



JLL ESG Performance Report 2022

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This ESG Report contains “forward-looking statements” within the meaning of certain safe harbor provisions under federal securities laws, such as statements regarding our sustainability targets, including our net zero commitment and renewable energy targets, our diversity commitments, plastic removal goals, water consumption and other environmental targets, external ESG commitments and operational strategies. There is no guarantee that these forward-looking statements will happen due to a number of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, evolving legal and regulatory requirements, our expansion into new geographic regions, and potentially, those set forth in the “Risk Factors” section of our most recent Annual Report on Form 10-K and subsequent filings. The standards of measurement and performance contained in this submission are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved. The information included in and any issues identified as material for purposes of this ESG Report may not be considered material for SEC reporting purposes. In the context of this disclosure, the term “material” is distinct from and should not be confused with, such term as defined for SEC reporting purposes.



An introduction from our CEO

I am pleased to report progress across the three pillars of our sustainability program and broader ESG objectives through 2022. Mirroring our resilient overall business performance, these achievements build on the strong foundations that underpin our ambitious long-term targets.

Amid geopolitical and economic uncertainty, the urgency to reduce greenhouse gas emissions was driven home by the IPCC's Sixth Assessment Report. We have a narrowing window of opportunity to meet the goal of the Paris Agreement, to limit global temperature rises to 1.5 degrees. Without immediate action to curb greenhouse gas emissions, the climate crisis will have devastating ecological and social consequences.

With 40% of global carbon emissions emanating from the built environment, the real estate sector has a collective responsibility to set and achieve transformational sustainability targets. JLL is playing a leading part in addressing this challenge — from setting aggressive sustainability targets for our own operations, through providing industry-leading sustainability services, products and advice for our corporate and investor clients, to partnering with civil society and industry bodies.

It is therefore significant that we are ahead of schedule to meet our World Green Building Council (WGBC) commitment for all JLL

operational carbon emissions to be net zero by 2030. We are also making substantial progress toward our other 2030 target for all JLL offices greater than 10,000 s.f. to achieve a sustainability certification. Through these actions, we are moving to occupy a best-in-class real estate portfolio that is leading on energy efficiency, well-being and inclusivity.

These achievements are a visible demonstration of our industry-leading expertise in delivering sustainability solutions across the real estate sector. However, more needs to be done. Progress is slower across our wider carbon footprint, in particular emissions from the properties that we manage on behalf of clients.

Decarbonizing our real estate

To this end, we have adopted an innovative approach to decarbonize our offices and client properties. In short, we have hired ourselves, and, under the direction of a multi-disciplinary Work Dynamics team, we are embedding sustainability requirements into all stages of the property lifecycle, from leasing to fit-out and operations.

The lessons learnt mean we are uniquely positioned to provide the necessary insights, skills and technological solutions to help deliver a net zero real estate sector. The business case for this has never been clearer. Companies recognize that decarbonization isn't just about avoiding risk, it's about using sustainability as an opportunity to unlock value. We are expanding the delivery of our end-to-end sustainability services and proprietary technology, to deliver this goal and create value across all types of real estate portfolios.

Embedding diversity, equity and inclusion

Our success is rooted in the talent and unwavering commitment of more than 100,000 colleagues who embody JLL's values of teamwork, ethics and excellence. During 2022, we continued to strengthen our value proposition, to attract and retain the people needed to deliver on our strategy, with a focus on diversity, equity and inclusion (DEI), health and well-being.

Achieving real and sustainable DEI at all levels of the business is of paramount importance to JLL, as well as a personal priority for me. In 2022, we laid the groundwork to reimagine our global approach with an enhanced DEI strategy. This will guide our progress across five critical impact areas, focusing on our workforce, culture and marketplace as immediate priorities. The strategy reinforces our existing efforts to improve female representation in our most senior roles.

Prioritizing health, well-being and safety

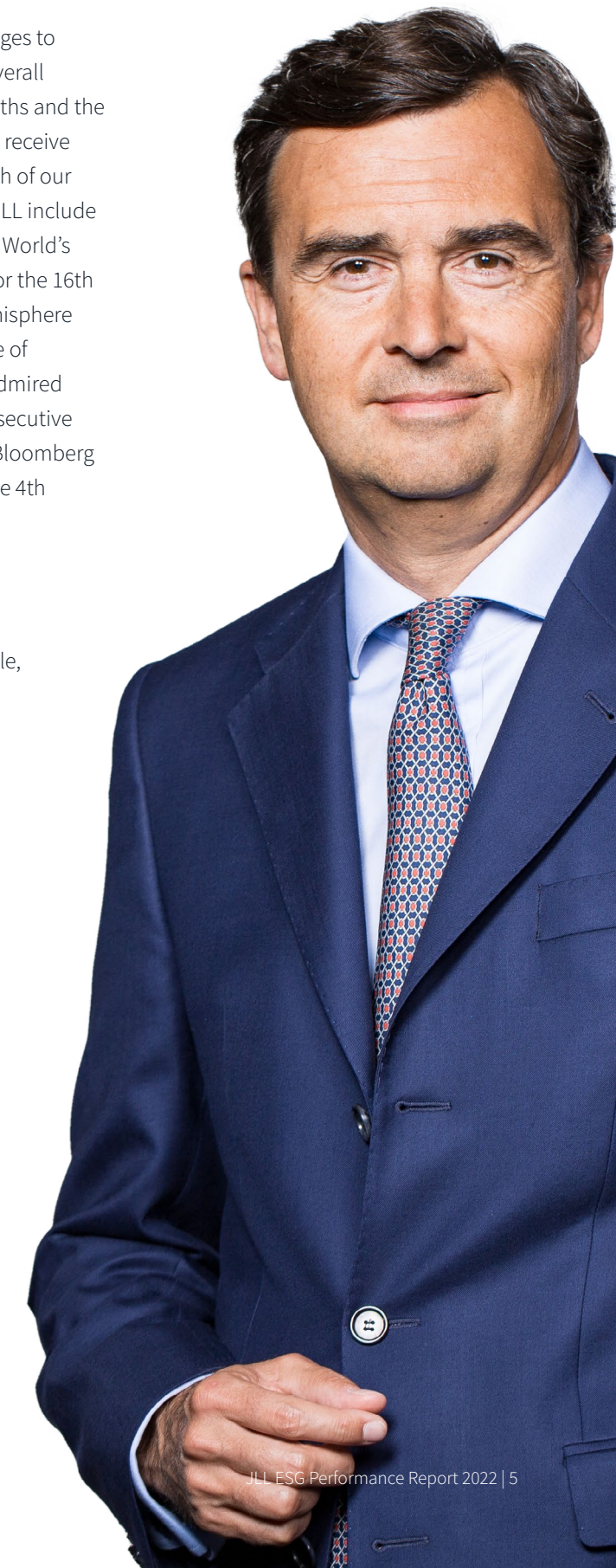
We are prioritizing healthy spaces through our workplace strategy and 'One team S.A.F.E.R. together' program. Building on a consultation with our people, we have launched a three-year roadmap to embed long-term cultural change and reduce the number of incidents and injuries among our employees and partners. For our clients, JLL's expertise was recognized by the International WELL Building Institute (IWBI), who named us WELL Enterprise Provider of the Year for our excellence in helping clients realize the value of WELL at scale.

I believe it is important that business leaders should help to steer the discussions on ESG and DEI away from being a political debate. Achieving success across both areas drives value to all stakeholders in a business and helps to reduce operating risk in a world which is currently offering

plenty of far harder challenges to tackle. I am proud of our overall progress in the last 12 months and the recognition we continue to receive for the strength and breadth of our ESG efforts. Highlights for JLL include being named as one of the World's Most Ethical Companies® for the 16th consecutive year by the Ethisphere Institute, recognized as one of Fortune Magazine's Most Admired Companies for the 7th consecutive year, and included on the Bloomberg Gender Quality Index for the 4th consecutive year.

Taken together, they demonstrate how JLL continues to lead by example, and remain at the forefront of efforts to shape the future of real estate for a better world.

Christian Ulbrich,
CEO and President



An introduction from our CSO

At JLL, sustainability means taking climate action, creating healthy spaces and supporting inclusive places. In 2022, we continued to take steps to drive progress in all three of these strategic areas. One big change is in how we're reporting on our ESG performance.

Erin Meezan,
Chief Sustainability
Officer, JLL

This year, we've evolved to a new reporting format to improve how we communicate to our stakeholders. Our new approach focuses primarily on performance against our stated ESG commitments, and shifts other environmental, social and governance information to a dedicated [ESG Reporting Hub](#). This new Hub recognizes stakeholder demand for a single point of access to ESG-related information, including performance reports, relevant policies and other public disclosures.

We believe focusing this report on our ESG performance allows us to not only share specific performance metrics, but also enables us to expand our reporting to detail how we are achieving these metrics. In turn we can share valuable insights that we hope facilitate the ESG journey of others in the industry and beyond.

Transforming our offices

In this report we share details on the actions we are taking to transform our own office portfolio and to meet commitments, including our WGBC Net Zero Carbon Buildings Commitment, which requires all of our operational carbon emissions to be net zero by 2030.

By the end of 2022, we achieved a 34% reduction in Scope 1 and 2 emissions across all JLL offices, exceeding the planned emissions reduction pathway. This puts us ahead of target to achieve this commitment.

Our progress is down to an innovative approach - creating an integrated global team of experts from our Work Dynamics business to decarbonize our offices at scale. Commissioning ourselves has given us valuable insights on the challenges and solutions required to achieve a net zero office portfolio. The lessons we're learning as both advisor and client offer us not only a view of what strategies and tactics drive decarbonization in corporate real estate, but also the other critical elements required for success. Read about our approach in the Climate action section, from [page 36](#) in this report.

Looking Forward

These lessons from transforming our offices equally apply to the broader journey to decarbonize our enterprise, and our industry.

The actions we're taking have a significant impact beyond our portfolio and our enterprise. With buildings responsible for over 60% of overall emissions in cities, decarbonizing as quickly and effectively as possible is critical for the future of all cities, countries, and the planet.

What JLL is learning in meeting our own net zero commitments gives me optimism for the rest of the industry. We see what's possible. Transitioning our business to net zero requires a complex roadmap with lots of steps, but these steps are clear.

We also know looking at our own progress, we must pick up the pace. Every action we take to decarbonize in this decade will be crucial to the work that needs to be done further down the line to position us to achieve our 2040 commitments.

We know where we want to be. Collaboration, integration, and implementation of the most effective strategies broadly across our business will help us to get there.

Performance highlights

54%

of JLL offices >10,000 s.f. with a green building certification: on track to achieve **100% by 2030**.



Top 5% of real estate companies surveyed for **safety culture**¹.

29%

of electricity across JLL's global portfolio supplied by, or sourced from, **renewable sources** by end of 2022.



70% participation in global employee survey: engagement score increased to 79 putting us in the **top 25%** of companies¹.

34%

reduction in **Scope 1 and 2** emissions across JLL occupied offices compared with our 2018 baseline: on track to meet our net zero 2030 WGBC commitment.



14% annual increase in the number of employees volunteering reaching 8,018 in 2022.

US\$2.24B

global spend with **diverse and small businesses** across our clients' and JLL's supply chain.



Total corporate charitable contributions equivalent to **1.7% of pre-tax profits**³: exceeding our target of 1%.

37%

female representation in our most senior roles²: on track to achieve **40% by 2025**.

1: Benchmark provided by our survey administrators.

2: Leadership and management bands.

3: Calculated based on a three-year trailing average of pre-tax profit.

Awards & recognition

World's Most Ethical Companies®
Ethisphere Institute

16th consecutive year

One of the World's Most Admired Companies
Fortune Magazine

7th consecutive year

Barron's 2023 list of the Most Sustainable U.S. Companies

4th consecutive year

Bloomberg Gender Equality Index

4th consecutive year

Human Rights Campaign Foundation's Corporate Equality Index

8th consecutive year

CDP climate change disclosure

A-

WEConnect International 2022 Global Champion for Supplier Diversity & Inclusion

Platinum category

Dow Jones Sustainability Index North America

6th consecutive year

Energy Star Sustained Excellence Award U.S. Environmental Protection Agency

11th consecutive year

One of America's Most Responsible Companies, Newsweek

4th consecutive year

One of America's Best Employers for Diversity, Forbes

4th consecutive year

One of the Best Places to Work for Disability Inclusion, Disability Equality Index

4th consecutive year

EcoVadis sustainability rating

Gold

As of March 31, 2023

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 of December 31, 2022, we had annual revenue of \$20.9 billion and fee revenue of \$8.3 billion, with operations in more than 80 countries and a global workforce of over 103,000 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 (public sector) entities.

Through LaSalle Investment Management (LaSalle), we invest for clients on a global basis in both private assets and publicly traded real estate securities.

A full description of our service lines, and the services we provide are available in our [Annual Report](#).

Markets Advisory
Enabling stronger decision-making with proprietary intelligence

We solve clients' complex challenges by combining global market expertise with world-class research, to identify superior opportunities and inform smarter decision-making.

Work Dynamics
Shaping a better world of work

Our world-class team of workplace, facilities and portfolio experts create custom strategies to improve efficiency, optimize performance, and shape the future of work through human-centric design.

Capital Markets
Creating a world of opportunity

As a full-service global provider of capital solutions, we combine the unique knowledge of our people with cutting-edge technology to unveil insights.

JLL Technologies
Pioneering intelligent real estate

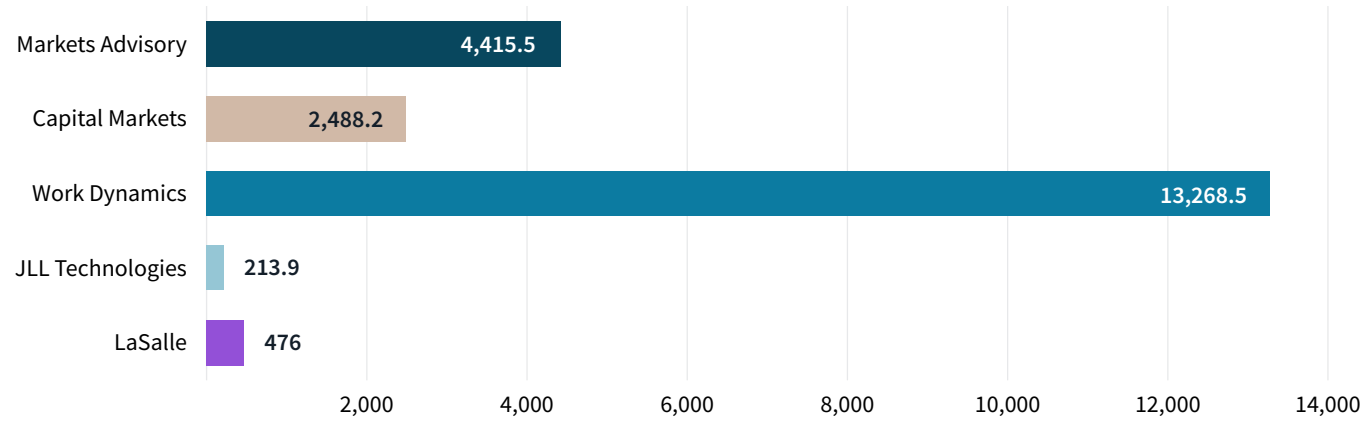
Helping organizations transform the way they acquire, manage, operate and experience space for the better through the strategic application of emerging technologies and data capture.

LaSalle
Leading the world of real estate investment management forward

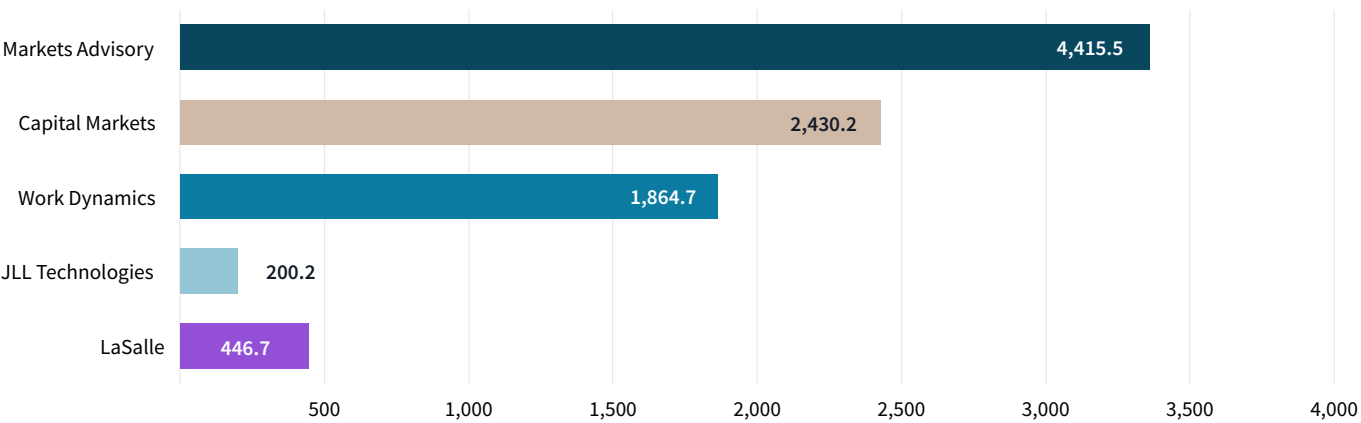
Our trusted advisors partner with leading institutional and individual investors, to embrace unseen real estate investment opportunities.

Inclusive places

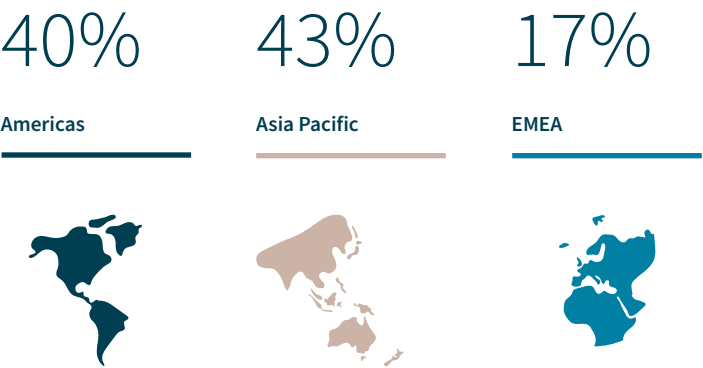
2022 revenue breakdown by segment (US\$ millions)



2022 fee revenue breakdown by segment (US\$ millions)



Employees by region (%)



Purpose, strategy & program

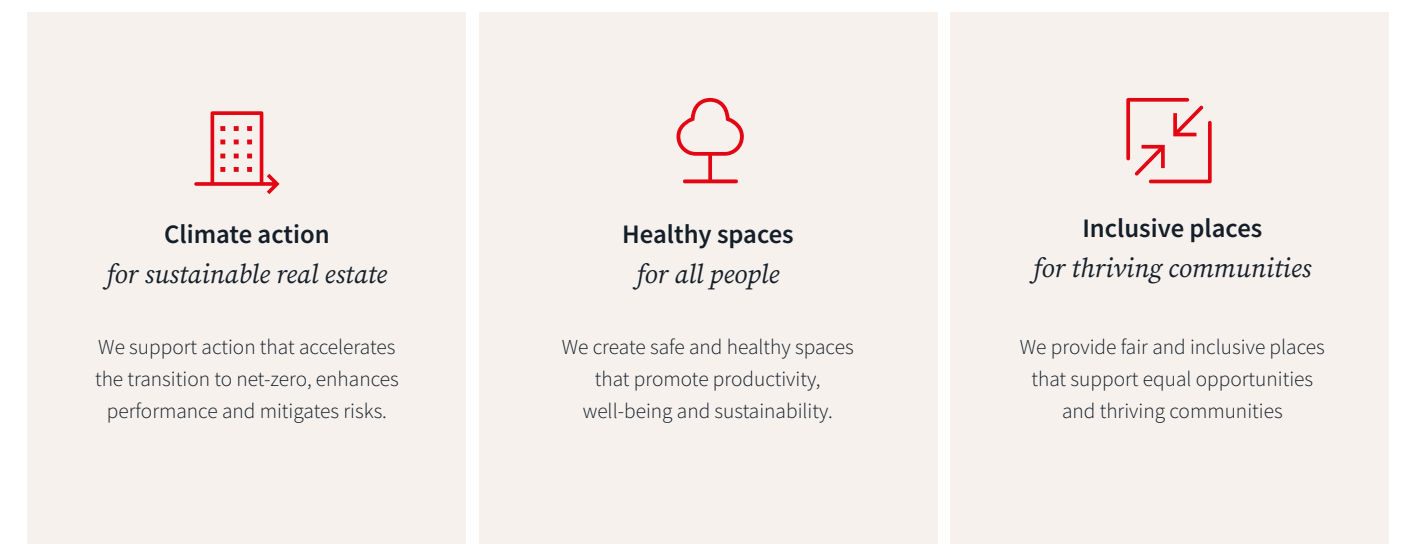
JLL's purpose is to shape the future of real estate for a better world.

Staying true to this purpose in all that we do enables us to fully align with the best interests and ambitions of our clients and stakeholders. It exemplifies our commitment to the highest standards of environmental, social and corporate governance (ESG), and to a more sustainable, diverse and inclusive future.

Beyond is our strategic vision and framework to deliver long-term sustainable and profitable growth. It comprises broad strategic priorities which are grouped under five pillars – Client, Brand, Technology, People & Values, and Sustainability – which collectively support our long-term growth trajectory.



Our ESG and sustainability program focuses on three issue areas that directly align to our purpose and strategy. By focusing on these issues, we support the long-term success of our business, clients, people and communities.



Beyond strategic pillars



Client

- Driving value as a strategic partner
- Seamless global client approach
- Focused on attracting a specific client base



People & Values

- Leading professional services/ technology employer
- Attract diverse and ambitious talent
- Teamwork, ethics and excellence



Brand

- Building our brand beyond real estate
- Reaching C-suite decision-makers
- Consistent global brand perception opens doors to new clients



Sustainability

- To shape the future of real estate for a better world
- Climate action for sustainable spaces
- Healthy spaces and inclusive places for people and communities



Technology

- Best collection of data enables market-leading insights
- Investment in broker and client tools
- Drive digital
- DNA across organization

The program is delivered by global business lines and corporate functions to better reflect the structure of our business, rather than solely through geographic markets. Not only does this ensure that we are making progress against our targets as efficiently as possible, but it allows us to embed sustainability into the way we operate.

Four principles underpin our program and demonstrate how we will deliver a positive impact for our stakeholders and lead our sector on sustainability.

Our sustainability program is purpose-driven, issues-based and ultimately impact-assessed. We know that our business activities can drive both positive and negative impacts along our value chain, and that it is critical to measure those impacts to manage them most effectively.

1. Being a responsible business is central to our values and everything we do. Leading by example gives us the credibility to talk to our clients and advance industry action on sustainability.

2. Harnessing the power of our people, giving them the opportunity, knowledge and tools to own their success and valuing what makes them unique.

3. Driving change through client solutions to maximize impact, collaborating to transform and transition toward more sustainable outcomes.

4. Advocating for a better real estate sector by driving demand for sustainability, demonstrating thought leadership and engaging industry, governments and society on the issues that matter most.

Stakeholder engagement

Stakeholder engagement is fundamental to our business. This includes corporate-level engagement with our primary stakeholders — clients, suppliers, employees and investors — and local-level engagement with communities, government, media, business associations and NGOs.

The feedback we receive informs our actions on both a global and local level, including the development of our sustainability program and materiality reviews. The Global Sustainability Team oversees all strategic ESG-related stakeholder engagement activities, including participation in industry-level working groups and organizations.

These activities are designed to: improve our sustainability and ESG strategy and performance, ensure we are responding to our stakeholders’ priorities and expectations, and maintain open dialogue to promote information sharing and enhance disclosure.

In 2022, we reviewed our stakeholder engagement processes with internal corporate functions and business lines who regularly communicate with our priority stakeholder groups. Through this process, we identified areas to improve our

effectiveness and created a centralized platform to better capture and share feedback and lessons learned.

Stakeholders can also engage JLL directly via the contact information provided on our website.

Public policy engagement

Our general approach is to not take positions as an organization on social or political issues or on political campaigns. Accordingly, we do not permit contributions in JLL’s name for political activities.

From time to time, we may comment on proposed legislation or regulations that directly affect our business interests or our people, and therefore the interests of our shareholders. We also belong to industry trade associations that may attempt to influence legislation in the interests of the industry generally.

Where we advocate for policies on topics such as climate change, these align with our sustainability priorities and support a transition to a net-zero economy.

Supporting industry action on climate change

We leverage our relationships and partnerships with Ceres, the World Green Building Council (WGBC), local Green Building Councils and the World Economic Forum (WEF) to amplify our impact and drive industry change. Through these organizations, as well as WEF’s Alliance of CEO Climate Leaders (of which CEO Christian Ulbrich is co-Chair), we were an active participant in activities leading up to, and during, COP27.

Ahead of COP27, we worked with multiple stakeholder groups to map out engagements and events to highlight the role of the built environment in reducing greenhouse gas (GHG) emissions and provide specific recommendations for decarbonization pathways.

We published a global research paper ‘[Retrofitting Buildings to be Future-Fit](#)’ that underscores the need to prioritize retrofitting efforts as the quickest and most cost-effective way to accelerate the decarbonization of the built environment.

JLL is a signatory of The Climate Pledge, supporting efforts to achieve the goals of the Paris Agreement ten years early. In early 2023, we also joined the Science Based Targets Network Corporate Engagement Program to help preserve and champion nature and biodiversity across our corporate real estate and drive engagement across the sector.

Material ESG issues

We undertake periodic ESG materiality reviews — alternating between in-depth assessments and lighter-touch updates — to identify the ESG topics considered most important to our business and what matters most to our stakeholders.

The findings inform our sustainability and ESG program, strategy, targets and KPIs, ensuring that we are addressing our most relevant impacts, opportunities and stakeholder expectations. The most recent in-depth review and ESG materiality matrix is described in our [2020 Global Sustainability Report](#).

Topic and description	Further information (including key metrics)
Energy and climate <ul style="list-style-type: none">Energy efficiency, renewable energy and reducing GHG emissions.Climate change mitigation and adaptation.	<ul style="list-style-type: none">Energy and climate, page 30
Sustainable buildings <ul style="list-style-type: none">Demand for zero or low-carbon buildings, green building certifications. Green leasing, sustainable fit-outs, resilient design and management.	
Adaptation and resilience <ul style="list-style-type: none">Design and management of buildings that minimize the effects of a changing climate on the built environment and communities.	
Healthy buildings <ul style="list-style-type: none">Design and operation of healthy buildings that increase occupant health and wellness.	<ul style="list-style-type: none">Healthy buildings, page 52
Employee well-being and engagement <ul style="list-style-type: none">Mental, physical and financial well-being programs. Flexible working and other employee benefit programs.Employee collaboration, accomplishment, motivation and satisfaction, as well as fair and equitable compensation, benefits and performance incentives.	<ul style="list-style-type: none">Employee well-being, page 53Employee engagement, page 61
Diversity, equity and inclusion <ul style="list-style-type: none">Fair treatment and equal opportunity for all people, regardless of gender, age, cultural background, skills, race, religion and sexual orientation.	<ul style="list-style-type: none">Diversity, equity & Inclusion, page 56
Responsible procurement <ul style="list-style-type: none">Procurement of ethical and sustainable products and services for ourselves and our clients.Supplier diversity.	<ul style="list-style-type: none">Responsible procurement, page 22
Ethics & compliance <ul style="list-style-type: none">Prohibiting bribery, corruption and anti-competitive behavior. Transparency, Code of Ethics and grievance mechanisms.	<ul style="list-style-type: none">Ethics & compliance, page 20
Governance, corporate culture and reputation <ul style="list-style-type: none">Guiding purpose and principles, how employees and leaders interact and handle business transactions, and how this presents itself externally.Investor relations, enterprise risk management, business continuity, board effectiveness, executive compensation, and public policy practices.	<ul style="list-style-type: none">ESG Governance, page 162023 Proxy Statement

We also report, monitor and track our performance against an additional six topics — a decision which reflects both the dynamic nature of topics over time, and the fact that many are interrelated. Although we do not consider these our most material ESG topics, they nonetheless rank highly

for individual stakeholder groups and the ESG indexes and benchmarks that we prioritize. They include: natural capital; waste and circularity; business travel; health, safety and security; community engagement; human and labor rights.

ESG governance

Our sustainability and ESG program is supported by our commitment to the highest standards of governance and business ethics. We have integrated sustainability into our corporate governance procedures to support our purpose and further embed it into our core operations and client services.

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. Additional information about our corporate governance, including our corporate governance structures, procedures and policies, can be found in our [2023 Proxy Statement](#) and the [Investor Relations](#) section of the JLL website.

Global governance

We have created a robust governance structure to provide the necessary strategic oversight and operational implementation to deliver our sustainability and ESG program.

Ultimate responsibility within JLL rests with Christian Ulbrich, our Global Chief Executive Officer and member of the Board of Directors and the Global Executive Board (GEB). As of December 31, 2022, the Board comprised 12 members, of which 11 were independent Non-Executive Directors. We believe the Directors’ varied backgrounds, skills and experience contribute to an effective and well-

balanced Board that is able to provide valuable insight to, and effective oversight of, our senior executive team. The Board has adopted a Statement of Qualifications for Members of the Board of Directors which outlines the characteristics we seek in Board nominees, including experience relating to environmental and social matters. Details of our Board composition, including gender and ethnicity data and tenure, are in our 2023 Proxy Statement.

The Board is assisted by three committees, including the Nominating, Governance and Sustainability Committee. The Committee supports the Board in reviewing the Company’s policies and programs and related risks that concern certain environmental, social, legislative, regulatory and public policy matters. Our GEB includes senior leaders representing key corporate functions and business line leads. Neil Murray, Global CEO, Work Dynamics, represents Global Sustainability.

The Sustainability Services Executive Committee is chaired by Guy Grainger, Global Head of Sustainability Services and ESG, who reports directly to Neil Murray. Guy Grainger oversees JLL’s external sustainability services, products and strategy to ensure we provide industry-leading support and services to our clients. Our efforts to address sustainability within our internal operations are reviewed by the Corporate ESG Board which meets quarterly. It is comprised of the regional sponsors for sustainability and global heads of business lines and corporate functions, such as Human Resources, Legal and Marketing among others. It is chaired by Erin Meezan, JLL’s Chief Sustainability Officer.

The Corporate ESG Board is responsible for aligning the sustainability interests of JLL with those of our clients, employees and shareholders, developing and monitoring our sustainability program, and monitors its implementation through training, reporting and the provision of guidance. It regularly reviews strategic and operational decisions related to JLL’s sustainability and ESG performance and progress against our targets.

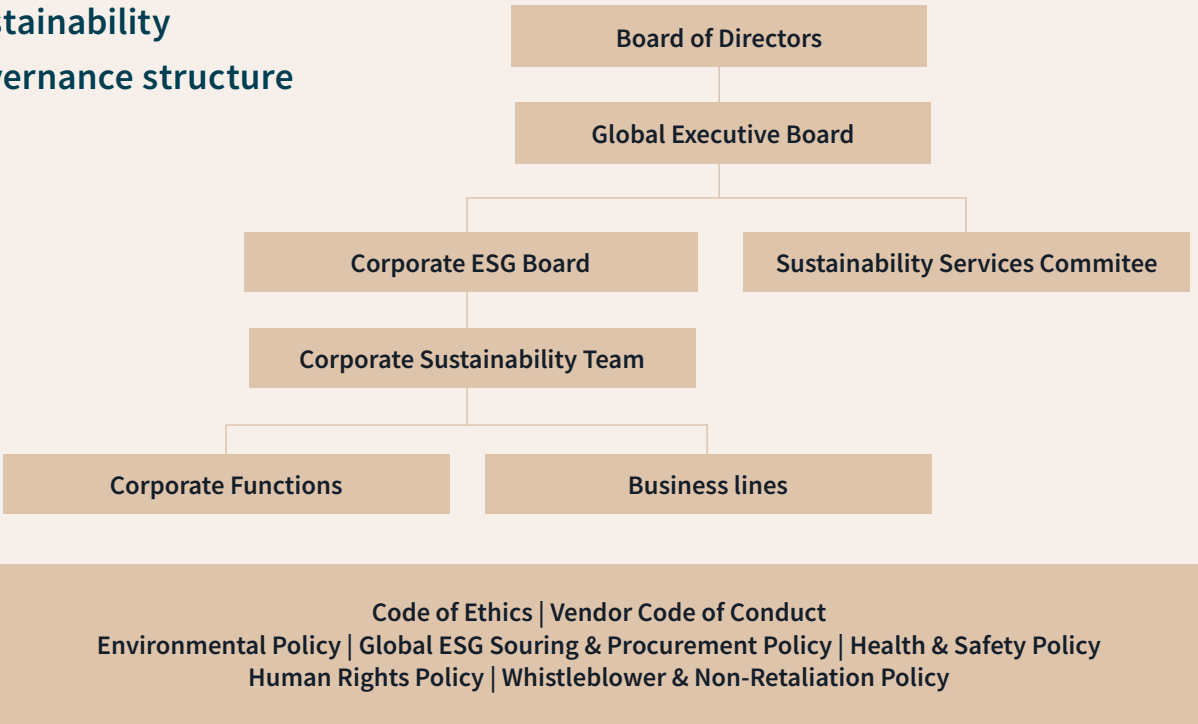
Our Chief Sustainability Officer is supported by a Global Sustainability team. The team is responsible for the delivery of global ESG reporting and communications, the facilitation of the program globally, delivery of JLL’s sustainability targets, and representing JLL in its interactions with external sustainability organizations.

The team is supported by regional and local sustainability implementation roles to deliver JLL’s sustainability program across our local operations, and to coordinate primarily with internal stakeholders across various corporate functions and business lines.

Remuneration

JLL’s remuneration package for the GEB, Global Chief Executive Officer, Chief Sustainability Officer and Global Head of Sustainability Services and ESG ties monetary rewards to the successful delivery of our global sustainability targets, including the effective management of climate-related risks and issues. Others throughout the organization who deal directly with sustainability issues have both monetary and non-monetary awards tied to performance against JLL’s sustainability program.

Sustainability governance structure



Risk management

JLL’s Enterprise Risk Management (ERM) Framework identifies, assesses and prioritizes the most significant enterprise risks that could impact, both positively and negatively, the achievement of JLL’s strategic objectives. ERM aims to maximize short- and long-term value to JLL’s stakeholders.


We operate a global ERM framework enabling management to take targeted actions to mitigate risks. This framework is governed by the GEB and coordinated by the Global Director of Enterprise Risk Management.

The top risks are reported in detail to the GEB and the full Board of Directors twice a year, plus on an ad-hoc basis as required.

Our Audit Committee reviews the ERM program to ensure it is fit for purpose. The sustainability program is included in Global Internal Audit’s risk assessment of the company and considered for testing annually.


Sustainability and the broader ESG agenda are core pillars of JLL’s strategy and are therefore key components of our ERM framework. The ESG materiality assessment (referenced earlier in this report) is one of many inputs used in our ERM assessments to identify and prioritize risks.

Our ERM reporting provides insight into JLL’s most important risks, specifically to guide:




Understanding

Improve our understanding of the most significant short- and long-term risks facing our organization.




Consistency

Improve consistency of decision making, governance, strategy, objective.



Risk

Define actions to mitigate the impact and/or likelihood of significant risks impacting JLL setting and operations.



Ownership

Assign ownership for those actions.

Several ESG-related risks are regularly reported to the GEB and Audit Committee including the following.

Diversity, Equity & Inclusion

Risk Scope	Examples of Key Mitigations
Delivering our ambitious DEI strategy to meet or exceed internal and external expectations.	<ul style="list-style-type: none">Global Head of DEI reporting directly to CEO.Partnership with global DEI consulting firm, The Kaleidoscope Group.Global DEI strategy and tailored toolkits available to leadership and all staff.

Ethics & Compliance

Risk Scope	Examples of Key Mitigations
Managing core compliance risk, including financial crime, corruption, data privacy, regulatory standards and modern slavery. Maintaining a strong culture of ethics and integrity.	<ul style="list-style-type: none">Wide array of global programs covering ethical behavior, trade sanctions, anti-bribery and corruption, anti-money laundering, data privacy, fair competition/antitrust, modern slavery.M&A due diligence and post-acquisition processes.Ethics & compliance training, resources and communications.Ethics investigations, anti-retaliation policies and response framework.

Health & Safety

Risk Scope	Examples of Key Mitigations
Inherent risk of life-changing injury or loss of life as a result of acts or omissions in the services JLL provides.	<ul style="list-style-type: none">H&S management systems and assurance programs.Hazard identification, risk assessment and minimum required operational controls.One team S.A.F.E.R. together — behavioral safety surveys & training programs.

Delivering 2030 carbon reduction commitments

Risk Scope	Examples of Key Mitigations
Developing and deploying strategies at sufficient scale to deliver our objectives: <ul style="list-style-type: none">51% reduction in Scope 1, 2 & 3 carbon emissions by 2030.To only occupy net zero carbon (NZC) offices by 2030.	<ul style="list-style-type: none">Global governance and oversight processes focused on environmental commitments.Global Sustainable Procurement Framework.Established sustainability reporting platform.Regular and transparent carbon emission reporting, with third-party verifications, including in annual ESG report, CDP.

Ethics & compliance

Ethical business practices guide our actions, define who we are and how we behave. We implement a comprehensive ethics and compliance framework, which enables us to navigate increasingly complex regulatory requirements.

Code of Ethics

Our Code of Ethics is the cornerstone of our Ethics Everywhere program and, together with our Vendor Code of Conduct, provides the foundation for the way we conduct our business. Available to download from our [website](#), the Code sets out the ethical expectations we have for all those who work for, and with, us.

In 2022, we updated the Code to provide greater alignment with JLL's purpose. The revised Code is clearer, simpler and more engaging. It covers the most significant ethics and compliance risks for JLL, providing guidance and resources, to help employees and managers protect and foster an ethical, "Speak Up" culture.

We undertake an annual exercise to provide assurance that our people have read, understood and subsequently certified to the Code. In 2022, this was part of a global communications campaign to launch the revised Code, which included a video message from our CEO along with mandatory training and certification. Out of a global workforce of more than

100,000 people, we achieved a 90% certification and training completion rate.

Ethics program

Our [Ethics Everywhere](#) program empowers our people to speak up and raise integrity concerns with confidence, and without fear of retaliation. It provides guidance and direction to help our employees follow the spirit of our Code, covering the broad risk areas of financial crime, corruption, trade sanctions and export control, data privacy, conflicts of interest, regulatory standards and other issues, such as modern slavery.

We provide many mechanisms for people to raise ethics and compliance questions, make suggestions or report allegations of misconduct, including on an anonymous basis. Program oversight is provided by our Ethics and Compliance team who are supported by a global network of more than 390 Ethics Officers, Ethics Liaisons and Ethics Investigators.

Ethics reporting

JLL's global Whistleblower and Non-Retaliation Policy outlines our commitment to transparency, fairness and compliance with applicable laws. We encourage a "Speak Up" culture, and the policy provides protection from retaliation for any person reporting any activity they reasonably believe to be wrong or unlawful. This includes JLL employees, business partners (including those involved in

pre-contractual negotiations), third parties (clients, contractors, suppliers or consultants), visitors or facilitators that assist those who speak up.

Employees and other stakeholders can make a report through the Ethics Everywhere Helpline, our independently administered anonymous whistleblower helpline and online reporting platform. Reports may also be made directly to our Legal, Ethics and Compliance and Human Resources functions, Ethics Officers, or externally to the relevant authority.

All reporting formats are covered by the policy and all reports are investigated according to defined procedures that are outlined in the policy.

We offer a variety of training programs and ethics awareness campaigns to our global workforce, including annual mandatory ethics training for all employees. In 2022, we delivered approximately 350,000 training sessions on a broad range of ethics and compliance topics to more than 90% of our total workforce.

Ethical conduct is also integrated into our performance evaluations for employees. Our annual performance reviews, for example, include criteria to assess how goals were achieved, with a focus on ethical conduct and promoting JLL's core values.

Risk assessments

We conduct an annual global ethics and compliance risk assessment to identify, assess and prioritize our key risks. The findings inform risk mitigation plans that are embedded in our annual compliance plan and which are monitored on an ongoing basis throughout the year.

In 2022, these included expanded key risk indicators used to monitor our program, targeted country and business line level anti-bribery and corruption risk assessments and assurance reviews, and a review of our sanctions screening governance and controls.

Updates are included in our quarterly report to the Audit Committee. In addition, we conduct periodic evaluations of our ethics and compliance program, including through Ethisphere's World's Most Ethical Companies assessment and Ethics Inside Certification, which we

have held since 2008. Our annual [Ethics Everywhere Report](#) provides performance metrics and further insights into our key ethics and compliance risks.

Industry collaboration

JLL is actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum's Partnering Against Corruption Initiative (PACI), the Gatekeepers Framework (a joint initiative between PACI and the Global Future Council on Transparency and Anti-Corruption) and BELA (the Business Ethics Leadership Alliance), among other programs.

Furthermore, LaSalle has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and is committed to reporting on progress toward the Six Principles of the PRI.

Modern slavery

We publish an annual modern Slavery Statement as required by UK and Australian law. The Statement details our risk exposure, and the practical steps we are taking to assess and address modern slavery risks in our operations and supply chain across our global businesses. The Statement is available to download from [our website](#).

2022 performance highlights

We track the number of reported matters and confirmed violations to monitor the effectiveness of our compliance framework.

1,276

matters investigated

13

matters per
1,000 employees

908

actions taken, ranging
from additional training to
termination of employment.

Responsible procurement

JLL managed an annual procurement spend of approximately \$12.4 billion in 2022 across our corporate operations and on behalf of clients. The greatest volume is direct procurement spend for property management, workplace management and project management services we provide to clients globally. We manage \$1.5 billion of indirect procurement spend related to the goods and services we buy for JLL.

The five largest categories of goods and services procured are cleaning/ janitorial, general contractor, general building repair and maintenance, security services, and HVAC equipment repair and maintenance. Collectively, these represent more than half of our direct procurement spend.

Building on a strong foundation for ESG, we have a strategic opportunity to use our scale to promote more sustainable, inclusive and ethical alternatives and to share best practice among our clients and suppliers.

Doing so enhances JLL’s value proposition to clients and helps to deliver our sustainability and ESG targets. Critically, this includes efforts to drive down Scope 3 supply chain emissions to support JLL’s net zero by 2040 target.

Supply chain policies
We have consistent policies and governance that determine how we engage with suppliers globally. These policies ensure compliance and alignment with our ESG principles.

All suppliers, for our clients and JLL, are contractually obliged to comply with the practices described in our Vendor Code of Conduct, which reflects JLL’s Code of Ethics.

The Vendor Code of Conduct sets out minimum expectations for suppliers relating to business practices, regulatory compliance, ethics, health and safety, employment and broader environmental and social impacts. It covers our suppliers’ direct operations and the actions of their suppliers.

JLL’s Global ESG Sourcing and Procurement Policy establishes core ESG objectives that are applied across our global supply chains. It sets out how we expect suppliers to contribute to our program, support client sustainability goals, and improve our suppliers’ performance over time.

As an organization that promotes inclusivity, fairness and ethics, we are opposed to human rights violations of all types. We publicly support and respect the Universal Declaration of Human Rights (UDHR), the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work (ILO Declaration), the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. Accordingly, we strive to prevent forced labor in our business and supply chain.



Risk management, due diligence, monitoring and compliance
JLL’s Supplier Lifecycle Management Framework is our process to understand, address, manage and monitor supply chain risks throughout the procurement lifecycle.

1

Pre-screening and certification

- Corporate profile and conflict of interest declaration
- Supplier evaluation based on category, supplier competence & capability, geographic footprint and scope of work
- Suppliers evaluated for risk, modern slavery and ESG requirements
- Additional checks for suppliers in high-risk categories or client requirements
- Screening against know your client obligations, sanctions screening via World-Check

2

Qualification & on-boarding

- [Vendor Due Diligence Guide](#) requires suppliers to meet basic eligibility requirements, submit pre-qualification responses and accept [Vendor Code of Conduct](#) and [ESG Sourcing and Procurement Policy](#)
- Supplier evaluation based upon ‘total value’ assessment which includes alignment with JLL ESG focus areas and client requirements.

3

Contracting

- All JLL contract templates require suppliers to confirm they have accepted the Vendor Code of Conduct and Code of Ethics, and include standard clauses relating to ESG
- Engagement with clients who use their own contract templates to share best practice and integrate sustainability-related clauses
- Contract execution, certificate of indemnity collection, electronic storage and management

4

Set up

- Creating supplier records on JLL finance, risk management and procurement systems

5

Monitoring

- Ongoing risk and compliance monitoring with third parties such as Risk Methods, Avetta, World-Check, Dun & Bradstreet
- Improvement plans or sanctions for non-compliance, including contract termination for egregious or persistent breaches
- Management of issues or escalations related to supplier performance
- Monthly/quarterly reporting of compliance against agreed KPIs, including ESG

JLL's global ESG strategy and governance for Sourcing and Procurement

Informed by a robust materiality review, JLL's Responsible Sourcing Framework identifies the most important ESG issues from a Sourcing and Procurement perspective. This Framework guides our priorities now and in the future, including the following six focus areas within the 2022 Global ESG Sourcing and Procurement Strategy. Responsibility for delivering the strategy is overseen by the Global ESG Sourcing & Procurement Team that sits within JLL's Product Sourcing and Category Management function.

Clients: Serve as subject matter experts for key client accounts to drive ESG impact

Supplier diversity: Increase global diverse spend from \$1.97 billion in 2021 to \$2.2 billion in 2022 with a target to reach \$2.5 billion by 2025

Carbon: Establish baseline of supply chain carbon in 2022

ESG standards: Develop and implement standards in green cleaning globally by end 2022

Sustainable Procurement Framework: Top eight countries by revenue to reach Level 3 of the Sustainable Procurement Framework by end of 2023

Awareness: Increase awareness of the ESG value proposition

All global targets above were achieved in 2022, and we continue to develop our efforts around ESG standards for Cleaning in 2023.

Clients

The Global ESG Sourcing and Procurement Team works with Client Sourcing to incorporate ESG into our procurement value proposition and to tailor KPIs that align with our clients' sustainability objectives. In 2022, we prepared sustainable supply chain reports for 13 clients in Asia Pacific with operations in 17 countries. More than 5,000 suppliers were assessed around Scope 3 emissions from purchased goods and services. The reports have helped JLL's clients to better understand and mitigate ESG-related risks and opportunities within their supply chains.

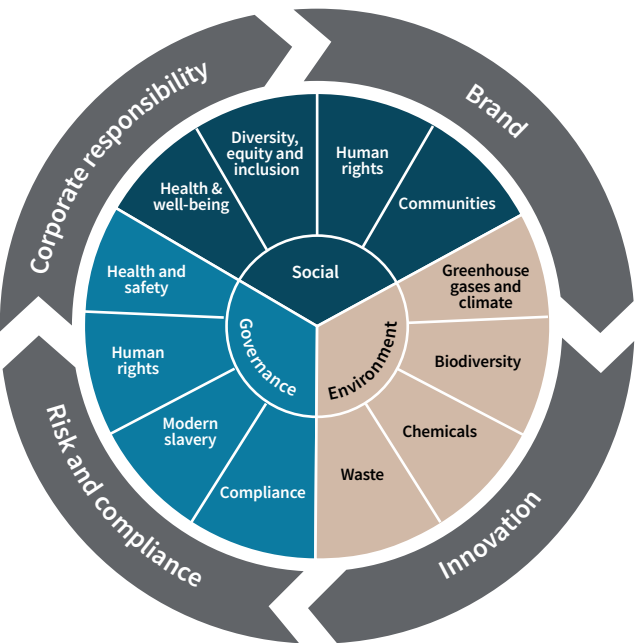
Our sourcing plans for the top 100 client accounts globally include ESG items tailored to specific client needs. This approach ensures that procurement initiatives align with our clients' sustainability goals and reduce the environmental and social impacts of the supply chain.

client goals. We also encourage suppliers to support diverse-owned businesses through their own initiatives and programs. During 2022, we surveyed around 250 strategic and preferred suppliers to gather diversity data in their supply chains and inform our Tier 2 supplier diversity program.

In the U.S., our in-house proptech incubator, SparkX, supported the investment in and incubation of Mesa which provides small and diverse suppliers access to working capital by creating the ability to receive payments within 30 days, enabling them to work with JLL and grow their business. Around 650 suppliers used this product as of year-end 2022.

2022 global supplier diversity summary	
Total	\$2.24 billion
Tier 1	\$2.17 billion
Tier 2 (including direct and indirect)	\$0.069 billion

JLL Responsible Sourcing Framework



Social procurement

Strategies that enhance health and well-being, promote human rights, benefit communities and champion diversity, equity and inclusion, including procurement from small and diverse businesses.



Environmental procurement

Reducing negative impacts related to greenhouse gas emissions, biodiversity, chemicals and waste, and increasing climate resilience.



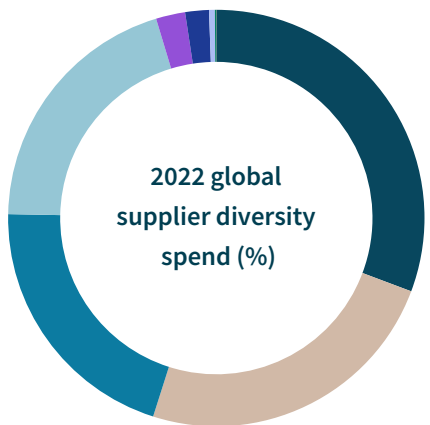
Governance procurement

Management of risk throughout the procurement lifecycle that ensures compliance with human rights (including modern slavery) and health and safety issues.

Supplier diversity

JLL is intentional in demonstrating our commitment to diversity, so that our supply chain reflects the diverse communities in which we operate. Our sourcing strategies are focused on increasing business opportunities for social enterprises, small and medium businesses, and diverse-owned businesses based on ethnicity, gender, gender identity, sexual orientation, disabilities and veteran status, as locally appropriate.

Our Sourcing and Procurement team works to ensure diversity criteria — such as percentage of diverse spend — are integrated throughout the procurement lifecycle. A key activity is the regular review of our strategic and preferred supplier lists by category. This review helps identify opportunities for increased outreach to diverse suppliers through direct liaison and external and internal events. Diversity criteria are included in our pre-screening and qualification questions for new suppliers, along with KPIs that we regularly monitor for client accounts across Work Dynamics (Workplace Management globally and our European-based Tétris and Integral businesses). This enables us to track diverse supplier spend more accurately and demonstrate alignment with



Minority owned (MBE)	30.72
Small (SBE)	24.19
Women owned (WBE)	20.39
Small medium (SME)	20.03
Historically underutilized (HUB)	2.27
Veteran (VET)	1.84
Disability owned (DOBE)	0.45
LGBT (LGBT)	0.1
Social (SE)	0.01

ESG Standards

JLL’s ESG Standards outline our minimum ESG requirements for suppliers in their service delivery, ensuring we are addressing ESG consistently and supporting our clients in achieving their sustainability goals.

We take a category approach when developing these standards, and in 2022 JLL drafted and implemented the ESG Standard for Cleaning. This addresses significant issues, such as labor rights, chemical usage, cleaning consumables, cleaning equipment and waste management. The standard was successfully piloted in [JLL’s Sydney office](#), preparing the way for a broader rollout in 2022 and continuing into 2023 across JLL and client sites globally.

Carbon

In 2022, we progressed our efforts around the measurement of Scope 3 purchased goods and services emissions for JLL’s suppliers. We requested actual data from more than 80 of JLL’s suppliers that can be directly allocated to JLL. More accurate data allows us to improve our emissions calculations and, in time, will help us better identify opportunities for reductions.

Building on this, we baselined Scope 3 purchased goods and services emissions for JLL’s clients, covering around 35,000 suppliers across our Workplace Management business. This helped us understand the scale of emissions associated with our procurement on behalf of clients, as well as which suppliers, categories and accounts we should prioritize to collect more accurate data and collaborate on emissions reductions initiatives.

While JLL’s clients’ suppliers are not in scope of our firm-wide Net zero commitment, we are applying the same approach

and working to align the emissions methodologies between our corporate and client supply chains. In 2022, we became a corporate partner of the SME Climate Hub, a global initiative for small and medium enterprises (<500 employees). It provides tools, resources, financial and educational support around climate action. The partnership provides another opportunity for us to assist small and medium-sized enterprises as we increase our expectations for suppliers around reporting and targets.

Sustainable Procurement Framework

JLL’s Sustainable Procurement Framework provides a roadmap to strengthen and align our internal policies, procedures, training and engagement with suppliers and clients on sustainable procurement. The Framework guides our business through five levels, from ‘Foundations’ (Level 1) to ‘Lead’ (Level 5). Working through the Framework ensures we have laid the groundwork to build a comprehensive and sophisticated approach to sustainable procurement. Our target is to achieve Level 3 for the top eight JLL countries by revenue by the end of 2023.

Awareness

Ensuring our Sourcing and Procurement employees and suppliers have the necessary skills to deliver our strategy is a priority. Our onboarding program includes mandatory training on our sustainability commitments. Refresher training reinforces employees’ role in delivering these commitments.

During 2022, we delivered nine ESG knowledge sessions globally to Sourcing and Procurement, our Work Dynamics business, and suppliers. These sessions covered JLL’s Responsible Sourcing Framework, ESG strategy, supplier diversity and embedding ESG on specific client accounts.

Industry collaboration

We are an active member and supporter of the following external advocacy organizations for diverse and small businesses:

Americas



The National Minority Supplier Development Council (NMSDC), National LGBT Chamber of Commerce (NGLCC), National Veteran Business Development Council (NVBDC), Women’s Business Enterprise National Council (WBENC), Disability: IN, Canadian Aboriginal Minority Supplier Council (CAMSC)

Asia Pacific



Supply Nation (indigenous businesses), Social Traders (social enterprises) and Veteran Community Business Chamber (supporter)

EMEA



Minority Supplier Development UK (MSDUK) and the European LGBTIQ Chamber of Commerce (EGLCC)

Global



WeConnect International (women-owned business)

Awards and recognition

WEConnect International

2022 Global Champion for Supplier Diversity & Inclusion, putting us in the Platinum category

Supply Nation’s 2022 Supplier Diversity Awards

Procurement Professional of the Year Award and **Outstanding Impact Award**

Social Traders

JLL’s partnership with Community Concierge which provides employment for people with disabilities was **recognized at the Social Traders 2022 Game Change Awards in Australia.**

Climate action

As a global leader in real estate, we support action that accelerates the transition to net zero, enhances performance and mitigates risks.

Our net zero commitment provides the framework to manage our energy and climate impacts, targeting reductions across our Scope 1, 2 and 3 emissions and influencing JLL's wider environmental footprint.

Achieving this means reimagining how we choose, design and occupy our space, and doing the same for our clients. It also demands new approaches to the management of waste, water and natural resources, coupled with action to mitigate the impact of the built environment on nature and biodiversity.



In 2021, JLL became the first real estate company to be recognized for aligning its net zero commitment with climate science when our target to achieve net zero emissions by 2040 was certified by the Science Based Targets initiative (SBTi) to its Net-Zero Standard.

JLL has committed to:

A near-term target to reduce absolute Scope 1, 2 and 3 emissions by **51% by 2030** from a 2018 baseline (including 100% of Scope 1 and 2 emissions from JLL-occupied buildings)

A long-term target to reduce absolute Scope 1, 2 and 3 emissions by **95% by 2040** from a 2018 baseline

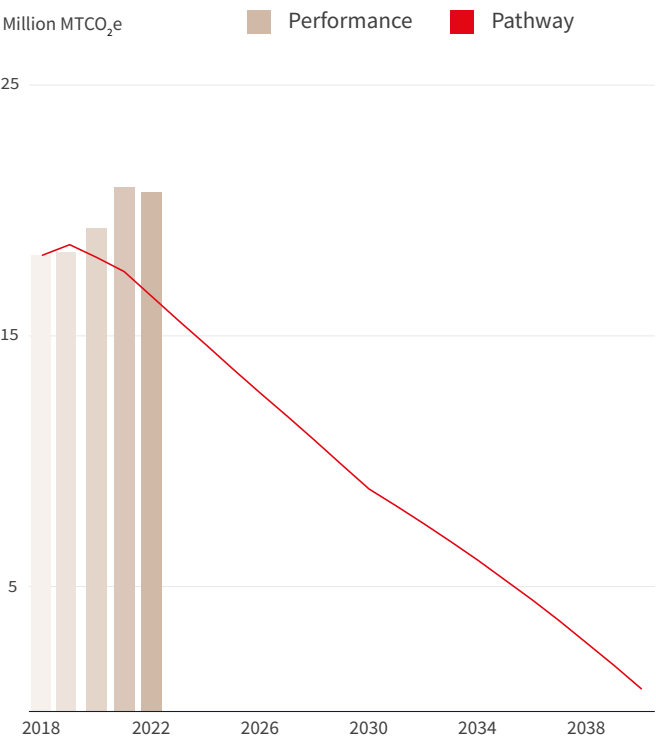
Our progress

The Net-Zero Standard is the first global science-based standard to guide organizations setting net zero targets following the principles of the mitigation hierarchy. This means that companies should reduce their value chain emissions before engaging in neutralization.

We have developed decarbonization pathways for all 11 emissions categories included in our target. Only when our long-term emissions reduction targets have been achieved will we purchase high-quality eligible carbon offsets. We have committed to offset no more than 5% of our 2018 baseline and are investing in abatement measures as a priority. Our performance relating to each emissions category is detailed in this section.

As expectations increase for company reporting of Scope 3 emissions, JLL is following well established and public protocols including the [GHG Protocol](#) to calculate (and estimate) our Scope 3 emissions. We are also committed to increasing the number of categories subject to independent assurance. Detailed notes explaining our calculation methodologies are available in the ESG Performance Metrics ([page 68](#)).

All emissions



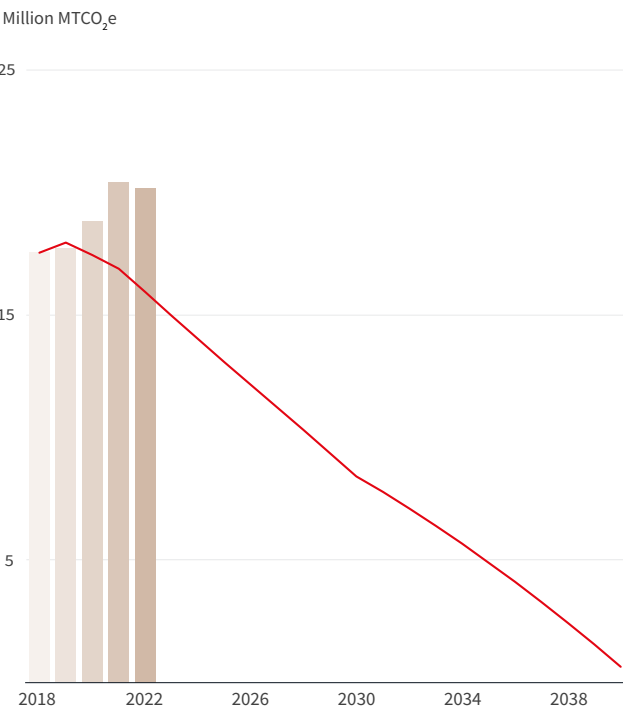
Inclusive places

Emissions category (mtCO ₂ e)	2018	2022	% change
Scope 1: Fleet	31,164	26,344*	-15%
Scope 1: Natural Gas	489	259*	-47%
Scope 1: Office Fuels	79	19*	-76%
Total Scope 1	31,732	26,622*	-16%
Scope 2 (Location-based)	12,431	10,345*	-17%
Total Scope 2 (Market-based)	12,261	8,246*	-33%
Scope 3.1: Purchased goods and services	409,397	331,596	-19%
Scope 3.3: Fuel and energy related activities	10,282	7,976	-22%
Scope 3.5: Waste generated in operations	372	343*	-8%
Scope 3.6: Business travel	76,740	59,900*	-22%
Scope 3.7: Employee commuting (inc. homeworking)	100,451	114,811	14%
Scope 3.8: Upstream leased assets	17,785	12,423	-30%
Scope 3.11: Use of sold products	17,547,735	20,181,531	15%
Total Scope 3	18,162,762	20,708,580	14%
Total emissions	18,206,755	20,743,449	14%

* Independently assured, see [page 78](#)

2022 performance and actions by pathway

Clients (Scope 3)



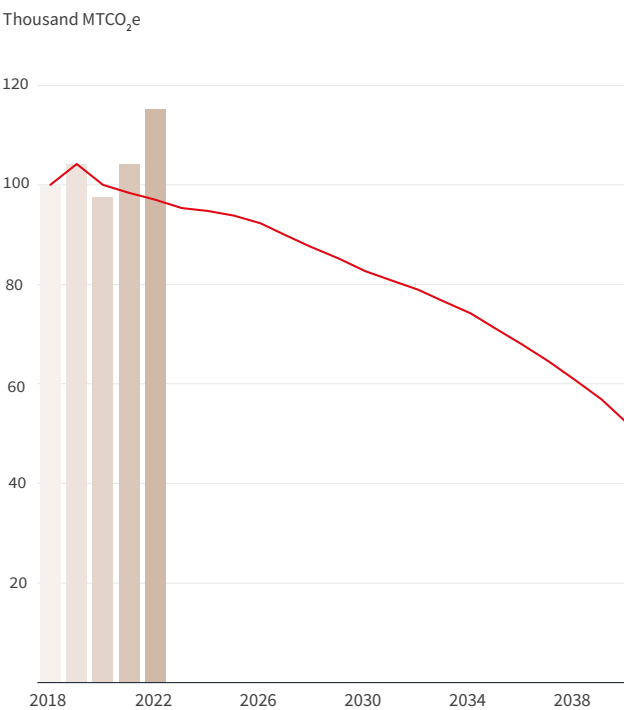
Our Clients pathway tracks emissions from the buildings that we manage on behalf of our clients (Scope 3.11: Use of sold products). As they account for more than 97% of our carbon footprint, supporting clients’ decarbonization journeys are essential for JLL reaching net zero by 2040.

Client emissions are the most challenging element of our Net zero Commitment. In 2022, they totaled 20.18 million mtCO₂e. This represents a 1% decrease compared with 2021, but is 15% above our 2018 baseline.

The increase is partly driven by our methodology which uses revenue as a basis for estimation. Emissions will therefore increase in line with revenue growth. This approach does also not fully capture the benefit of our clients’ use of renewable energy. As we capture a greater proportion of actual client energy consumption, we can more accurately benchmark revenue and emissions. This has contributed to the reduction since 2021.

Our [sustainability services and technology-led solutions](#) provide a programmatic approach – Plan, Act, Manage – to drive outcomes and deliver value across all types of real estate portfolios. Through our expertise across the real estate value chain, end-to-end capabilities and global scale backed by local knowledge, JLL is helping clients to achieve their decarbonization goals.

Commuting and homeworking (Scope 3)



Employee commuting and homeworking emissions (Scope 3.7 of the GHG Protocol) totaled 114,811 mtCO₂e, a 14% increase compared with our 2018 baseline. This was primarily driven by emissions from commuting following the pandemic and a higher headcount.

We take steps to reduce the impact of commuting, such as prioritizing office locations that are accessible by public transit so employees can get to work in a way that is both low-cost and sustainable. Facilities including EV charging stations, bicycle parking and changing rooms are also assessed as part of our site selection criteria and fit-out standards. These complement our target for all JLL offices >10,000 s.f. to have a sustainability certification by 2030.

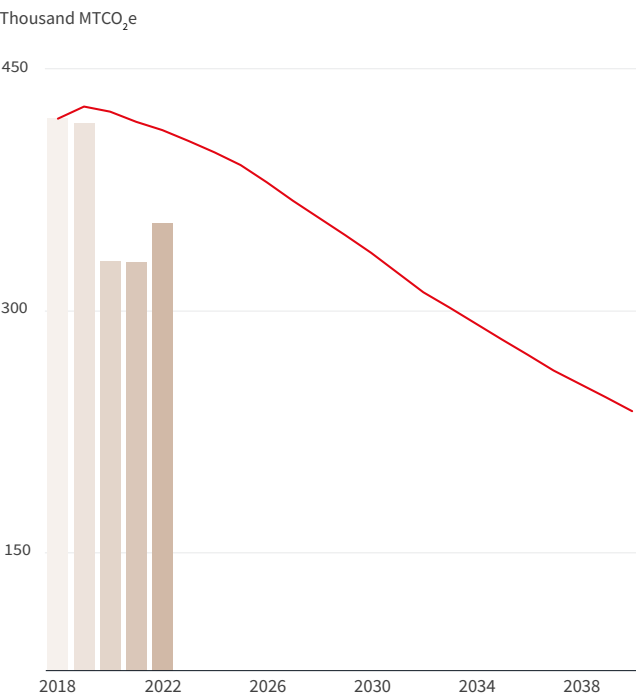
We also incentivize public transit and other low-carbon travel options by providing tax-efficient transport benefits and EV leasing for employees depending on region. We expect additional emissions reductions to be achieved from increased renewable energy use and more efficient, low-carbon vehicles as governments phase out gasoline and diesel cars.

Supply chain (Scope 3)

This pathway relates to emissions from the goods and services we purchase for JLL operations (Scope 3.1: Purchased goods and services). They totaled 330,812 mtCO₂e in 2022. This represents a 19% decrease compared with our 2018 baseline.

An increase compared with 2021 results from higher spend on goods and services following the lifting of COVID-19 restrictions, which were in place for much of 2020 and 2021.

We are collaborating with suppliers across our main product categories to set targets, track key performance indicators, gather emissions data and work together on shared solutions as part of our long-term strategy to achieve this pathway. Where we use data centers, we will work with suppliers to ensure that they are supplied by renewable energy wherever possible.

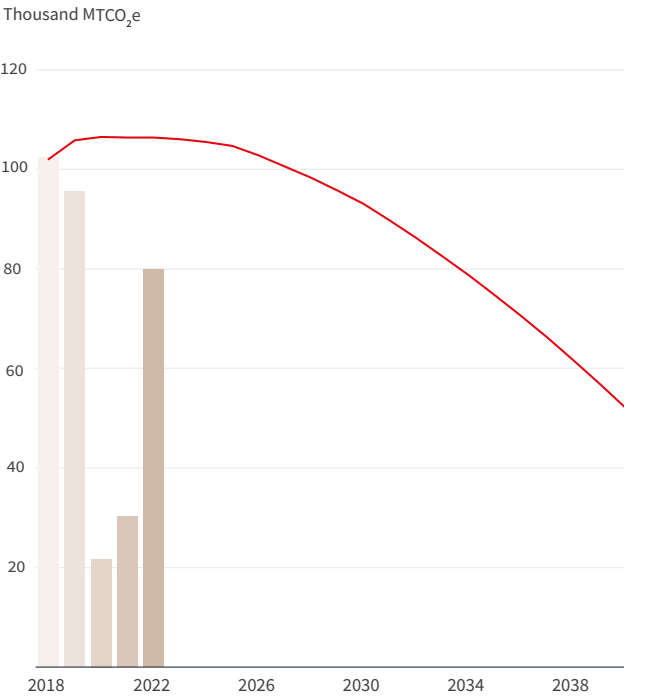


Business travel and hotel use (Scope 3)

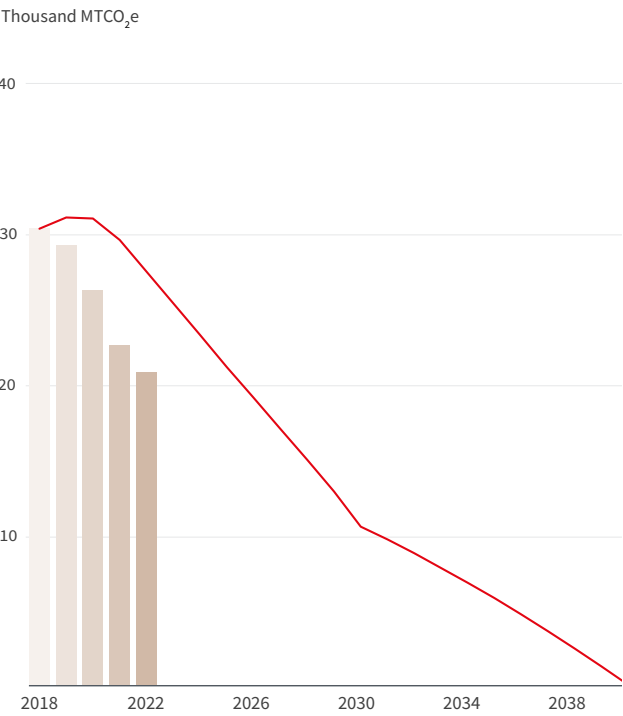
Emissions from business travel and hotel use (Scope 3.6 of the GHG Protocol) decreased by 22% compared with our 2018 baseline, reaching 59,900 mtCO₂e.

An increase compared with 2021 is primarily due to more business travel as COVID-19 restrictions were relaxed (although air travel was 29% lower than 2019 measured in tickets issued). Secondly, we expanded our travel management providers to cover more JLL countries, meaning less estimation in our data. As a result, 2022 data is independently assured for the first time.

We support virtual, remote and flexible working to minimize travel volumes. JLL internal policies advise against unnecessary business travel, to both reduce our environmental impact and manage operating costs. If the travel is unavoidable, we recommend employees use less impactful modes of transport wherever possible. Rail journeys in EMEA, for example, have increased by more 160% compared with 2021.



Offices (Scope 3)



Our Offices pathway includes Scope 1 emissions from natural gas, Scope 2 emissions from purchased energy and Scope 3.8 emissions from upstream leased assets. These categories reflect the various metering arrangements in the spaces we occupy, the majority of which are multi-tenanted office buildings. Collectively, they totaled 20,947 mtCO₂e in 2022, a 32% decrease compared with our 2018 baseline.

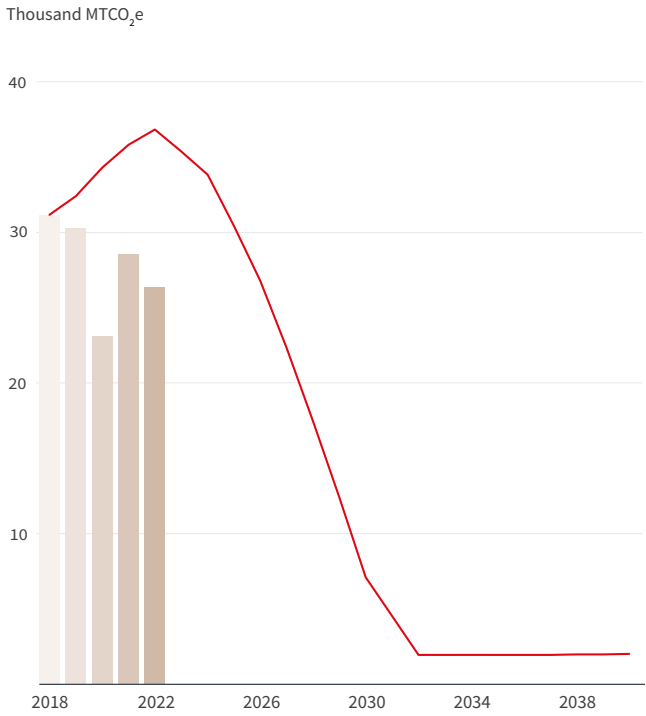
This reduction can be attributed to the introduction of high energy efficiency standards during office fit-outs and renovations, optimizing energy consumption through facilities management and increased purchases of renewable energy. Direct and indirect energy consumption can be found in the ESG Performance Metrics section of this report, from [page 68](#).

Where possible, we are moving offices onto renewable energy tariffs from credible sources and community solar programs. Where renewable energy is not directly available, we purchase Renewable Energy Certificates (RECs) or equivalents.

An integrated Work Dynamics team implements our roadmap to achieve the Offices pathway and delivers our near-term 2030 World Green Business Council (WGBC) Net Zero Carbon Buildings Commitment. See ‘Transforming our offices’ ([page 36](#)).

In addition, site selection criteria prioritize locations that are energy efficient with low fossil-fuel consumption. These are enhanced through our design and fit-out standards, which cover both new and existing locations. The standards mandate energy investments, including HVAC retrofits, LED lighting, occupancy sensors, demand control ventilation, energy efficient fixtures and appliances.

Vehicle fleet (Scope 1)



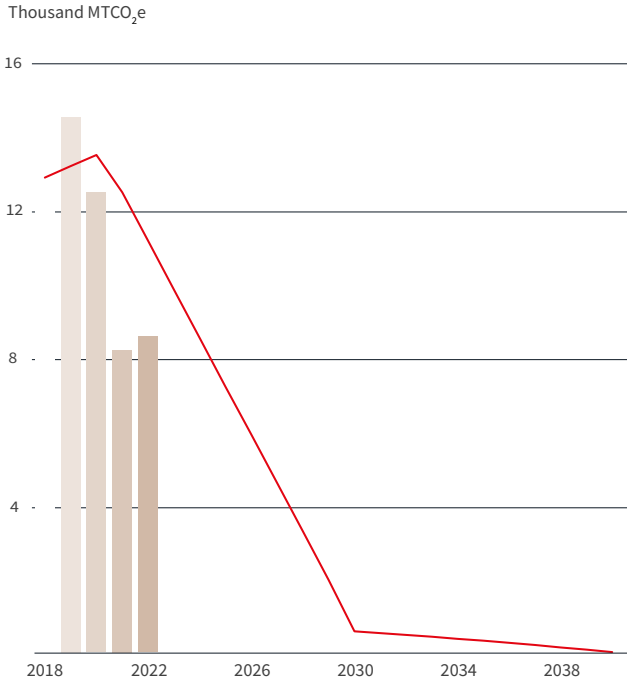
Scope 1 fleet emissions decreased by 15% compared with our 2018 baseline, reaching 26,344 mtCO₂e in 2022. We have a significant vehicle fleet in the Americas and EMEA to provide engineering and other services for clients. We are transitioning our fleet away from combustion engines toward electric vehicles (EVs). Bottlenecks in vehicle manufacturing supply chains mean progress is slower than anticipated.

EVs accounted for approximately 7% of our global fleet by the end of 2022. We are working toward 100% rollout by 2032.

WGBC Net Zero Carbon Buildings Commitment (Scopes 1 and 2)

JLL is a signatory to the [WGBC Net Zero Carbon Buildings Commitment](#), requiring all operational carbon emissions to be net zero by 2030. Unlike the broader Offices pathway, our WGBC commitment excludes landlord-controlled emissions in the buildings JLL occupies (Scope 3.8 Upstream leased assets).

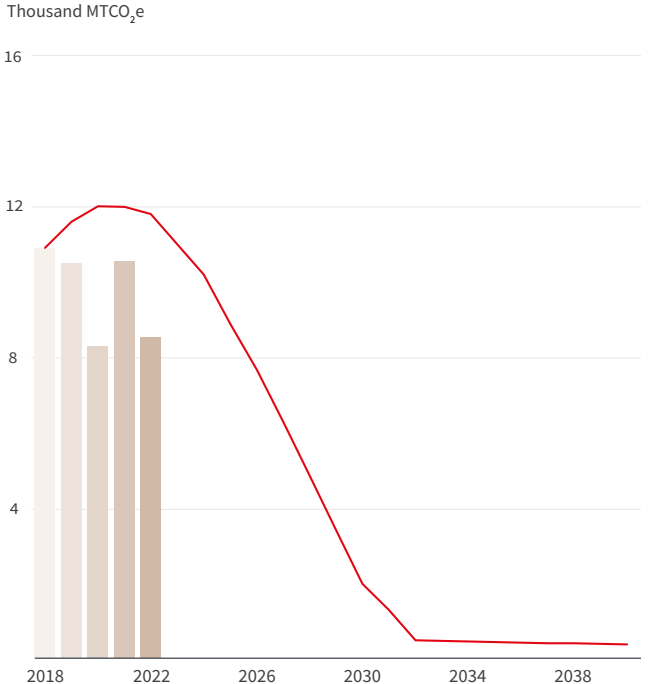
By the end of 2022, we had achieved a 34% reduction compared with our 2018 baseline, exceeding the planned glidepath at this stage of the target. Our performance was similarly driven by the increased uptake in renewable energy across our office portfolio, coupled with improvements in energy efficiency during occupancy and fit-outs.



Other emissions (Scope 3)

Other emissions includes all emissions which fall outside our major activity areas, such as emissions associated with the transport and distribution of electricity and fuel, as well as those associated with JLL’s waste footprint.

In 2022, these emissions decreased by 22% compared with our 2018 baseline, totaling 8,294 mtCO₂e. We expect this trend to continue as we reduce emissions in other areas of our business. Any residual emissions will be addressed with high-quality offsets.



Transforming our offices

To achieve our net zero commitment and meet wider sustainability goals, JLL has developed an innovative approach, bringing together an integrated global team of experts from our Work Dynamics business line to decarbonize our entire office portfolio at scale and speed.

Hiring ourselves has given us a unique perspective on the challenges and solutions required to achieve a net zero office. Firstly, an effective strategy integrates sustainability into all major decision points spanning leasing, fit-out and operations. Secondly, there needs to be a fundamental shift to a more collaborative relationship between owners and occupiers which requires new forms of leasing contract and wider engagement.

Our approach starts with due diligence of the shortlist of potential sites and any current office against sustainability criteria. This is followed by lease negotiations where our Sustainable Operations experts work alongside Transaction Management to ensure lease language is drafted to align with our sustainability commitments. By engaging landlords, we evaluate potential and existing offices against the potential cost and viability to collaboratively meet our sustainability criteria.

This enables us to identify features and amenities that align with our sustainability targets or request these through lease clauses that are tailored to individual locations. They complement our standard green lease clauses that support our sustainability commitments such as sub-metering and data sharing, renewable energy procurement and waste recycling.

Site selection, fit-out, operations and maintenance criteria have been defined for new JLL locations and refurbishments. They include mandatory requirements that are aligned to LEED, WELL or local equivalent certification criteria, as well as best practice recommendations covering the environment, health, safety and well-being.

Since 2022, site selection criteria have been integrated into new site selection and lease renewals to gather information on base-building certifications, utilities data,

including sub-metering arrangements, energy performance (including fossil fuel consumption), water recycling, waste management, sustainable transport, physical climate mitigation risks, indoor air quality and well-being.

Fit-out, operations and maintenance criteria have similarly been defined to cover mandatory requirements, and best practice recommendations to provide flexibility in responding to local building stock, cultural and market variables.

Our fit-out standards contain a set of design specifications new or renovated JLL offices are expected to analyze and implement where possible. They address low embodied carbon fit-outs, including furniture, finishes and construction waste, well-being aspects, energy and water efficient fixtures and appliances.

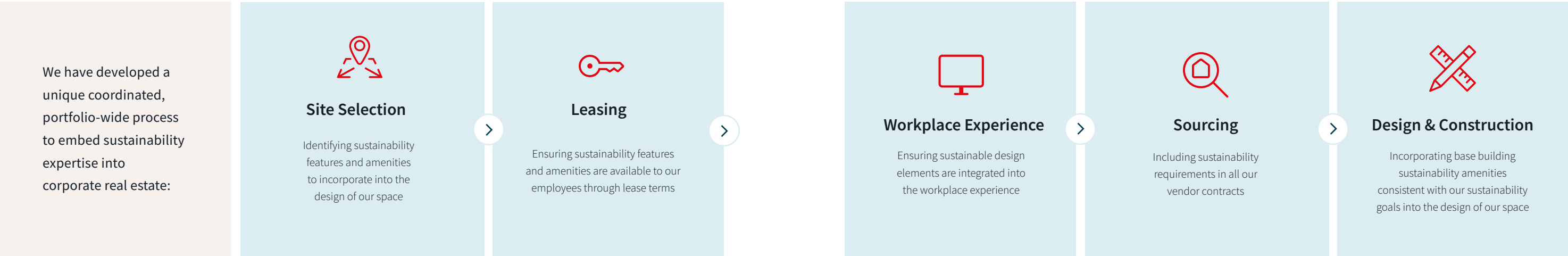
Monitoring our performance

Collecting full environmental data across our portfolio is challenging given our footprint, which includes a wide variety of leased space and metering arrangements, with the majority in multi-tenanted office buildings. We are working across our global portfolio to drive improvements in our data quality. In instances where JLL leased space

is not sub-metered, we work with landlords to extract utility data for the space we occupy, or request shared data as part of our standard green lease clauses. We are also progressively rolling out sub meters in existing offices during fit-outs and renovations. On a like-for-like basis, the proportion of measured electricity consumption data has increased by 19% since 2018, reaching 80% in 2022. Across our total portfolio (which includes shared offices) this is 70%.

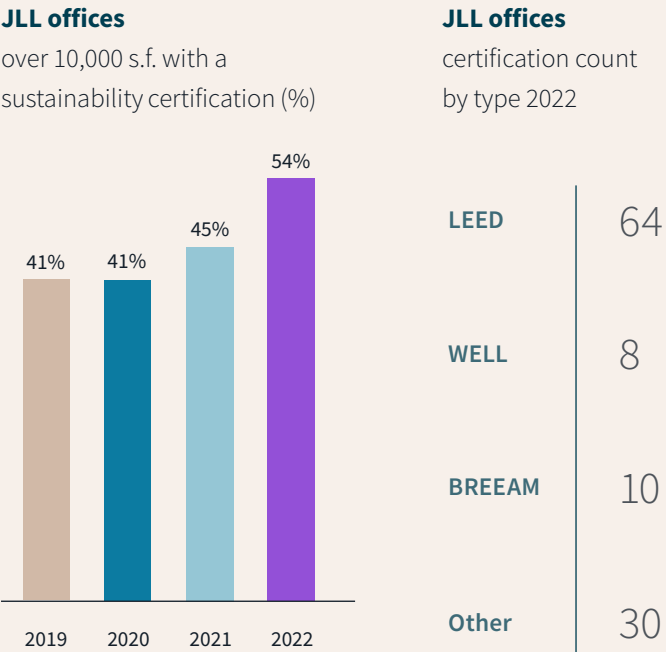
Energy, water and waste data is tracked in Canopy (JLL's proprietary sustainability reporting platform) which streamlines environmental monitoring and reporting, thereby supporting performance improvements. Where actual consumption data is not available, this is estimated based on either previous year's data, or benchmarked against similar offices.

We are also working to reduce the proportion of estimated data used to calculate our water and waste footprints. Our fit-out specifications for offices more than 10,000 s.f., for example, specify sub-meters to capture actual water consumption, and we work with waste contractors and landlords to track waste volumes and recycling rates.



As a result, we are exceeding our WGBE commitment pathway, and are on track to meet our target for 100% of JLL offices >10,000 s.f. to have a sustainability certification by 2030.

By the end of 2022, 54% of applicable JLL offices had a green building certification⁴, up from 45% in 2021. Sixteen offices were certified to either LEED, WELL, Green Star, Green Mark or RICS SKA standards in 2022, with a further two achieving WELL pre-certification. Highlights include JLL's [Gurugram Cyber Park](#) (Gurgaon, India), which achieved LEED Platinum and WELL Platinum certification, and Atlanta which also achieved WELL Platinum certification.



4: Certifications include base building, fit-out and in-use. Some locations have more than one certification

Performance highlights

Our approach has contributed to meaningful reductions in energy consumption across our occupied portfolio.

9%

reduction in like-for-like electricity consumption compared with 2018

12%

reduction in like-for-like electricity intensity (kWh/s.f.) compared with 2018

43%

reduction in like-for-like Scope 2 emissions from electricity (market-based) compared with 2018

29%

electricity across JLL's global portfolio supplied by, or sourced from, renewable sources by end of 2022.



Waste and circularity

JLL aims to reduce the amount of waste we generate to minimize the impact of our operations on the natural environment. We have set complementary targets to equip 100% of JLL offices with waste streaming and recycling programs by the end of 2023, and to remove all single-use plastics⁵ from our office portfolio by 2023.

Our Work Dynamics team is responsible for delivering these targets. Site selection criteria, for example, gather information on landlord-provided waste collection and recycling services. Our fit-out standards include equipment and facilities that support waste segregation and recycling (including construction waste during fit-outs). By the end of 2022, 84% of JLL-occupied space (equivalent to 66% of offices) was confirmed to have a recycling program (excluding shared offices). We are working with our facilities management teams to increase waste recycling rates and track waste destinations through better signage, landlord engagement and contract clauses for suppliers. We are also exploring methods to increase measurement of our waste streams.

Efforts to eliminate single-use plastics are integrated into our fit-out standards. These specify facilities such as dishwashers and kitchenettes to encourage reusable cutlery and dishware. In our supply chain, we are introducing green clauses that prohibit single-use, non-recyclable or non-biodegradable plastics, and we are working with catering suppliers to provide reusable dishware for catered meetings

and events, as well as at barista counters. Our Facilities Management team have already started to eliminate single-use plastics from offices, and we are working with our landlords and suppliers on joint waste management campaigns.

Integrating circular economy principles and tackling embodied carbon

Using the [fit-out of our Manchester office](#) in the UK as a case study, a recent report published by the UK Green Building Council⁶ highlights the level of carbon savings that can be achieved across the built environment by reusing assets and materials.

Increasingly, circular economy principles are embedded in our design specifications and material choices to reduce the waste and embodied carbon associated with our fit-outs. This supports our target for all offices over 10,000 s.f. to achieve a sustainability certification as circular economy principles are integrated into the assessment criteria used by standards bodies. At the same time, it is pushing the boundaries of what is possible and providing cost saving opportunities.

Our fit-out standards promote a lifecycle approach to increase circularly through the design process, covering material selection, construction, reuse and recovery, materials optimization, deconstruction and flexibility. Product specifications, for example, consider reused

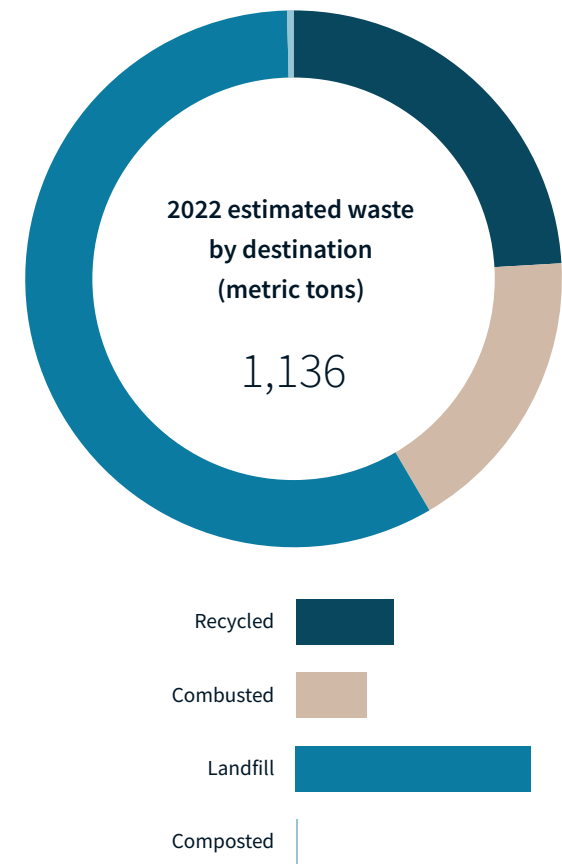
and recycled content, longevity and the potential for disassembly and reuse. Wherever possible, opportunities to reuse, renovate and redeploy materials and furniture are prioritized during refurbishments and fit-outs. Our design specifications promote exposed and/or ‘raw’ finishes on walls, floors and columns to further reduce materials use and embodied carbon. We are engaging our suppliers to support these efforts and communicate our expectations. This includes eliminating excessive packaging and promoting reusable and recyclable alternatives. We also prioritize materials with the lowest embodied carbon, high recycled content, or products that support reuse, remanufacture and repair.

In addition — particularly for our sites seeking LEED certification — we track Environmental Product Declarations or equivalent data for our top purchased materials, so we can more accurately calculate and reduce the embodied carbon in our projects.

Applying these principles to the 2022 fit-out of our [Water Street, London, UK office](#) contributed to a 42% reduction in embodied carbon compared to our baseline fit-out. This was largely due to a 52% reduction in materials use. Moreover, 80% of furniture was either reused or remanufactured. In the U.S., the embodied carbon associated with our new Phoenix office (completed in early 2023) was 30% less than a typical fit-out due to lower materials use and improved materials selection.

2022 performance

In 2022 we generated an estimated 1,136 metric tons of waste across our portfolio (down from 1,471 metric tons in 2021). Of this 24% was recycled, 17.5% combusted, 58% sent to landfill and 0.5% composted. The data informs Scope 3.5 emissions from waste generated in operations which have been independently audited for 2022.



5: Kitchenettes and breakout areas. Excluding food and medicine packaging.
6: [How Circular Economy Principles can impact carbon and value](#)

Water

As a predominantly office-based organization, we do not have a significant water footprint. Most water use across our portfolio is related to sanitation and catering, plus cooling usually provided by our landlords.

We completed a water-stress assessment across our 2022 global office portfolio using the World Resources Institute Aqueduct Water Risk Atlas, to identify JLL locations most likely to be impacted by water scarcity. The software plots office locations against water-stress and provides baseline data. The findings categorize offices into different water stress situations, rating each from low water use to extremely high water-stress.

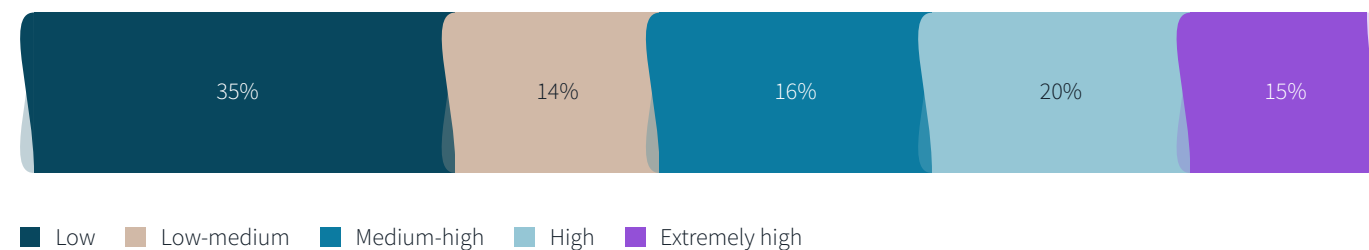
Water management plans are required for all JLL offices in high water stress areas. Alongside targeted efforts, progress toward this goal is supported by water efficiency measures being a mandatory part of sustainable building certifications, such as LEED and BREEAM.

Action plans for at-risk sites, including those which do not have a sustainable building certification, are informed by JLL's site selection criteria and fit-out standards.

During site selection, for example, we capture information on water-efficient fixtures and the availability of rainwater/greywater reuse systems. This either informs lease negotiations or feeds into our design specifications, which mandate maximum flow rates for sanitary and kitchen equipment. Specifications for offices greater than 10,000 s.f. include sub-metering to provide accurate consumption data and flow sensors to detect leaks.

Where there is no base-building water recycling system, we are piloting the feasibility of installing our own facility to collect, treat and reuse greywater, either in JLL-leased space or the whole building if we are the sole occupier.

Office in each water risk category 2021 (%)



2022 performance

During 2022, estimated water consumption across our portfolio was 220,735 m³ (up from 207,065 m³ in 2021). Given the methodology we use to calculate water consumption — which relies on the extrapolation of actual data covering a sample of offices — year-on-year data are not an exact basis for comparison. We nonetheless target reductions across our portfolio through measures to improve water efficiency and increase reuse and recycling rates using the steps described above.

2022 estimated
water consumption
(m³)

220,735

Natural capital and biodiversity

We occupy a variety of leased spaces, often in multi-tenanted urban office buildings with outside areas that we do not control. This means our direct impact on nature and biodiversity is limited, and we are working to better understand our indirect impacts.

As a first step, we have mapped our global office portfolio against the World Database on Protected Areas, a joint project between the UN Environment Program and the International Union for Conservation of Nature (IUCN).

The analysis, conducted in 2022, showed that less than 0.3% of our global office portfolio is situated within protected areas and 63% of our offices are situated adjacent to protected areas.

We recognize the opportunity to leverage our scale to promote practices that preserve and protect nature through our supply chain and client services. We have therefore joined the [Science Based Targets Network \(SBTN\) Corporate Engagement Program](#), to help preserve and champion nature and biodiversity across our value chain and drive industry engagement.

LaSalle sustainable property investing

LaSalle believes that ESG factors can have an impact on investment performance to varying degrees across companies, sectors, regions, asset classes and timeframes. These factors should be considered when evaluating real estate securities, real estate related investments and directly held real estate assets.

LaSalle's approach is consistent with its belief that it is more effective 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 fund-level personnel. LaSalle's goal is to drive sustainability as an integral component of its business activities on behalf of its investors.

Implementing ESG factors

LaSalle Investment Management's primary objective is to deliver superior investment results for its investors; sustainability best practices continue to become more integrated into 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 for managing assets sustainably during day-to-day operations.

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

Industry initiatives

One of the five guiding principles in LaSalle's ESG Policy is to reduce the environmental impact of its managed 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 GRESB.

GRESB participation

LaSalle submitted \$40.6 billion in assets under management (AUM) to GRESB in 2022. 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.

All of LaSalle's 18 submissions (up from 14 in 2021) achieved Green Stars, including four 5-Star GRESB ratings, eight 4-Star GRESB ratings and six 3-Star GRESB ratings. Additionally, more than 55% of AUM submitted to GRESB in 2022 earned either a 4 or 5-star rating. LaSalle is committed to continuously improving its performance. In 2021, and again in 2022, LaSalle became an approved signatory to the UK Stewardship Code. The best practices of the UK Stewardship Code help to shape LaSalle's global stewardship strategy.

Climate risk

LaSalle's Global Climate Risk Committee was established to integrate climate risk into its investment decision-making and other processes. In 2022, LaSalle performed climate risk assessments across nearly all assets to assess asset and portfolio climate risks, and to provide the data necessary for future financial disclosures, including the Taskforce on Climate-Related Disclosures (TCFD), where it has been adopted.

LaSalle also enhanced its commitment to reducing its environmental impact and monitoring the effects of climate change on its managed portfolio by committing to the NetZero Asset Managers initiative (NZAM), a global group of asset managers committed to supporting the goal of net zero greenhouse gas emissions by 2050 or sooner, in line with global efforts to limit warming to 1.5° C. LaSalle reported to NZAM in 2022, outlining its net zero ambitions. LaSalle's operational carbon emissions are included in JLL's Net zero Carbon commitment, as are the emissions of LaSalle's clients' buildings managed by JLL.

Health and well-being

During 2022, LaSalle pursued WELL Health and Safety ratings across a wide range of assets, earning 168 WELL Health and Safety ratings in six countries. LaSalle believes the ratings help to confirm best practices in building health and provide another opportunity to engage with property managers and building occupiers.

For more information on LaSalle's ESG policy, approach and practices, please visit the LaSalle [website](#) and ESG program update.

Healthy spaces

We create safe and healthy spaces that promote productivity, well-being and sustainability.

Research demonstrates a clear link between quality of the buildings and spaces that we spend time in, productivity and overall well-being. Companies that integrate health and well-being into their employee value proposition will be better placed to attract and retain skilled talent amid increasing competition.

This presents a significant opportunity to create high-quality spaces that benefit JLL, our people and our clients. Safety, health and well-being are key components of our workplace strategy for JLL occupied and managed space.



Health, safety & security

JLL creates workplaces that protect the health and safety of our employees, clients and 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.

Health and safety management

Our Global Health, Safety and Environment (HSSE) Policy sets out our commitment to prioritize the well-being of our people, provide safe and healthy workplaces, and advance our health and safety culture.

JLL’s Global Safety and Security Governance Committee (GSSGC) defines clear goals and leadership accountability. Reporting into the GEB, the GSSGC has responsibility for our health and safety vision, standards, systems and reporting. Regular reporting of key risks and significant incidents relating to health and safety are provided to the Board of Directors.

The Committee is supported by a Global HSSE Operations sub-committee that includes subject matter experts from different functions, to ensure health and safety is a core component of our operational procedures and client services.

Our Global Head of HSSE leads a global health and safety function supported by more than 650 health

and safety professionals across our Work Dynamics business line. This enables us to better leverage the experience, strength and depth of health and safety knowledge within our business, ensuring that we build a consistent approach to knowledge sharing and technology adoption.

JLL’s Health, Safety and Environmental Management System (HSSEMS) provides the framework by which we manage health, safety and security risks in accordance with the requirements of ISO 45001 and ISO 14001. Presently, the HSSEMS is certified to ISO 45001 and ISO 14001 on a site-by-site, regional and/or business level ([see page 77](#)). Our ambition is to achieve global platform certification to both ISO 45001 and ISO 14001.

The HSSEMS applies across client sites and JLL-occupied offices. It defines our health, safety and security standards and procedures through planning, operations, performance evaluation and improvement, while allowing sufficient flexibility to meet local legal obligations and/or client-specific requirements.

We apply supplementary management standards for contractors and suppliers whose work and/or workplace is controlled by JLL, including site-based teams and those managing sites remotely.

Where we do not control the workplace, JLL strives to ensure that health and safety standards align with our HSSEMS and meet legal requirements as a minimum. When working as a managing agent, we work with our partners to prevent injuries.

Our culture of health, safety and well-being

We see health and safety as both a collective and individual responsibility, based on the principle that employees are responsible for the work under their control, those working under their control and others who could be affected by their work activities. During 2022, we continued to drive and expand our ‘One team S.A.F.E.R. together’ program, which defines the behaviors we expect employees and contractors to embed into their approach to work.



Building on a series of internal focus groups to better understand our HSSE culture, we developed a three-year roadmap (2023 to 2025) to further improve the way we work with respect to health and safety. This sets out a program of engagement-related activities, to deliver long-term cultural change and ongoing reductions in the number of incidents and injuries among our people and partners.

Employee participation and engagement

We promote regular employee consultation and participation in our HSSEMS. Employees are encouraged to engage with various HSSE topics via activities, such as JLL’s annual Global Safety Week, safety committees, workplace inspections, audits and risk assessments. An integral part of this participation is the safety climate survey, which allows employees to score HSSE on a large set of topics.

Global Safety Week

We use the annual Global Safety Week to embed our One team S.A.F.E.R. together program. Built around

the theme ‘Every Incident has an Impact’, the 2022 event featured video testimonials from people who had suffered a workplace accident or injury and the impact it had on them personally and professionally. Teams were encouraged to discuss the incidents and how they could have been prevented.

The videos were translated and made available to employees across our eight largest countries. The Global Safety Week SharePoint site attracted 105,000 visits and almost 24,000 unique views. More than 9,500 employees pledged to abide by our ‘Cardinal Rules’, which set our expectations to minimize safety and environmental risks.

Safety Climate Survey

We once again asked staff to participate in an online safety climate survey as part of Global Safety Week. The global survey, developed by the UK Health and Safety Laboratory (HSL), measures employee perceptions of health and safety issues, and provides insights into the strength and maturity of our safety culture.

More than 11,500 JLL employees participated in the 2022 survey. We maintained our 2021 score, achieving 3.93 out of 5. This exceeded the real estate industry average across all eight categories, and means we met our target to achieve a safety culture score above the industry standard benchmark.

Significantly, our performance puts us in the 95th percentile of 130 real estate companies included in our peer group. The feedback informed the development of our three-year roadmap.

Training

We operate a global HSSE training matrix that identifies training and qualification requirements for employees. Training is broken down into four categories from core to optional. Core components include JLL’s global HSSEMS and common health and safety risks. Approximately 57,000 hours of core behavioral-based training was completed in 2022. Following a consolidation process in early 2022, we simplified our training offerings, bringing more training in-house under our global HSSE program. The move provides greater consistency of health and safety training, enabling us to target emerging risks, identify gaps and monitor compliance.

Mandatory training is defined by an employee’s role and responsibilities, such as dealing with hazardous substances, PPE, working at height and electrical safety. Additional training is assigned for specific tasks, such as working in confined spaces, defensive driving and fire safety. Optional components can include training for vulnerable groups or compliance and third-party certification.

Risk assessment and hazard identification

JLL Work Dynamics applies a global Hazard Identification and Risk Assessment standard to identify work-related hazards and assess risks on a routine and non-routine basis. Key steps include:

Risk Assessments: these must be completed at least every two years for each work location or work group. They identify potential hazards and their severity, with and without controls. We apply a hierarchy of measures to isolate, engineer or administratively control the risk.

Hazard identification: employees must complete or utilize a job hazard assessment prior to all non-routine or high hazard work and/or routine work if required by a client or project scope.

Stop. Think. Act: employees undertake a point of work assessment checklist immediately before commencing work. This includes a review/validation of the job hazard assessment (review of steps, hazards and mitigating actions) or a mental review of the upcoming tasks.

These steps are supported through training and procedural guides to ensure employees are competent in their application. Additionally, in the event of a significant injury, we review the effectiveness of the risk assessment process.

JLL also utilizes third-party providers to provide occupational health services that contribute to the identification and elimination of hazards and minimization of risk, covering topics such as asbestos surveys, indoor air quality, Legionella and fire risk assessments.

Monitoring

Everyone in JLL has a right and a duty to report unsafe behavior and hazardous situations to prevent injury or illness to other employees, vendors, clients and contractors. JLL uses ‘good catch’, the proactive identification of an unsafe act or condition with the potential to cause harm to people or the environment. Employees are protected against reprisals through the One team S.A.F.E.R. together culture and our Cardinal Rule, “Speak Up”. JLL’s Standard on Incident Reporting provides a framework by which work-related hazards and hazardous situations are investigated. When an incident occurs, we conduct a root cause analysis and identify and implement corrective actions to prevent its recurrence. Health and safety teams also perform a ‘lessons learned’ and share the analysis to promote continual improvement in our safety culture and HSSEMS.

Our non-conformity, corrective action and preventative action standard aims to ensure that the effectiveness of any recommendation is reviewed. New or changed controls are further subject to the necessary risk assessment procedure. Routine monitoring of our performance, audit evaluations and inspections allows JLL’s safety leadership to review progress and identify areas for improvement. As well as quantitative targets, the HSSEMS includes monthly and quarterly performance against related objectives and KPIs for individual client accounts covering safety performance, accident management and training.

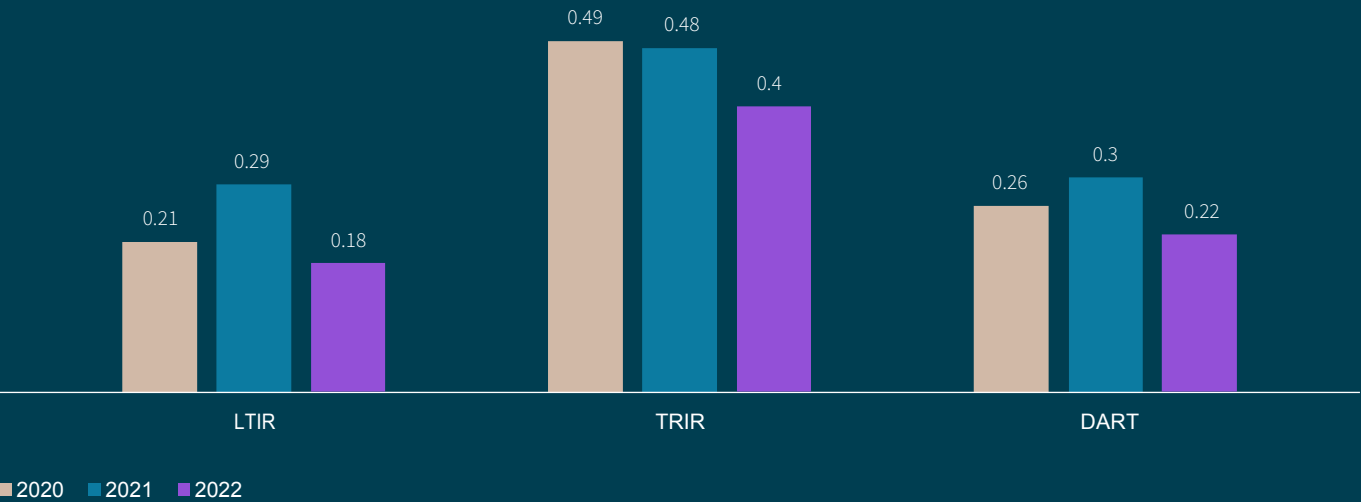
A global accident reporting dashboard captures health and safety data across JLL-occupied offices and client sites that operate under our HSSEMS. This includes JLL employees and contractors (where JLL is the principal).

2022 performance

The cumulative impact of our activities means we saw an improvement across most employee health and safety KPIs in 2022: the Lost Time Injury Rate (LTIR) decreased from 0.29 in 2021 to 0.18; Total Recordable Incident Rate (TRIR)

decreased from 0.48 in 2021 to 0.4; and Days Away, Restricted Duty and Transfer Rate (DART) decreased from 0.3 in 2021 to 0.22. The Experience Modification Rate (EMR) also decreased, from 0.49 in 2021 to 0.48.

The Accident Severity Rate (ASR), however, rose from 3.45 at the end of 2021 to 6.67 at the end of 2022 as employees returned to work following the pandemic. There were zero JLL employee fatalities reported.



For 2022, we are including contractor safety data in our key metrics. In 2022, we recorded a contractor Lost Time Injury Rate (LTIR) of 0.19, and a Total Recordable Incident Rate (TRIR) of 0.29. We are saddened to report four contractor

fatalities in 2022. Three of these were related to work at height, and the fourth was related to a road traffic collision. The root causes and lessons learned are investigated to prevent their recurrence according to the processes outlined in our

HSSEMS. Despite the progress we are showing elsewhere, these deeply regrettable incidents reinforce the importance of our continued efforts to advance our safety culture through JLL’s One team S.A.F.E.R. together program and roadmap.

Healthy buildings

We have integrated criteria that promote employee well-being into our corporate real estate strategy covering site selection and design through to occupation.

As well as broader environmental and health and safety standards, high indoor air quality and sufficient natural light are mandatory criteria for JLL offices seeking WELL certification. Additional criteria that promote well-being, such as access to outside areas like terraces or rooftops, are also considered favorably.

During fit-out, we give preference to materials and furnishings that emit less volatile organic compounds, ergonomic workstations and energy-efficient equipment. To further support employees' comfort, we prioritize lighting levels, acoustics, fresh air ventilation, indoor air quality sensors and thermal comfort in line with LEED, WELL and/or local equivalent standards. Ongoing monitoring of indoor environmental metrics, surveys and ergonomic assessments are integrated into our operational procedures to support certification.

Architectural design requirements promote the use of flexible spaces to aid well-being, such as relaxation areas, or support our broader diversity, equity and inclusion goals, such as multifaith and mothers'

rooms. Other features for WELL certified offices include adjustable desks for standing working and a target for more than 70% of workstations to be within 25 feet of an external window.

Delivering healthy buildings for clients

We have a strong record using our expertise to achieve sustainable building certifications for our clients, helping to provide healthy, efficient and productive workplaces for their employees. During 2022, [JLL's Global Benchmarking Service](#) developed an occupant survey that was recognized as an official third-party survey approved by WELL. It means any developer, investor or occupier seeking WELL certification can use the survey to meet their occupier engagement criteria.

Supporting thought leadership

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, known as the COGfx studies. The project culminated in three consecutive studies that found indoor environmental quality

impacts human cognitive function and productivity. JLL continues to support the Healthy Buildings program, which includes research that explores the link between exposure to chemicals from building materials and products, and its impact on human health. In addition we support the development of a [Co-Benefits of the Built Environment](#) tool which helps quantify the health and climate impacts of clean energy investments and policies.

This partnership augments 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. Additionally, JLL is a founding partner of [MIT's Real Estate Innovation Lab](#), a research and development lab focused on innovation in the built environment that directly links to economic impact.

Employee well-being

JLL believes in helping its people thrive in work and life. Our strategy is to offer a supportive culture that values all aspects of well-being, including mental, physical and financial health. We believe that colleague well-being fuels innovative thinking, our collective performance and business results.

We provide our people with a comprehensive range of voluntary health programs and services, which are further tailored by country. They include health rewards programs, access to mental health programs, programs for children and family members, JLL-funded health spending accounts and vendor discounts, such as gyms and childcare providers. They are supported by our global online benefits platform, allowing our people to easily search and find services and programs that fit their needs.

In 2022, our Well-being Hub attracted more than 322,000 visits and 57,000 unique users, an increase of more than 100% compared with 2021. The hub is available in 15 languages and houses content to support each of our well-being pillars, including training and webinars, country-specific employee assistance programs and resources for caregivers and working parents.

In addition, in 2022 our learning and development platform, called MyLearning, logged more than 10,000 unique users who accessed well-being content. 30% of managers completed one well-being course in 2022. We also monitor responses to our Global People Survey, to help shape future well-being programs.

Flexibility has always been important to JLL. We have a long tradition of encouraging our people to find flexible ways of working when their lives require it. 'Flex for your Day' is available in every region, and we encourage our people to define their flexibility needs with their managers, to help balance client and team needs with life's demands. We also equip our managers with well-being training to support our colleagues.

In 2022, colleague safety continued to be a top priority. In returning to

the office, we established — both for ourselves and our clients — robust health and well-being guides and protocols. We also communicated regularly with our colleagues about evolving health, safety and regulatory guidelines to mitigate COVID-19 transmission.

We encouraged our colleagues to be vaccinated and used flexible work arrangements to adapt and shape the new future of work. Our leading-edge technology played a pivotal role in providing a safe and inviting on-site experience, while also helping off-site employees remain productive and engaged.

As testimony to our well-being commitment, JLL earned the Excellence in Health and Well-Being Platinum award in 2022 from the Business Group on Health.

Inclusive places

We provide fair and inclusive places that support equal opportunities and thriving communities.

At JLL, diversity, equity and inclusion (DEI) are core to our purpose of shaping the future of real estate for a better world. We are building a culture where differences are valued, people feel they belong, and authenticity thrives.

Aligned with our values of teamwork, ethics and excellence, we are cultivating an inclusive culture where diverse teams are empowered to make better decisions, increase productivity and creativity, and deliver more sustainable outcomes for our clients and our business.



Our DEI journey

In 2022, we reimagined our global approach with an enhanced DEI strategy to guide our progress for the next five years. With extensive research about leading practices, the state of our culture and feedback from our leaders, employees and Business Resource Groups (BRGs), we identified five focus areas to drive DEI outcomes on a global scale.

To accelerate progress, our investment begins with our culture and the DEI experience for our people and clients. An overview of our progress in these areas is provided below.

We continue to support DEI through our supplier and community programs on [pages 25](#) and [64](#), respectively.

Strategic Areas of Focus				
 Workforce	 Workplace	 Marketplace	 Community	 Suppliers
Actions				
Talent Attracting, developing and retaining the best talent	Culture Creating a work environment where all employees feel valued and engaged	Clients Embedding DEI into the client/partner experience	Engagement Developing a strong reputation and connection within the communities and markets we serve	Partners Partnering with and providing opportunities for diverse suppliers to drive sustained economic impact and growth
Leader Accountability				

DEI Vision

At JLL, diversity, equity, and inclusion are core to our purpose of shaping the future of real estate for a better world. Our vision is for a culture where differences are valued, people feel they belong, and authenticity thrives across the communities where we live and work.

Inclusive places



DEI for our workforce

At JLL, we value what makes our employees unique, empowering them with the opportunity, knowledge and tools to own their success and shape a career that matters to them. We are committed to attracting, developing and retaining diverse talent at all levels and all areas within our firm. We support diversity in many forms: ability, education, generation, industry and lived experience, neurodiversity, gender, ethnicity, religion and sexual orientation.

Globally, we help our people thrive with career opportunities, rewards and a supportive culture that prioritizes physical, mental and financial well-being. We continue to take steps to pay equitably and comply with local laws and regulatory reporting requirements. We equip our people with training and support to expand their horizons — to grow their business and tech acumen, widen their expertise, and be aware of unconscious bias. DEI training is integrated into our global learning platform. We also established a DEI Learning and Development team to streamline DEI training across the company and develop updated curriculum offerings, covering such topics as neurodiversity, LGBTQIA+ and cultural awareness.

Our Business Resource Groups (BRGs) also take an active role in creating and promoting professional development and cultural learning opportunities that

are open to all. We are committed to increasing diverse representation in our workforce. We also work to recruit underrepresented backgrounds into real estate through several external partnerships, including: Department of Defense SkillBridge; Project Destined; HBCU Business Dean Roundtable; Changing the Face of Property; Girls in Property and Women in Property; The Mom Project; Commercial Real Estate Women (CREW) Network; Society of Women Engineers; Women in Manufacturing; and Best Buddies International.

In 2022, we launched JLL Thrive, a unique program that supports career progression of ethnically under-represented colleagues within JLL, supported by senior sponsors and line managers. We continue to invest in diverse executive recruitment, development and promotion. Across JLL, we aspire to have 40% female representation in our most senior roles by 2025. We track hires and promotions, and are committed to increasing diverse racial and ethnic representation among our senior leaders in the U.S.

Our Code of Ethics continues to provide the foundation for our culture of belonging, supported by a broader suite of policies and procedures, to meet the diverse needs of our people around the world.

Workforce progress in 2022

Training: We continue to provide unconscious bias and microaggressions training for all employees as part of our inclusive behaviors program. Our people spent more than 8,300 hours in DEI facilitated training in 2022 and there were 11,500 DEI content views on our LinkedIn Learning platform.

Leadership Representation: We are working toward our aspiration of achieving 40% female representation in our most senior roles by 2025. By the end of 2022, we achieved 37%. Across our total workforce, 36% of employees are female and three of JLL's eight largest countries by revenue are led by women. Please see our 2023 [Proxy Statement](#) for information on Board-level diversity.

Women in Leadership: In 2021, our Asia Pacific and EMEA regions launched the Women in Leadership talent program for senior and mid-career women leaders. 90% of senior-level participants said the program was very good or good, 80% rated it helpful in advancing their careers, and 80% said they felt supported by their managers. Early indicators of the program's success are demonstrated by a 50% increase in changes to job titles and roles among participants in 2022.

Pay gap: In 2022, we produced our second combined gender and ethnicity pay gap report (published in 2023) as legislated by the UK government. We continue to take action toward greater gender and ethnicity representation in leadership among the most senior roles at JLL UK. We started our publication on gender pay gaps in Ireland in 2022, in response to the new legislation which came into effect last year. Our gender pay gaps in Ireland tell a similar story as in the UK and strengthen our resolve to improve the representation of female colleagues at senior levels.

Gender Equality: We published our gender equality index in France, aligned with national legislation. With a top score of 100 across five criteria covering pay, promotions and leadership, all four JLL France entities included in the index scored the maximum available points for salary increases, promotion and maternity leave.

Employee Wellness: We offer many health and well-being programs to support the needs of our people, including access to mental health resources, support for working parents, JLL UK's new accommodative menopause policy, and more. We also support physical and financial health, so our people can thrive across all dimensions of well-being. In 2022, we signed the Working with Cancer Pledge, signifying our commitment to provide benefits that nurture all aspects of well-being, and create safe spaces for open dialogue, care and belonging, and personalized support when our people need it most.

Supporting careers in Real Estate: In the U.S., we partnered with Project Destined (PD), to provide financial literacy, entrepreneurship, and real estate training to diverse students. We are also one of the first real estate firms to partner nationally with PD through donations to help facilitate national and local programming efforts, including a virtual 8-week real estate internship program for high school and undergraduate students.

Our Capital Markets business in the U.S. started a college repayment program, whereby all newly-hired analysts are eligible to receive up to \$5,000 annually in loan repayment support, with a lifetime maximum of \$15,000 toward student loan debt.

Also in the U.S., our Markets and Capital Markets businesses support college loan repayment and an investment fund for entry-level compensation in brokerage roles. These supplement the industry's traditionally commission-based salary models, which can act as a financial obstacle for some candidates.

We also hired five Best Buddies and more than 100 people through the Mom Project into JLL in 2022.

In Australia, we support veterans from all ranks and services as they transition out of the military into a successful civilian career. We offer dedicated application coaching to translate their skills during the job interview process, which can serve as a professional barrier for veterans and their families.

DEI for our culture

We're building a culture where differences are valued, people feel they belong, and authenticity thrives. We're creating a brighter path where ideas are shaped by diverse minds and experiences, and collaboration leads to innovation and new opportunities.

Our commitment starts at the top. Our Global Head of DEI, who reports directly to our CEO, is a member of the firm's senior leadership team, and regularly engages with and reports out to the firm's global executives who have set DEI aspirations aligned with their annual incentives. The Global Head of DEI also engages with our Board of Directors, clients, and manages a central DEI team with regional leads in the Americas, Asia Pacific and EMEA to respond flexibly to regional and national contexts.

Across the organization, we take a leader-led approach, promoting action on a global, regional and local scale, with shared responsibility among executive leaders and the global DEI and Human Resources teams. On the ground, our people managers are champions for inclusive development.

We expect our managers to challenge biases, particularly in performance assessments. We also encourage them to challenge themselves, to think differently about how they recruit and how their processes can be more transparent and inclusive.

We support a transparent employee growth model, underpinned by our values and supported by inclusive leadership behaviors. We are also reinforcing our culture and holding leaders accountable for inclusive experiences that reflect our values of teamwork, ethics and excellence. Showing appreciation is also essential for creating an inclusive workplace and a brighter way of working.

At the community level, BRGs are voluntary, employee-led groups that promote employee inclusion, professional development and help JLL achieve its business objectives. BRGs bring together employees with similar identities, as well as allies of the group. Characteristics may include, but are not limited to: disability status, ethnicity, gender, generation, parental status and sexual orientation.

Culture progress in 2022

Governance: We continue to strengthen how we connect regional DEI activities to our global strategy. In 2022, we established the DEI Advisory Council in the Americas, comprising representative senior leaders, to drive local awareness and action as DEI champions in their respective countries and markets.

BRGs: We updated our global guidelines and policies to provide greater consistency in terms of BRG responsibilities, sponsorship, budget, activities and governance, while preserving an appropriate measure of local flexibility within regions. We have more than 30 BRGs and DEI workgroups around the world supporting: Black, Latino, Asian, inter-generational, parents, caregivers, neurodiversity, abilities, and more, as well as multiple chapters globally of the Women's Business Network and Building Pride groups.

Inclusion score: Every year, we survey employees to measure their perception of fair treatment, sense of belonging, leader inclusion and authenticity at JLL. Our 2022 score (78) brings us close to our 2023 target of 79.

Celebrating cultural observances: Globally and regionally, we celebrate a variety of days of significance to employees, including International Women's Day, Pride Month, Black History Month, and National Disability Employment Awareness Month.

DEI in the marketplace and for our clients

Our business vision is to build the most reputable commercial real estate platform in the industry that attracts highly talented people and allows us to create enduring client relationships across JLL. We deliver exceptional results for clients every day, with the goal of attracting, retaining and engaging a diverse consumer, business and community partner base. How we engage with the business marketplace reflects our commitment to DEI and leading ESG practices.

As an extension of JLL, we are embedding DEI into our clients' experience with us, and developing more transparent ways to share our DEI commitment. We regularly respond to client RFPs about our commitment to DEI, and we are increasing engagement with clients to support their DEI objectives.



DEI Awards & Recognition

Seramount

2022 Best Companies for **Multicultural Women**

Military Friendly Employer

JLL has also been recognized as a Military Spouse-friendly employer and for our inclusion of Veteran-owned businesses.

Business Group on Health

2022 Excellence in Health and Well-Being **Platinum award**

Women in Governance

Platinum Parity Certification, recognizing our commitment to support the advancement of women — JLL Canada

United Nations Women's Empowerment Principles

Long-standing **signatory**

Great Place to Work

2022 India's Top 50 Best Workplaces for Women

Middle East Consultant Awards

Gender and Ethical Champion of the Year

Human Rights Municipality (Brazil)

Seal of Racial Equity at the Workplace & Seal of Gender Equity at the Workplace

Employee engagement

2022 was a challenging year for our people given continued economic, geopolitical and societal challenges. We remain committed to creating an inclusive workplace and listening to our people, to understand how they are feeling and identify and address pressing needs.

In 2022, we conducted two all-employee engagement surveys: a full set of questions in April, and a shorter survey in October. The highest number of JLL colleagues ever responded at 72,168 (70% of our population). JLL's engagement score increased by one point in April to 79, putting JLL in the top 25% of companies according to our survey provider. The score remained stable in the October survey. Survey insights are used to gauge how well employees understand and feel about our evolving business strategy, purpose and commitments. Results show that our people value career development and recognition, as well as our commitments to DEI, well-being and safety.

In 2022, we also introduced two global surveys for those joining and those leaving JLL, to understand

what attracts people to our firm and what motivates them to move on. Our data-driven approach to review survey results provides critical information to shape our people approach and make sure we have the right talent in the right place at the right time. This includes advanced diagnostic and predictive analysis to evaluate the efficacy of our processes, validate people strategy outcomes, and take steps to enhance our people experience to attract and retain the best talent in the industry.

Celebrating wins: a culture of reward and recognition

Every day, JLL employees seek to go above and beyond for our clients and our industry. In alignment with our values of teamwork, ethics and excellence, we work together to deliver on common goals and we share in the outcomes.

Showing appreciation is essential for creating an inclusive workplace and a brighter way of working. Recognition also helps us retain and inspire an engaged workforce. We are committed to providing our people with incentives for their impact on clients and our business, individually and as a global team.

Going Beyond, our global digital recognition platform, allows employees to publicly thank colleagues. The platform notifies managers when a direct report receives recognition for exceptional work and allows colleagues from their 'work circle' to celebrate in their success. In 2022, 79,400 Going Beyond awards were issued to 44% of JLL's global workforce. We also introduced a global recognition playbook to share creative ideas on how to celebrate teams and colleague contributions.

Performance management and incentives

JLL uses robust reporting and analytics to inform our talent planning, from overall performance reviews for employees, to high-potential employee identification and development, leadership succession planning, and longer-term skill gap identification.

We strive to provide equal pay opportunities for all employees, working hard to make decisions based on consistent and fair criteria and without bias. As such, we use a globally consistent methodology where role, rather than individual, is in focus when mapping employees into career levels, designing compensation plans, and assessing individual pay against internal salary ranges and relevant market data.

Our annual compensation planning includes a review with HR and approval process at leadership level to ensure pay and bonus decisions are objective and fair and pay decisions are based on skills, experience, knowledge and performance.

Developing talent

We appreciate that everyone has a different definition of success. At JLL, our people are empowered to shape their careers in ways that matter to them. We strive to hire

the best talent and enable them to build meaningful careers with programs and support, no matter where they are on their journey at JLL. Rooted in extensive internal and external research, we have a set of core capabilities that define our leadership behaviors to drive our near and long-term success. Those capabilities are the foundation for our employee talent assessments, succession planning and other talent processes. Our employees can self-assess and be assessed against these capabilities to participate in our award-winning development platform, Real Leadership.

Real Leadership is an end-to-end platform that helps our employees grow their leadership skills from frontline to executive. It has served over 25,000 colleagues worldwide with 10 different programs, including partnerships with Harvard, Stanford, Cambridge University, IMD Business School, and other prestigious partners.

We continue to evolve our learning and development approach as our business evolves. We help our people prepare for the future of work by upskilling on critical skills and providing technical and professional development opportunities — globally and regionally — through our global virtual learning library called MyLearning.

In 2022, our global team accelerated JLL's learning and development culture by delivering best-in-class content, revamping our learning processes and developing cutting-edge learning analytics via MyLearning for more than 86,000 colleagues worldwide. The platform provides access to 25,000+ courses tailored to individual career goals, job profiles, and more.

Highlights from the year:

- On average, employees completed 18.43 training courses (up from 12.63 courses in 2021) and spent nearly 11 hours in training.
- Nearly 100% of employees with access to online learning took a course, totaling 1.5 million completed courses (up 400,000 from 2021) and 910,000 training hours (up 206,000 from 2021).
- We revitalized our Real Leadership program to include upskilling opportunities for leading self and others, with an enhanced focus on well-being and diversity.
- We continued to invest in on-demand developmental learning, with more than 38,000 employees (up 3,000 from 2021) accessing training in seven languages.
- We launched our new Sustainability Essentials program, learning journeys for each business line, and expert level certifications. They reached more than 30,000 learners (digital and 18,712 facilitated hours), achieving an average rating of 4.5 out of five.

- Approximately 37% of JLL employees with access to Workday Learning completed Sustainability Essentials training, and leadership band managers completed sustainability training during our 2022 global leadership meeting.

Internal First is our program to prioritize internal recruitment where possible and appropriate. Our recruitment team is encouraged to review internal candidates for open positions first. Out of 36,000 positions filled in 2022, 16.7% were

filled internally. Employees who may lose their roles are supported by a recruitment redeployment team and associated procedures to help them find other internal positions.



Community engagement

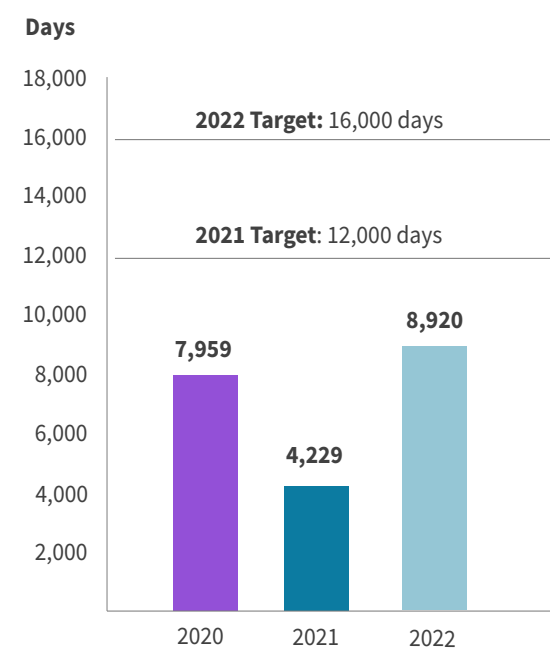
JLL seeks to create thriving and inclusive communities on which our business depends on and in which our people live. We encourage and enable them to share their time and skills, and raise funds for causes that matter to them.

Our employees engage in voluntary work, make donations, supervise work experience placements with a social purpose, and undergo secondments at charitable organizations.

From emergency relief efforts to teaching students about the benefits of sustainable development, our people are committed to supporting their communities, and we support them. The act of

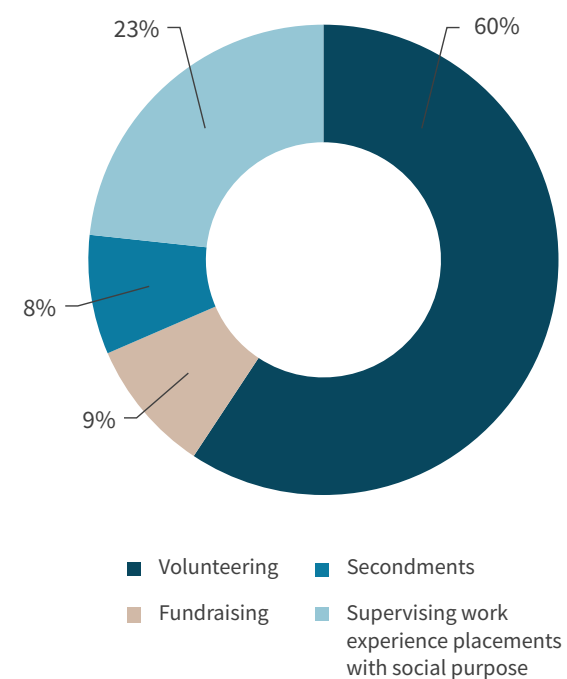
engaging with our communities boosts productivity, increases employee engagement and satisfaction, and helps us be an employer of choice through our shared values to give back.

Employee Time Contribution Target Performance*



*Includes volunteering, fundraising, supervising work experience placements and secondments to charitable organizations.

Employee Time Contribution by type 2022



Our approach to community engagement

Our community efforts are purposely decentralized and carried out at a local level. This allows for flexibility and agility by providing JLL countries with the autonomy to tackle local priorities and reflect the interests of their employees. We encourage our local markets to align their efforts with the three issue areas that underpin our sustainability program and our six priority SDGs.

Given our decentralized approach, our aim is to ensure that every JLL country has the governance and tools to engage staff, host events and log their contributions. Core to our approach is the network of Communities Leads and contacts in our largest JLL countries — which spanned 22 countries in 2022. All JLL countries participate in an annual reporting process to regularly track and measure our community efforts.

How we impact our communities

JLL wants to provide fair and inclusive places that create positive social outcomes and equal opportunities. Our communities program concentrates on creating an impact through our people. We also recognize our impacts are influenced by our wider business policies.

We operate in communities that are in various stages of development, with diverse sensitivities and vulnerable groups. JLL advocates for a better real estate sector, acknowledging that despite the vast benefits real estate can bring, like with any business, its impacts can also be negative for some.

Measuring our contributions and impact

Reporting JLL's community contributions is guided by the Business for Societal Impact (B4SI) framework, the global standard for managing and measuring a company's social impact. JLL also uses the B4SI framework to inform our communities strategy and to provide a benchmark

for our performance. We currently measure our inputs and outputs — metrics such as cash contributions, in-kind donations, employee time, payroll giving and beneficiaries reached.

Our main global target is to increase the time our employees spend in our communities year on year, with the goal of reaching 20,000 days by the end of 2023. In 2022, we achieved 8,920 days. Of this time, 60% was spent volunteering, 23% supervising work experience placements, 9% fundraising and 8% on secondments. Our target, set pre-Covid, is challenging due in part to home-working and the business environment limiting resourcing.

We promote volunteering and fundraising, particularly during our annual JLL Global Communities Week. It is one week where JLL countries simultaneously give back to our communities. In 2022, more than 4,200 colleagues in 25 countries contributed over 2,100 days of action, making it our most successful Communities Week so far.

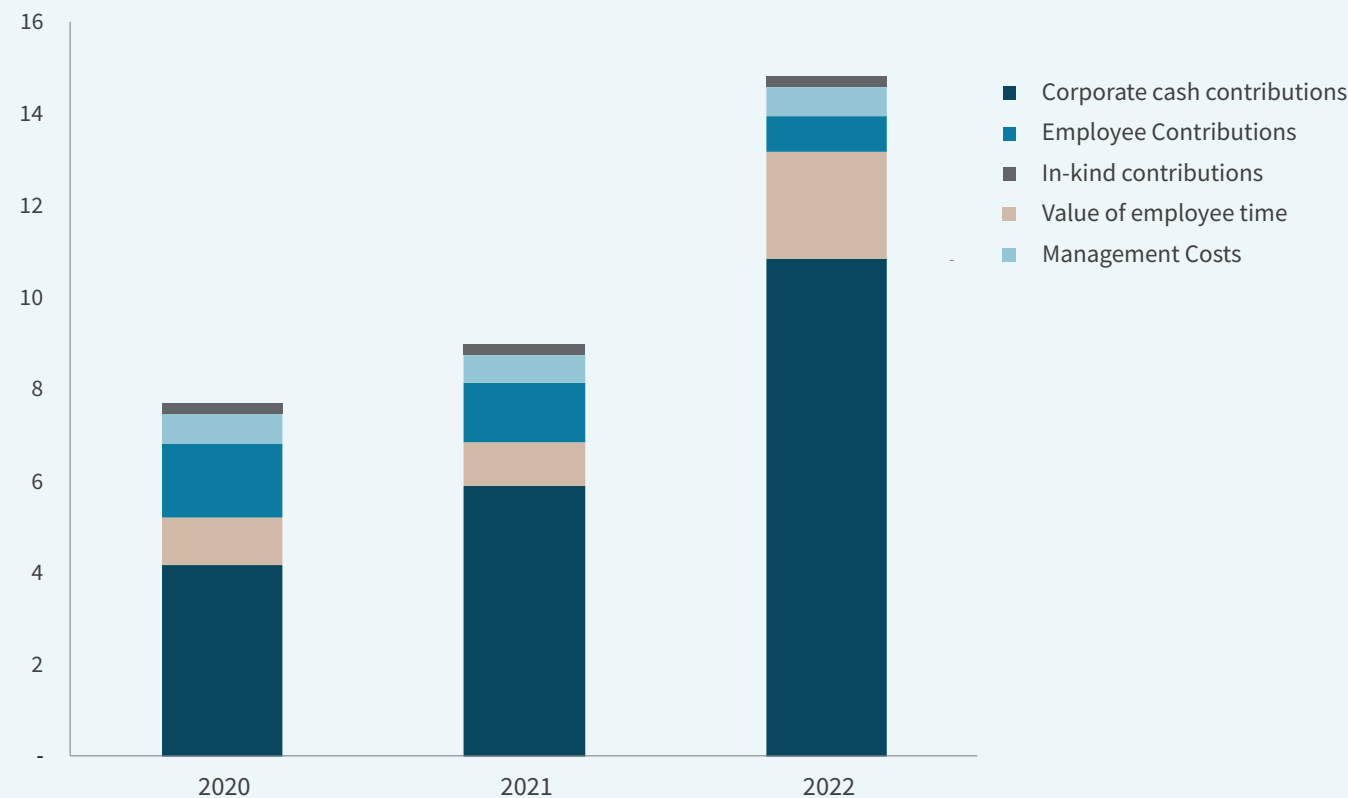
Providing monetary support to our communities

JLL's charitable contributions include corporate cash contributions, in-kind donations, program management costs, the value of employee time and employee contributions. In line with the B4SI framework, we look at our total corporate contribution (total charitable contributions excluding employee donations) as a percentage of pre-tax profit, aiming for a minimum of 1% annually. In 2022, we exceeded this target, reaching 1.7%.

In 2022, JLL recorded total charitable contributions of \$14.8 million.

- Our employees donated \$768,000.
- Corporate cash contributions or company money that JLL provides to charitable causes was \$10.8 million.
- Donations in-kind, such as office furniture or meeting space, accounted for \$272,000.
- Management costs, namely the people-related and consultancy costs in running our communities programs, were \$639,000.
- The value of employee volunteering time equated to approximately \$2.3 million in staff costs to the business.
- 8,018 staff members took part in communities activities during the course of the year.

Total charitable contributions (million \$ USD)



Aligning our efforts with the UN SDGs

JLL has identified six SDGs that are most relevant to our business - SDGs 3, 5, 8, 11, 12 & 13. We use these to guide our community activities, in terms of the time we spend and the money we donate. In 2022, we managed to align 60% of our activities with our six priority SDGs.

Data collection challenges meant we could not identify and verify alignment in all cases. Despite this, we have achieved a significant improvement from where we began, and we are satisfied with the focus of our activities being material to the business.

From an employee time perspective, our top three SDGs (in ranked order) were: Gender Equality (23%), Good Health and Well-being (17%) and Sustainable Cities and Communities (17%).

From a monetary perspective, our top three SDGs (in ranked order) were: Climate Action (21%), Good Health and Well-being (18%) and Sustainable Cities and Communities (9%).



JLL Foundation is a non-profit founded and backed by JLL, whose mission is closely aligned with JLL's purpose of shaping the future of real estate for a better world.

JLL Foundation's catalytic capital is helping startups and early-stage companies create new ways of mitigating climate change. In 2022, it supported 15 startups, creating impact around the world.

Beyond mitigating greenhouse gases and reducing the use of fossil fuels, these companies are building a clean economy, creating green jobs and construction, transforming food, packaging and agricultural systems, and innovating tech to measure impact and drive change. The Foundation prioritizes startups with diverse founders and aims to support entrepreneurs in all regions of the world.

Working with [Good Machine](#), a venture studio specializing in the climate impact space, JLL Foundation takes a non-traditional approach by providing zero-interest recoverable loans and reinvests the returned funds.

In addition to being a catalyst for startups and early-stage companies, the loans granted in 2022 have been influential in helping recipients secure additional funding from for-profit companies and other foundations. Since receiving their loans, two portfolio companies secured investment worth twenty times the value of the JLL Foundation loan.

As a result of the first year's success, JLL has increased its funding commitment to the Foundation for 2023. For more information, visit [JLL Foundation website](#) and view highlights in its [2022 Annual Report](#).

ESG performance metrics

Data Qualifying Notes

The following notes provide details around definitions, re-statements and the methodologies pertaining to the data in our 2022 ESG 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.

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 found in earlier publications. We are continuously working to improve our data processes. The information presented in this report represents the best information available at the time of publication.

Scope

This report spans JLL’s services and operations across all business segments and geographies. Coverage for our issue areas is as follows:

Climate action: The coverage of energy and resources data represents 99% off our global offices. In 2022, the data relating to our operations represented 381 sites that we occupied during the year, and 32,727 office-based staff. Where we refer to ‘offices’, this relates to JLL’s corporate space, unless otherwise indicated.

Healthy spaces: In 2022, our Health and Safety data covers the whole business, falling under JLL’s HSSEMS, as well as JLL offices.

Inclusive places: The coverage of employee data represents 100% of our global workforce, with the exception of ethnic diversity figures, which relate only to the US. The coverage of data related to our community contributions represents activities from 42 countries.

Financials

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

Climate action

Reporting year and Standard:
JLL’s greenhouse gas (GHG) emissions have been prepared based on a calendar reporting year, which is the same as JLL’s financial reporting period (January 1 – December 31). Our Scope 1, 2 and 3 GHG emissions have been prepared in accordance with the Greenhouse Gas Protocol’s Corporate Accounting and Reporting Standard.

Organizational boundaries:
JLL uses the operational control approach to determine its organizational boundaries, as defined by the Greenhouse Gas Protocol’s Corporate Accounting and Reporting Standard. All operations where JLL has full authority to introduce and implement operating policies have been included in the GHG.

Base Year:
JLL has established 2018 as its base year. This applies to Scope 1, Scope 2 and Scope 3 emissions. As recommended by the GHG Protocol, JLL has set a base year recalculation policy. JLL will recalculate emissions based upon any of the following issues occurring:

- structural changes that result in a cumulative impact >10% of base year emissions.
- discovery of calculation errors or adoption of methodological changes that would result in >5% increase or decrease in emissions.

- or the identification of new emission sources that will contribute >10% to total emissions.

Accruals and estimation
Consumption is based on actual data when available. When assets have at least one bill available, Canopy (our data management platform) auto-accrues, using either the daily rate of the latest bill (for months with partial data) or the same month of the previous year by account number. When no invoice data is available for either base building or tenancy, JLL estimates manually using the average annual consumption per m² by region applied to the building’s area. More information on where estimations are made can be found under the methodology section of this note.

Greenhouse gases
All GHG emissions figures are reported in metric tons (MT) of carbon dioxide equivalents (CO₂e). In accordance with the GHG Protocol, JLL has included in its reporting: carbon dioxide (CO₂); methane (CH₄); and nitrous oxide (N₂O). Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur Hexafluoride (SF₆). Nitrogen trifluoride (NF₃) emissions from refrigerant use have been excluded as they are not material sources of GHGs for JLL and are not typically under JLL’s operational control (these are estimated to be less than 0.1% of overall scope 1 and 2 emissions).

Scope 1:

- Includes fuel consumption of JLL’s fleet, mobile fuels, stationary fuels and natural gas consumption from office buildings.

- UK Government emissions factors are used to convert our energy consumption figures (kWh) to metric tons of CO₂e. All factors are calculated using the Global Warming Potential value for 100-year time horizon from the IPCC 4th Assessment Report (AR4).
- Canopy provides accruals for mobile liquid fuels, fleet, and gaseous fuels.
- No estimates are made for Scope 1 fuels.
- Fleet vehicles in France are leased for a period of four years, assuming a distance travelled of 60,000 km but generally assume it is driven for 15,000km per year. Their use includes personal travel plus work travel. To calculate work use, we annualized consumption to 15,000 km * (5 days/7 days) = 10,714 km per vehicle.

Scope 2:
Location-based:

- Purchased and estimated electricity consumption data has been multiplied by country level International Energy Agency (IEA) emission factors (including heat and steam) to convert kWh to metric tons of CO₂e. The exceptions are Australia and the United States, where state-based emission factors are used (NGA Factors in Australia and eGRID in the United States).

				Inclusive places	
<ul style="list-style-type: none"> Accruals are calculated in-system using the daily rate of the current bill for the most recent month, then reverting to same month of the previous year for other missing invoice values. Accruals are calculated at the account level and will not occur outside of account open and close dates. Estimations for our (grid) electricity consumption were derived from properties that had an actual invoice account for the period. Regional benchmarks were calculated for Americas, Asia Pacific and EMEA based on kWh/m². In 2022, there were only a few buildings for which base building data was available. Due to the small sample size, JLL opted to create a global base building kWh/ m² benchmark, rather than a regional benchmark. These benchmarks were applied to the office area where actual data was unavailable. Estimations are made for any instances where tenancy or base building consumption has not been available/provided. No estimates are made for instances where we have been provided with JLL’s share of whole building consumption. Where applicable, our estimation also accounts for our share of base building consumption, for our leased space. 	<ul style="list-style-type: none"> We are now reporting a separate figure for our market-based emissions. The market-based emissions factors that we use are in line with the quality criteria as set out in the GHG Protocol, Scope 2 Guidance. For 2022, we have included validated green energy/ REC purchases in our global portfolio, and we have also adopted residual mix factors for AM (Green-e) and EMEA (ReDISS) portfolio where available. All other assets revert to location-based emission factors as permitted in the GHG protocol guidance. 	<ul style="list-style-type: none"> Employee commuting and homeworking: Data on commuting and homeworking patterns of JLL employees were collected via an employee survey. Proxies were created from this data to estimate the emissions for our total workforce. There were 4,802 individual responses used in the analysis. For homeworking emissions, the methodology used was based on the ‘Homeworking Emissions Whitepaper’ by EcoAct, although this was adapted to incorporate the data collected from our survey, and to account for our global workforce. This methodology accounts for energy use from equipment and lighting, and the heating and/ or cooling of homes. Where JLL employees shared living space with other adults, JLL has accounted for 50% of the emissions from the heating and/or cooling of that space. Business travel: Our 2022 business travel data consists of both actual and estimated data. Distance by travel type data is obtained from JLL’s regional travel management companies. Where spend on travel did not go through those contracts, distance was estimated based on the amount of spend that occurred. To calculate the emissions, distance figures are multiplied by the relevant UK Government conversion factors. Travel types included are: air; rail; car rental; hotels. This is an updated methodology for 2022 which better reflects our business travel activities. Previous years’ figures are not restated. 	<ul style="list-style-type: none"> Fuel and energy related emissions (FERA): <ul style="list-style-type: none"> Emissions from Well-to-tank (WTT) fuels were calculated using UK government emission factors for WTT, applied to JLL’s Scope 1 fuel consumption. WTT has also been included for Scope 3 sources where available using UK government emission factors. Emissions from Transport & Distribution losses (T&D) 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 use estimations. The average annual kg of waste per m² of offices with actual data was used to estimate total waste consumption for the other offices. The total amount of waste has been then divided into 4 waste streams: Recycling, Landfill, Waste to Energy and Other. OECD 2019 “dataset: Municipal Waste, Generation and Treatment” was used to estimate the amount of waste per stream. To avoid over estimating composting, the result of the estimations has been multiplied by 15%, the percentage of sites with composting on site. Emissions for waste have been calculated using UK government emissions factors. Client emissions: Emissions are estimated based on intensity benchmarks (kWh/\$ of delivered services) derived from client properties managed by our workplace and property management teams. 	<p>These emissions have been determined as Scope 3.11: Use of Sold products. This intensity was calculated where revenue and energy consumption data were available, and then applied to total global revenue from these services.</p> <ul style="list-style-type: none"> Outside of scope: As JLL reports use of bioethanol, we have accounted for the indirect emissions associated with this as ‘outside of scope’, as per the associated UK government guidance. These emissions were calculated by multiplying the total liters of fuel used by UK government emissions factors for outside of scope emissions. This has been reported as a separate line item in our data summary, and not included in our emissions total. 	<p>time per 200,000 hours worked.</p> <p>TRIR is the rate of recordable illness and injuries resulting in medical treatment per 200,000 hours worked.</p> <p>DART is the rate of recordable injuries and illnesses that resulted in days away from work, restricted work activity and/or job transfer per 200,000 hours worked.</p> <p>JLL offices with a sustainability certificate: these include certificates related to both base-building and fit-out. Where both have been achieved for one site, only one certificate is counted. In 2022, we have excluded any mandatory certificates, e.g. NABERS certificates, as well as any WELL pre-certifications. Figures are correct as of December 31, 2022.</p>

Market-based:
We have previously reported market-based figures to the Carbon Disclosure Project using only regional or national grid factors, which meant our market and location-based figures were identical. This is permissible under the GHG Protocol.

Healthy spaces

LTIR is the rate of recordable illness and injuries resulting in 24 hours or more lost

Inclusive places

Corporate charitable contributions as a percent of pre-tax profit: We state only corporate contributions (including the value of donated employee time) as a percentage of pre-tax profit. LaSalle Investment Management contributions are included in the corporate figures.

The value of JLL employee’s community time contributions have 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.

Senior levels for female representation: This target represents our top leadership and management bands, excluding junior management.

Data summary

About JLL	2022	2021	2020	2019
Corporate facts				
Portfolio size of managed properties worldwide (billion s.f.) ⁷	4.6	5.4	5.4	5.0
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	79.1	76.6	68.9	67.6
Corporate offices	328	328	337	339
Countries (with a corporate office)	50	53	52	51
Countries (where we provide services)	80	80	80	80
Employees	103,315	98,200	90,000	93,000
Corporate office employees	32,727	32,251	28,295	31,959
Employees, Americas	41,310	39,353	33,084	31,744
Employees, Asia Pacific	44,264	42,204	41,027	41,700
Employees, EMEA	17,741	16,633	14,798	16,258
Key financials				
Revenue (million \$)	20,862	19,367	16,590	18,000
Net income attributable to common shareholders (million \$)	654.5	961.6	402.5	534.4
Diluted earnings per share (\$)	13.27	18.47	7.7	10.87
Adjusted EBITDA (million \$)	1,247	1,497	860	1,116

Climate action	2022	2021	2020	2019	2018 (Baseline)
Carbon footprint					
Total emissions (metric tons CO ₂ e)	20,743,449	20,932,897	19,304,043	18,364,290	18,206,755
Scope 1: Fleet (mobile fuels and mileage)	26,344	28,548	23,073	30,264	31,164
Scope 1: Natural gas	259	252	1,104	1,169	489
Scope 1: Office fuels	19	2	6	6	79
Scope 2 (Location-based): Electricity (inc. heat and steam)	10,345	9,468	11,321	13,438	12,431
Scope 2 (Market-based): Electricity (inc. heat and steam)	8,246	7,910	11,321	13,288	12,261
Scope 3.1: Purchased goods and services	330,812	302,238	302,225	404,420	407,789
Scope 3.1: Data centres	783	880	1,096	1,420	1,608
Scope 3.3: Transmission & distribution	786	2,206	1,819	2,174	2,254
Scope 3.3: Well to tank	7,190	7,751	6,121	7,758	8,028
Scope 3.5: Waste ⁸	343	330	157	319	372
Scope 3.6: Business travel inc. hotels	59,900	22,765	16,278	71,670	76,740
Scope 3.7: Employee commuting	87,068	54,956	56,819	90,816	86,969

7: Our 2021 managed portfolio size has been restated.
8: This figure refers to our coporate office operational waste only.
9: 2020 and 2019 renewable energy data relate to consumption of bioethanol only.

Climate action	2022	2021	2020	2019	2018 (Baseline)
Carbon footprint					
Scope 3.7: Employee homeworking	27,743	49,681	42,451	14,180	13,482
Scope 3.8: Base building electricity (inc. heat and steam)	7,839	11,399	11,279	12,821	15,978
Scope 3.8: Natural gas	4,584	3,194	2,721	2,196	1,807
Scope 3.11: Client emissions	20,181,531	20,440,784	18,827,573	17,711,789	17,547,735
Outside of scope: CO ₂ emissions from bioethanol (metric tons CO ₂)	72	195	52	17	112
Scope 1 and 2 emissions by region (metric tons CO ₂ e): Americas	20,956	22,697	NA	NA	NA
Scope 1 and 2 emissions by region (metric tons CO ₂ e): EMEA	9,726	9,958	NA	NA	NA
Scope 1 and 2 emissions by region (metric tons CO ₂ e): Asia Pacific	4,187	4,057	NA	NA	NA

Climate action	2022	2021	2020	2019
Energy and resource use				
Rented area (s.f.)	4,670,984	4,884,437	4,854,942	4,974,800
Total energy consumption (MWh)	150,646	152,520	138,320	158,528
Energy consumption: Electricity (inc. heat and steam)	27,798	27,263	29,150	33,509
Energy consumption: Natural gas	1,421	1,375	2,457	2,835
Energy consumption: Stationary fuels	78	10	23	26
Energy consumption: Fleet (mobile fuels and mileage)	121,349	123,872	106,690	122,158
Energy consumption from electricity per square foot of rented floor area (MWh/s.f.)	0.0058	0.0056	0.0060	NA
Renewable energy used (MWh) ⁹	8,001	7,194	361	117
Renewable energy used: Americas	1,278	1,731	361	117
Renewable energy used: EMEA	6,454	5,463	0	0
Renewable energy used: Asia Pacific	269	0	0	0
CDP Climate Change Score	A-	A	B	B
CDP Water Score	B-	C	C	C
CDP Supplier Engagement Rating	A-	A	A	D
Total estimated waste (metric tons)	1,136	1,471	1,799	4,532
Estimated waste to landfill	660	672	275	2,849
Estimated combusted waste	199	79	347	241
Estimated recycled waste	274	662	1,077	1,340
Estimated composted waste	4	57	100	102
Total estimated water consumption (m³)	220,735	207,065	255,088	287,198
Estimated water consumption: Americas	109,014	109,510	140,847	NA
Estimated water consumption: EMEA	59,669	55,931	62,241	NA
Estimated water consumption: Asia Pacific	52,053	41,623	52,000	NA

Healthy spaces	2022	2021	2020	2019
Healthy & sustainable buildings				
JLL offices with a sustainable building certificate	97	97	79	72
JLL offices with a sustainable building certificate (%)	26%	26%	21%	16%
JLL offices >10k ft2 with a sustainability certificate (%)	54%	45%	41%	41%
Total LEED certifications	64	59	40	38
Total BREEAM certifications	10	11	12	10
Total WELL certifications	8	3	2	2
Total other certifications	30	21	31	28
Health & safety				
Employees - Lost time incident rate (LTIR)	0.14	0.29	0.21	0.20
Employees - Total recordable incident rate (TRIR)	0.31	0.48	0.49	0.64
Employees - Days away, restricted duty and transfer (DART) rate	0.17	0.3	0.26	0.26
Employees - Experience modification rate	0.48	0.49	0.53	0.56
Employees - Incident severity rate (average days lost per 100 people)	3.95	1.93	5.12	NA
Employees - Number of staff fatalities	0	0	0	0
Contractors - Lost time incident rate (LTIR)	0.19	NA	NA	NA
Contractors - Total recordable incident rate (TRIR)	0.37	NA	NA	NA
Contractors - Number of fatalities	4	NA	NA	NA
Sustainable Procurement				
Diverse supplier spend (billion \$)	2.24	1.97	0.94	1.71

Inclusive places	2022	2021	2020	2019
Diversity, equity and inclusion				
Employees under 18	0.03%	0.02%	0.02%	0.04%
Employees age 18-29	17%	18%	17%	19%
Employees age 30-39	33%	33%	34%	33%
Employees age 40-49	24%	23%	23%	22%
Employees age 50-59	17%	17%	17%	17%
Employees age 60-69	9%	8%	8%	8%
Employees 70+	0.5%	0.5%	0.4%	0.4%
Board members (% female)	33%	42%	33%	33%
Independent board members (% female)	36%	45%	36%	36%
Management as a proportion of total employees (%)	20%	18%	19%	18%
Top management level (% female)	21%	21%	18%	17%
Management (% female)	35%	33%	27%	26%
Junior management (% female)	36%	36%	36%	37%
Non management (% female)	36%	35%	35%	35%

Inclusive places	2022	2021	2020	2019
Diversity, equity and inclusion				
All Management (% female) *	36%	35%	35%	35%
All staff (% female)	36%	35%	35%	35%
US staff (% White)	64%	66%	67%	NA
US staff (% Hispanic or Latino)	13%	12%	11%	NA
US staff (% Black or African American)	10%	9%	9%	NA
All staff (% female)	36%	35%	35%	35%
US staff (% White)	64%	66%	67%	NA
US staff (% Hispanic or Latino)	13%	12%	11%	NA
US staff (% Black or African American)	10%	9%	9%	NA
US staff (% Asian)	6%	5%	5%	NA
US staff (% two or more races)	3%	2%	2%	NA
US staff (% Native American)	0.5%	0.4%	0.4%	NA
US staff (% Native Hawaiian or Other Pacific Islander)	0.3%	0.3%	0.4%	NA
US staff (% not specified)	4%	5%	5%	NA
US staff - all management (% White) *	72%	63%	76%	NA
US staff - all management (% Hispanic or Latino) *	9%	13%	8%	NA
US staff - all management (% Black or African American) *	7%	10%	5%	NA
US staff - all management (% Asian) *	6%	6%	5%	NA
US staff - all management (% two or more races) *	2%	2%	0.8%	NA
US staff - all management (% Native American) *	0.5%	0.4%	0.4%	NA
US staff - all management (% Native Hawaiian or Other Pacific Islander) *	0.2%	0.4%	0.3%	NA
US staff - all management (% not specified) *	4%	5%	4%	NA
Personal and career development				
Training and development spend per full time employee (\$)	163	182	148	242
Total voluntary attrition ¹⁰	20.2%	18.7%	NA	NA
Employee voluntary attrition (males) ¹⁰	19.5%	17.9%	14%	19%
Employee voluntary attrition (females) ¹⁰	21.3%	19.9%	14%	21%
Completion rate for Global Employee Engagement Survey	70%	67%	65%	46%
Embedded sustainability in core real estate services				
Positions with a functional responsibility for sustainability - Services (FTE)	718	448	249	889
Overall sustainability training hours (attendee numbers x training duration)	38,027	24,008	28,920	46,843

* All Management (% female) - denoted by asterisk - includes Top, Medium and Junior management positions, and all employees with a direct report

10: 2021 data has been restated.

Inclusive places	2022	2021	2020	2019
Employee Community Time Contributions				
Employee time donated (days) incl. volunteering and other time donations ¹²	8,920	4,221	7,959	12,467
Number of employees volunteering	8,018	6,906	6,964	9,692
Charitable Contributions				
Total charitable contribution, including corporate donations, employee donations and value of donated employee time (\$)	14,856,811	8,901,290	7,726,398	11,081,002
Total corporate contribution (\$)	14,090,769	7,586,574	6,110,206	10,450,948
Charitable Contributions				
Corporate charitable cash contributions (\$)	10,836,355	5,873,152	4,146,386	7,089,023
Value of community affairs management costs (\$)	639,459	597,502	656,663	630,001
Value of corporate in-kind philanthropic contributions (\$)	272,314	162,948	257,501	157,963
Value of corporate donated employee time (\$)	2,342,641	952,972	1,049,656	2,573,961
Employee cash contributions (\$)	766,042	1,314,716	1,616,192	630,055
Charitable Gifts (%)	65%	27%	NA	NA
Community Investment (%)	30%	60%	NA	NA
Commercial Initiatives in the Community (%)	5%	13%	NA	NA
Number of organizations that benefited from community contributions	400	842	485	1,048
Corporate philanthropic contribution (% of pre-tax profit)	1.7%	1.2%	1.15%	1.5%
Alignment of community activities to JLL's 6 priority Sustainable Development Goals	60%	51%	NA	NA
Ethics				
Number of JLL ethics officers	28	31	31	28
Actions taken from ethics violations (% of total matters)	77%	59%	51%	58%
Employees who received in-person training on all ethics topics including anti-corruption	19,138	34,814	18,745	4,649
Employees who received online training on all ethics topics	28,271	69,807	42,990	50,573
% of total workforce trained on business ethics issues	100	90%	67%	59%
Total ethics matters	1,276	1,108	1,118	1,148
Ethics matters per 1000 employees	13	11.3	12.2	12
Total actions	908	650	574	665

Certifications ¹¹			
Country/Region/ Business	Health and Safety	Environmental Management	Quality
PAM India	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM Singapore	ISO45001:2018	ISO14001:2015	ISO9001:2015
PDS Singapore ¹²	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL Hong Kong ¹³	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM EMEA	ISO45001:2018		ISO9001:2015
JLL Ireland ¹⁴			ISO9001:2015
Integral UK	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL UK ¹⁵		ISO14001:2015	ISO9001:2015
Tetris UK	ISO45001:2018		
Tetris South Africa		ISO14001:2015	
IFM North America ¹⁶	ISO45001:2018	ISO14001:2015	
IFM Colombia	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL Spain ¹⁷	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM Mexico	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM Life Sciences	ISO45001:2018		ISO9001:2015
JLL Korea	ISO45001:2018	ISO14001:2015	
JLL China ¹⁸		ISO14001:2015	
JLL Germany			ISO9001:2015
IFM Michigan			ISO9001:2015
Global Work Dynamics IFM			ISO9001:2015
Australia/New Zealand	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL Australia	ISO45001:2018		ISO9001:2015
IFM Australia	ISO45001:2018	ISO14001:2015	ISO9001:2015

11: Certifications correct as of June 2022. Not included in this table include ISO 27001:2013 for Information Security for JLL U.S. (The scope of the ISMS is the set of management processes and tools employed by JLL to secure identified information assets, business applications, and supporting systems that facilitate the delivery of commercial real estate and integrated facility management services to clients in accordance with the statement of applicability version 1.6, dated 23 August 2022); ISO41001:2016 for Facility Management for JLL Philipines; ISO31000:2018 for Risk Management for JLL Australia and IFM Austriala (includes: Advisory Services Pty Ltd, NSW Property Management Account and or Risk Management system for real estate services for certain FM sites across Australia); and ISO 37001:2013 for Information Security for IFM Australia.

12: Includes: Project Management, Contractor Management and Design Services for commerical, industrial, retail, hospitality and education construction projects

13: JLL Limited for design and provision of facilities management services

14: JLL (Ireland) for property management services. Including: investment, valuation, sales, leasing and property management of office, retail and industrial property, residential sales and lettings.

15: Certification for PDS, Property Asset Management, National Markets, Advisory, Corporate Solutions, Tetris Hotels, Residential, Research and Central Office London Markets.

16: For JLL corporate activities and IFM client services.

17: For consulting real estate services, appraisals, leasing, asset administration and management.

18: For Engineering project management services for commercial and industrial construction projects, General contractors and construction engineering, specialist contractor for interior fitting out

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About JLL

For over 200 years, JLL (NYSE: JLL), a leading global commercial real estate and investment management company, has helped clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties. A Fortune 500 company with annual revenue of \$20.9 billion and operations in over 80 countries around the world, our more than 103,000 employees bring the power of a global platform combined with local expertise. Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAYSM. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated. For further information, visit [jll.com](https://www.jll.com).

