadership publications	35	27	38
Green Blog posts	52	98	158
Green Blog unique readers	13,514	11,564	7,570
Green buildings	2013	2012	2011
Leading the way with green building certification and improvements			
Number of buildings where JLL sustainability teams completed work <sup>16</sup>	1,852	1,391	1,058
Client green building certified space (m2) <sup>17</sup>	481,224	Not available	Not available
Client green building certifications	76	59	Not available
LEED	57	31	Not available
Green Globes	8	26	Not available
Green Mark	1	1	Not available
BREEAM	9	1	Not available
Green Star	1	-	Not available
Accreditations for green building skills			
Energy and sustainability accredited professionals (cumulative to year-end)	1,417	1,414	1,075
Greening our own office portfolio			
Offices with a green building or fit-out certificate (%)	10%	6%	5%
Offices with a green building or fit-out principles (%)	42%	37%	Not available
Revolutionary thinking through alternative workplace strategies			
Offices with an alternative workplace strategy (%)	54%	62%	46%
Community and supply chain	2013	2012	2011
Making a global impact			
Total charitable contribution, including corporate and employee (million \$)	4.4	3.8	4.3
Corporate charitable contribution (million \$)	3.9	3.1	Not available
Corporate charitable contribution (% of pre-tax profit)	1.0%	1.0%	Not available
London Benchmarking Group (% of pre-tax profit)	1.7%	1.2%	1.2%

Volunteering days	2,821	1,749	2,228
Living wage to JLL suppliers (% of countries) <sup>18</sup>	37%	Not available	Not available
Procuring green office and kitchen supplies			
Spend on office and kitchen supplies (million \$)	6.3	5.0	3.9
Spend on office and kitchen supplies with sustainability credentials (% of total spend)	26%	33%	30%
Existence of a policy governing the procurement of sustainable kitchen, office and printing supplies (% of countries)	24%	Not available	Not available
Workplace, well-being and diversity	2013	2012	2011
Diversity in our business			
Countries with at least one D&I initiative (%)	44%	44%	49%
Total employees by gender (% female) <sup>19</sup>	34%	34%	34%
Directors by gender (% female) <sup>19</sup>	26%	25%	26%
Directors as proportion of total employees (%)	11%	12%	12%
Employees under 25 <sup>20</sup>	6%	7%	8%
Employees age 25-34 <sup>20</sup>	34%	35%	47%
Employees age 35-44 <sup>20</sup>	26%	26%	19%
Employees age 45-55 <sup>20</sup>	21%	22%	19%
Employees over 55 <sup>20</sup>	13%	10%	7%
Board-level diversity			
Board members by gender (% female)	30%	27%	27%
Employee satisfaction and engagement			
Employee turnover	25%	21%	23%
New starters (% of total employees)	33%	30%	35%
Employee turnover (males)	24%	20%	23%
Employee turnover (females)	26%	23%	24%
Completion rate for Global Employee Engagement Survey	No survey	70%	No survey
Employees who agree that overall, they are extremely satisfied with this company (%)	81%	75%	No survey
Training and development			
Training and development spend (million \$)	12.5	10.7	10.5
Training and development spend per employee (\$)	235	225	248
Employees with agreed performance objectives	23,908	21,467	20,626
Sustainability training			
Training hours from JLL's Sustainability University	4,586	5,616	3,853
Sustainability training hours outside of Sustainability University <sup>21</sup>	7,217	7,025	Not available
Employee compensation and benefits			
Employees who are extremely satisfied that compensation plans reward outstanding performance	No survey	51%	No survey
Maintaining a safe and healthy working environment for our clients and ourselves			
Recordable cases incidence (RIR) rate for Integrated Facilities Management globally + all employees in U.S. <sup>22</sup>	0.55	0.56	0.74
Days away, restricted duty and transfer (DART) rate for Integrated Facilities Management globally + all employees in U.S. <sup>22</sup>	0.26	0.36	0.53
Countries with at least one HW&S initiative (%)	63%	71%	61%
Labor standards and labor relations			
Employees who belong to a labor union (% of total employees)	2%	4%	3%
About this report (JLL's Sustainability Report)			
Countries from carbon management system (including LaSalle)	53	50	50
Corporate offices from carbon management system (including former King Sturge)	263	248	250
Corporate office employees represented by carbon management system (including former King Sturge)	17,252	15,930	15,468
Countries from Corporate Sustainability Survey responses (including separate LaSalle responses)	54	55	55
Corporate offices from Corporate Sustainability Survey responses (including former King Sturge)	242	239	246
Corporate office employees represented by Corporate Sustainability Survey responses (including former King Sturge)	17,192	15,832	15,289

<sup>1</sup> Excludes LaSalle Investment Management employees, who are not disaggregated by region.

<sup>2</sup> Excludes 79 new starters of an unknown region, as well as LaSalle Investment Management employees, who are not disaggregated by region.

<sup>3</sup> 2011 value retained cannot be calculated as we recorded corporate charitable contribution combined with employee charitable contributions.

<sup>4</sup> Includes ESS and LaSalle staff

<sup>5</sup> Includes staff from local offices, Diversity & Inclusion staff and the Global Corporate Sustainability team. Increase due to 2013 being first time when all countries provided employee figures, as opposed to only including global level staff.

<sup>6</sup> 2013 figure excludes clients from France and Romania

<sup>7</sup> Includes all known sustainability activity, primarily related to the Energy and Sustainability Services business. It also includes sustainability activity within other business lines such as Property and Facilities Management.

<sup>8</sup> All figures relate to our U.S. managed portfolio and are based on extrapolated data from ENERGY STAR. Greenhouse gas emissions

<sup>9</sup> The 2013 saving of 220,000 metric tonnes of CO<sub>2</sub>e is equivalent to roughly the annual emissions of 46,316 passenger vehicles. (Source:

<sup>10</sup> The total emissions figure has been reduced by 10 tCO<sub>2</sub>e, to account for the emissions from electricity that was re-sold to JLL's tenants and is therefore not part of our carbon footprint.

<sup>11</sup> We normalize our building-related emissions by the number of corporate office employees (this excludes employees based on client sites).

<sup>12</sup> We normalise our building-related energy consumption by the number of our corporate office employees (this excludes employees based on client sites). We feel this best represents the day-to-day use of our offices. Energy consumption includes building-related consumption only (actual electricity and natural gas consumption, as well as estimated building energy consumption), excluding business travel and vehicle fuel consumption. This is due to our consumption reduction target, which was set on building-related energy consumption due to gaps in our travel and fuel consumption data capture. The intensity figure includes only energy consumed within the organisation.

<sup>13</sup> Total rented area of JLL corporate offices at year end. 2011 and 2012 figures are restated due to data corrections and to ensure consistency in methodology from year-to-year.

<sup>14</sup> In 2013 we requested only video conferencing facilities, not including web conferencing. This caused a drop from 2012.

<sup>15</sup> 2012 and 2013 number industry initiatives are not comparable, as in 2013 definition of initiative was adjusted to longer term initiatives, excluding speaking events.

<sup>16</sup> 2012 figure is restated, with the addition of 40 buildings in the Energy Reduction Program delivered by JLL's Upstream Sustainability Services in the UK.

<sup>17</sup> Data from Poland and Ukraine are excluded.

<sup>18</sup> 2013 is the first year we collected information on this indicator. 35% of countries stated that supplier living wage was not applicable to their country context.

<sup>19</sup> 322 employees of undisclosed gender excluded from analysis

<sup>20</sup> 420 employees with undisclosed age excluded from analysis

<sup>21</sup> Due to gaps in training records, we likely slightly under-reported our training hours outside of Sustainability University in 2013.

<sup>22</sup> Based on Occupational Safety and Health standards. Recordable cases incidence rate (RIR) refers to OSHA recordable incidents. Days away and restricted time (DART) refers to cases with days away from work, job transfers, or restrictions. The rates are derived using the standard OSHA calculation for recordable incidence rates. The calculation is based on a standard of 200,000 hours worked by 100 employees (40 hours per week, 50 weeks per year). The resulting incidence rate indicates the number of injuries or illnesses per 100 employees. These figures represent Asia Pacific; EMEA; Latin America; and North America. The U.S. figure accounts for all JLL employees. All other regions account for our Integrated Facilities Management business only