



Climate action

Guiding our actions for a better world



Healthy spaces



Inclusive places

2021 Global Sustainability Report

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About this report

Welcome to JLL's 2021 Global Sustainability Report. The report provides an account of our sustainability progress and performance during the 2021 calendar year and sets out how we are meeting our purpose to shape the future of real estate for a better world.

This report is structured according to our updated sustainability program, which focuses on three issues where we can deliver the greatest impacts, and aligns with our purpose and corporate strategy: climate action, healthy spaces, and inclusive places. These issues replace the clients, people, workplaces and communities chapters in our previous sustainability report.

Through this report, we confirm our support for the Ten Principles of the United Nations Global Compact (UNGC).

The report references the Global Reporting Initiative's GRI Standards, and a GRI content index can be found in the ESG Annexes from page 81 onwards.

We also align our reporting with the World Economic Forum's (WEF) Core and Expanded Stakeholder Capitalism Metrics, the Sustainability Accounting Standards Board's (SASB) Accounting Metrics for the Real Estate Services industry, and the United Nations Sustainable Development Goals (SDGs).

Through this report, we confirm our support for the Ten Principles of the United Nations Global Compact (UNGC).

Cross-reference tables highlighting where this information can be found are also available in the ESG Annexes section of this report.

Additionally, we produce a separate climate risk report that responds to the recommendations of the *Taskforce on Climate-Related Financial Disclosures (TCFD)*, available on JLL.com.

The 2021 Scope 1 and 2 energy and carbon emissions data in this report has been third-party assured by our independent auditor Achilles. All other data in this report has undergone internal verification by our Global Sustainability team, and it represents the best information available at the time of publication.

A detailed data note can be found in Annex A alongside a full data summary in Annex B. Achilles' assurance statement can be found in Annex C.

All financial figures are reported in U.S. dollars.

Integrated reporting

JLL was one of the first U.S. listed companies to participate in the International Integrated Reporting Council. We continue to support the general principles set forth by the <IR> Framework, which are designed to promote communications and integrated thinking about how an organization's strategy, governance, and financial and non-financial performance lead to the creation of value over the short, medium and long term.

Our *Annual Report and Form 10-K* focuses on our business strategy and our financial performance. It provides an account of the material operational, strategic, legal and compliance, financial and general risk factors that may adversely affect our business, financial condition and results of operations.

Our sustainability reporting focuses on our sustainability strategy and performance. It provides an account of our management approach, performance and progress against our targets and a broader range of environmental and social topics that were identified as material based on industry analysis and engagement with our internal and external stakeholders.

Our governance and remuneration practices are reported primarily in the *Proxy Statement* for our Annual Meeting of Shareholders. From time to time discrete reports may touch upon topics that go beyond the purpose prescribed above, in those circumstances we either link back to the report that primarily deals with that topic, or reproduce the most relevant information.

Introduction from our CEO

Welcome to our 2021 Global Sustainability Report. Against a backdrop of continued market disruption during 2021 due to the ongoing pandemic and global supply chain constraints, JLL reported impressive annual results showing strong growth.

I am immensely proud of the 'One JLL' approach consistently demonstrated by our 100,000 people in serving the best interests of our clients around the world, exemplifying our core values of teamwork, ethics, and excellence.

As the world emerges from the pandemic and seeks to tackle multiple other pressing challenges ranging from war in Ukraine, food shortages, inflation, and cost-of-living pressures, it is vitally important we do not lose collective focus on the catastrophic risks posed by climate change. With the built environment responsible for around 40% of carbon emissions, the real estate industry must play a central role in enabling companies, communities, and cities to deliver their net zero goals. More broadly, ESG is now a major priority for our investor and occupier clients who are looking to reduce investment risk and increase their resilience in the face of global social and environmental challenges.

It is encouraging to see that our industry's collective response is spearheaded by the growing number of net zero carbon commitments, as governments and companies act to limit global warming to 1.5°C. The urgency of which was reinforced by the [IPCC's latest report](#) that calls for immediate, ambitious and sustained efforts to slash emissions. At the same time, the pandemic and continuing advances in technology have changed how and where we work, with long-term implications for health, wellbeing, and inclusivity.

These trends are likely to lead to substantial change, challenges and opportunities for the real estate industry. Understanding and responding to these trends, to the benefit of our clients and communities, is fundamental

to our purpose of shaping the future of real estate for a better world and to our long-term strategy.

That is why sustainability is a core pillar of *Beyond*, our strategic vision to position and equip JLL to always provide consistent, best-in-class service to our clients, and to drive strong and profitable long-term growth to the benefit of all our stakeholders. In support of this, we have invested significantly in our sustainability products and services and the upskilling of our people to ensure we are ideally positioned and equipped to advise and support clients.

2021 was also a significant year for JLL's own sustainability program which we updated to focus on three issues areas where we can deliver the greatest impact: climate action for sustainable real estate, healthy spaces for all people and inclusive places for thriving communities.

Our determination to be at the forefront of our industry is best illustrated through our ambitious Net-Zero Carbon target. In 2021, the Science Based Targets Initiative (SBTi) certified our existing target to its new Net-Zero Standard, placing JLL among a select group of companies to align its net-zero commitments with climate science.

The global economic recovery since the pandemic-induced downturn of 2020 has further sharpened the competition for talent and heightened the importance of healthy spaces and inclusive places. We are strengthening our value proposition in these areas to attract and retain the talent needed to deliver on our strategy, with a focus on employee wellbeing,

flexible working, future workplaces, sustainability and employee engagement.

Of paramount importance in our talent strategy is achieving real and sustainable diversity, equity and inclusion at all levels of the business. This is a personal priority for me as CEO and a core objective for all our business leaders. Consequently, we have set a target to achieve 40% female representation at our top two management levels by 2025. This, along with our employee-led resource groups, is a visible sign of our ambition to be a beacon of true diversity, equity and inclusion.

It will take concerted action with our clients, people, communities and broader stakeholders to deliver our targets. Our contribution is strengthened by partnerships with global organizations and industry bodies. These range from our support for the United National Sustainable Development Goals (SDGs) and the UN Global Compact, to our engagement with Ethisphere Institute which recently named JLL as one of the *World's Most Ethical Companies*® for the 15th consecutive year. We were also pleased to be recognized with a prestigious 'A' rating by CDP for our efforts to tackle climate change.

We are committed to be at the forefront of our industry, to lead by example, and to deliver positive, lasting impact for all our stakeholders. I invite you to explore this report to learn more about how we are shaping the future of real estate for a better world.

Christian Ulbrich
Chief Executive Officer



Performance highlights in 2021



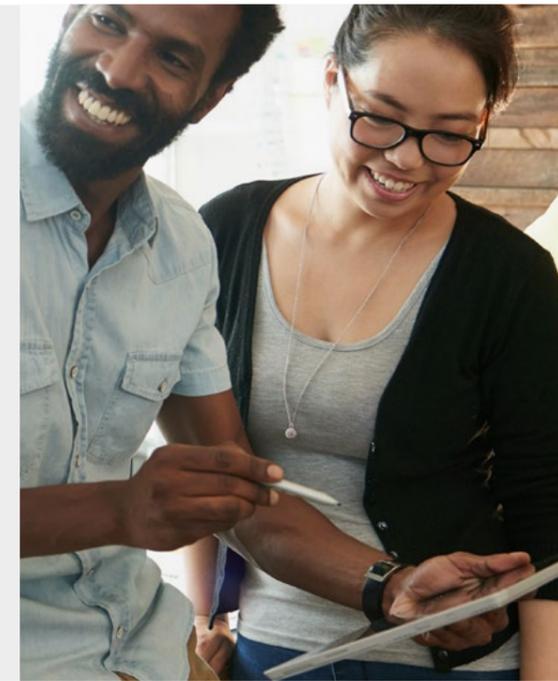
17% reduction in Scope 1 and 2 emissions

65,301

metric tons CO₂e averted by advising on renewable energy projects



\$182 invested per employee in training and development

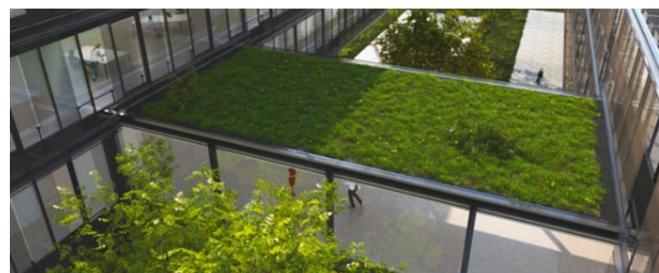


\$1.97bn spent with diverse suppliers



\$8.9m contributed to charitable causes

45% JLL offices >10,000 sq.ft. with a sustainable building certificate



389 sustainable building certificates achieved for clients



842 organizations supported by charitable contributions



36% of top two management levels are female



Awards and recognition

In 2021 we received numerous external awards and recognition that reflect our commitment to sustainability, the quality of the services we provide to our clients, the integrity of our people and our desirability as a place to work.

CDP Climate A list
for climate change
leadership and action

**World's Most
Admired Companies,
Fortune Magazine**
5th successive year

**Bloomberg Gender
Equality Index**
3rd consecutive year

**Best Place to Work
for LGBTQ Equality,
and perfect score
on the Human
Rights Campaign
Foundation's Corporate
Equality Index**



**#1 on Forbes
2021 America's
Best Employers
for Diversity**

**Dow Jones
Sustainability Index
North America**
6th successive year

**World's Most
Ethical Companies®,
Ethisphere Institute**
15th successive year

JLL office: Bangkok, Thailand



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.

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 government entities looking to outsource real estate services.

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

A full description of our service lines, and the services we provide are provided in our *Annual Report*.

During 2021, we had revenue of \$19.4 billion and fee revenue of \$8.1 billion. We managed 5.5 billion square feet of space (511 million square meters) and completed approximately 42,200 leasing transactions for landlord and tenant clients, representing 1,020 million square feet of space (94.7 million square meters).

By the end of 2021, we had over 370 offices and operations in more than 80 countries, and a global workforce of more than 98,000 people.

Key financial information

	2021	2020	2019
Revenue (US\$ MM)	19,367.0	16,589.9	17,983.2
Net income attributable to common shareholders (US\$ MM)	961.6	402.5	534.4
Diluted earnings per share (US\$)	18.47	7.70	10.87
Adjusted EBITDA (US\$ MM)	1,496.5	859.6	1,116.1

What we do



Markets Advisory

Leasing, property management, advisory and consulting.



Capital Markets

Investment sales, debt/equity advisory, loan servicing and valuation advisory.



Work Dynamics

Workplace management, project management and portfolio services.



JLL Technologies

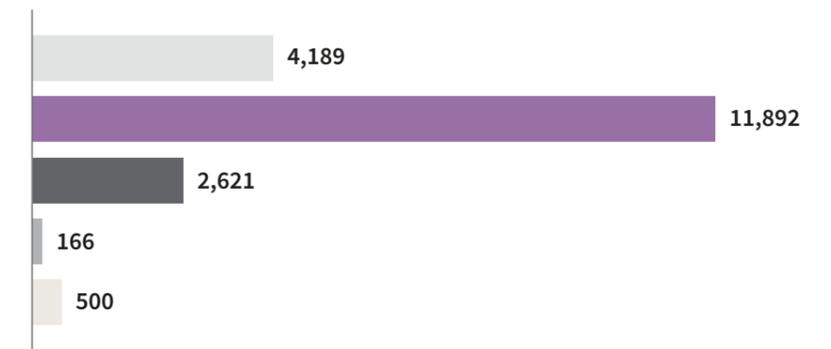
Software solutions, program and project management, implementation and support, managed services and advisory services.



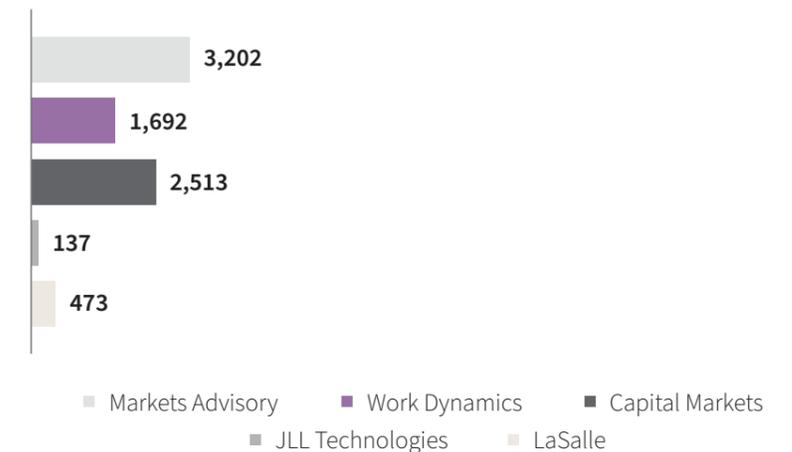
LaSalle

Real estate investment management

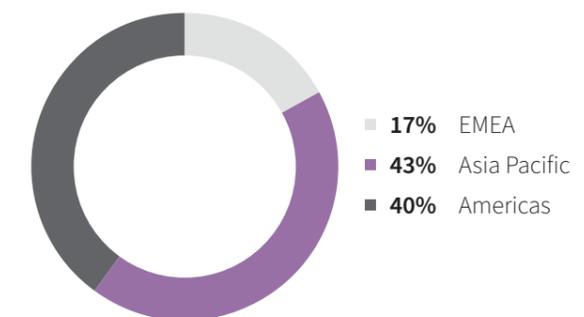
2021 revenue breakdown by service (US\$ MM)



2021 fee revenue breakdown by service (US\$ MM)



Employees by region



See the [2022 Q1 Earnings Form 10-Q](#) for our updated reporting segments.

Our strategic vision

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 all our 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 was developed in collaboration between JLL's Global Executive Board and senior leadership to ensure broad support and smooth implementation across JLL, and draws on our research into five key macro trends for our industry:

- The ongoing rise in investment allocations to real estate
- The steady long-term growth in corporate real estate outsourcing
- The continued gradual shift towards urban living;
- The Fourth Industrial Revolution, propelled by rapid advances in technology, data and AI
- Sustainability as a driver of organizational growth

The *Beyond* framework comprises broad strategic priorities which are grouped under five pillars: clients, brand, technology, people and values, which together support our long-term growth plans. Each pillar is explained in detail on our *Annual Report*.

Our sustainability program sits under the values pillar and guides our vision for a sustainable future. We consider sustainability as vital to JLL because it facilitates our ability to deliver long-term value to our shareholders, create productive, healthy spaces for our clients and employees and energize our communities.

The program is supported by sustainability targets that demonstrate our commitment to continuous improvement. We are also committed to the highest standards of corporate governance and transparency and hold ourselves accountable for our performance.



Spotlight

Interview with Karen Brennan

Chief Financial Officer



Tell us about how sustainability continues to impact your CFO role and the Finance team?

I am focused on four broad areas of our sustainability agenda with my team and Global Executive Board colleagues. The first is around the business opportunities that our sustainability agenda generates. We have a significant and exciting opportunity to partner with our clients on sustainability initiatives, and can use this to drive competitive advantage while we continue to lead positive change.

The second area of focus is ensuring we are effectively managing business risk associated with climate change, so that our business remains resilient in a changing environment. Third, the regulatory landscape around sustainability continues to rapidly evolve and we are focused on enhancing our controls and systems to deliver on these requirements.

Finally, we must continue to help drive behavioral change around sustainability by capturing and sharing information and insights that effectively measure our progress and highlight areas of future opportunity. JLL is a company with sustainability at the heart of its corporate purpose and we need to continue to find ways to effectively measure the change we are driving.

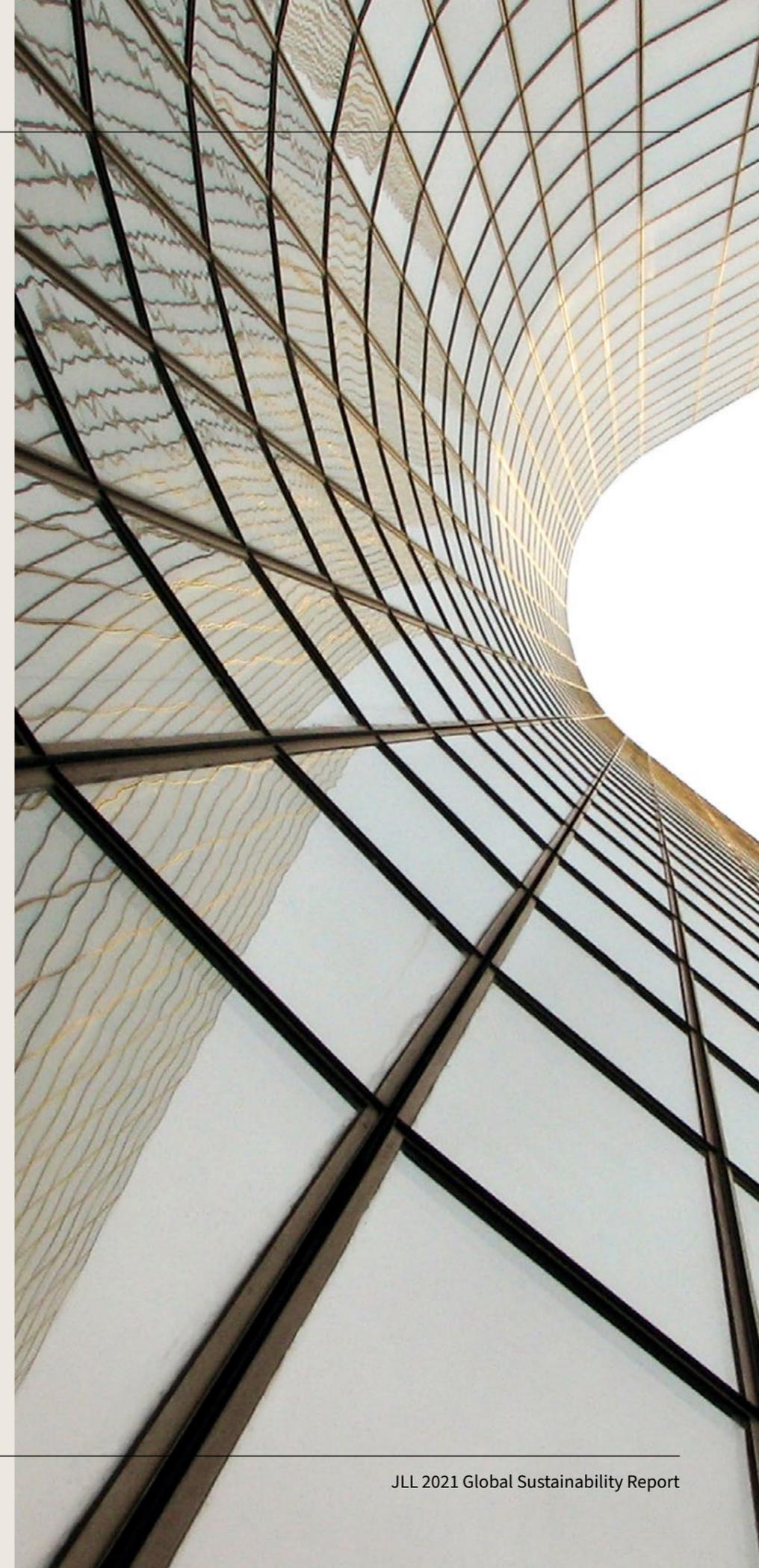
The regulatory landscape around sustainability continues to evolve and grow. How has this influenced your role?

New and increased regulation around sustainability disclosures, particularly in the U.S., is driving greater partnership between our Finance and Sustainability teams as we work to meet these requirements. While there are complexities and challenges associated with the evolution of the controls and systems necessary to deliver on these requirements, it is enabling us to speed up the progress and pace of change around how we measure and report on our greenhouse gas emissions.

As we report on more of our sustainability activity both externally and internally, we're also educating people about what we're measuring, why we're measuring it, and the outcomes the activity drives.

What conversations are you having with investors and other stakeholders in the external market around ESG?

This is clearly a topic that is growing in importance among shareholders, analysts and investors. The definition of "best practice" continues to evolve, and an increasing number of stakeholders are seeking information to benchmark a company's commitments and progress. As a result, there is increased dialogue among companies and the investment community as we develop a common terminology and measurement framework. This is something we are actively involved in, and we are excited to contribute to this debate and share the journey we've been on.



How we create value

Our business model is designed to:

- (i) create value for our clients, shareholders and employees
- (ii) establish high-quality relationships with the suppliers we engage and the communities in which we operate
- (iii) respond to macroeconomic trends impacting the real estate sector

Based on our intimate knowledge of local real estate and capital markets worldwide, as well as our investments in thought leadership and technology, we create value for clients by addressing their real estate needs as well as their broader business, strategic, operating and longer-term sustainability goals.

We strive to create a healthy and dynamic balance between activities that will produce short-term value and returns for our stakeholders through effective management of current transactions and business activities, and investments in people, acquisitions, technologies and systems designed to produce sustainable returns over the long term.

Beyond is our value creation model and summarizes how we create value for our shareholders and our broader stakeholders. It starts with the capital resources – or inputs – we need to do business. We use these resources in the context of our mission and vision to deliver services – or outputs – for our clients through the business activities we manage.

We apply our business model to the resources and capitals we employ to provide services. We provide these services through our own employees and, where necessary or appropriate in the case of property and facility management and project and development services, through the management of third-party contractors. The revenue and profits we earn from those efforts are allocated among further investments in our business, employee compensation and returns to our shareholders.

We are increasingly focused on linking our business and sustainability strategies to promote the goal of creating long-term value for our shareholders, clients, employees and the global communities of which JLL is a part.

These efforts help our clients manage their real estate more effectively and efficiently, promote employment globally and create wealth for our shareholders and employees. In turn, they allow us to be an increasingly impactful member of, and positive force within, the communities in which we operate.

Measuring the link between our business model, our inputs and the subsequent value created for our business, our stakeholders and society is challenging but nonetheless fundamental to delivering our purpose.

To do this, we are developing a deep understanding of how our operations, across the entire value chain, impact the capitals we rely on and deliver our desired outcomes. We are working to fully integrate this thinking into our business strategies and reporting. For more information of our approach and progress to date, please refer to understanding our impact on page [page 15](#) onwards.

Beyond: the value creation model

Inputs

- Financial resources
- Client relationships and connectivity
- Skilled and diverse people
- Brand, intelligence and technology
- Buildings and infrastructure

Pillars



- Clients** Relationship management and trust
- People** High engagement and innovation
- Digital** Technology and research
- Values** Sustainability and ethics
- Brand** Reputation
- Growth** Global business model with local market knowledge

Output

How we deliver our service

- Leasing
- Capital Markets
- Property and Facility Management
- Project and Development Services
- Advisory and Consulting
- Investment Management

Desired outcomes

- Conserving the depleting natural environment
- Consistent and high shareholder return
- Enhance brand, intelligence and technology
- Increased employment, education and wealth distribution
- Long-term client relationships
- New and improved real estate
- Talented employees

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

External environments

Spotlight

In conversation with Richard Batten

Chief Sustainability Officer



COP26 rightly dominated the sustainability agenda during 2021 given the urgency with which we need to limit global greenhouse gas emissions. JLL played an active role at the two-week conference which I was fortunate enough to attend. For the first time, this year's annual climate conference had a specific focus on cities, regions and buildings, which contribute around 40% of global carbon emissions. Now the pressure is on the real estate industry to make its decarbonization commitments a reality.

This is exactly what we are doing at JLL. Our stretching Net-Zero Target aims for the full abatement of 95% of our carbon footprint by 2040, with an interim target of 51% by 2030. We are acutely aware that what we do gives us credibility and leadership in the marketplace, so to coincide with COP26, we became one of only seven companies to have their net-zero carbon target certified to the Science Based Targets initiative's Net-Zero Standard.

By the end of 2021 we had reduced our Scope 1 and 2 emissions by 17% against our 2018 baseline. More needs to be done, particularly because our target includes Scope 3 emissions from our corporate supply chain and, significantly, client emissions from JLL managed space.

This is important, as it sets the framework for us to collaborate with clients who are increasingly setting their own net-zero carbon commitments. As the findings from our most recent TCFD analysis demonstrate, this is a major opportunity for JLL as it translates into demand for sustainability services and advice across the real estate industry. We are investing significantly in the technology and expertise necessary to grasp this opportunity.

Determined to go further, in 2022 we launched the JLL Foundation, a charitable organization focused on

supporting early-stage innovation in the battle against climate change.

In late 2020 we carried out a sustainability materiality assessment which showed that health and wellness, especially mental health, and diversity and inclusion ranked in importance alongside our environment impacts. These factors, among others, led us to re-evaluate our global sustainability program, and at the start of 2021, we re-mapped our targets to three issue areas where JLL can make the biggest difference. Our updated program is purpose-driven, issues-based and ultimately, impact-assessed, as well as fully aligned to *Beyond*, JLL's corporate strategy.

As well as the focus on climate change, the program recognizes the importance of promoting health and wellbeing among our workforce, through the buildings we manage for our clients and the wider services we provide. We are making progress in these areas, with the severity of incidents among JLL people reducing significantly and our safety culture exceeding industry benchmarks. Wellbeing is now embedded in the management of our own offices, and our teams are supporting clients with the delivery of WELL certified space across our regions.

The program also puts diversity, equity and inclusion front and center. We are determined to create a culture that fosters diversity, equity and inclusion in all areas of our business, and this is a priority for our leadership. By the end of 2021, women occupied 36% of positions in our top two management levels, and we have committed to increase the proportion of women in these positions to 40% by 2025.

Both healthy spaces and inclusive places are fundamental to our people strategy, and important tools in our value proposition as we seek to attract and retain the best talent.

These are our priorities, but we cannot afford to stand still. Systemic challenges such as climate change cut across a much broader range of environmental and social issues. Two issues on our radar include the built environment's impact on nature and embodied carbon, both areas where the real estate industry can play an important role.

The world is urbanizing at a phenomenal rate. According to the UN, 68% of the world's population will live in urban areas by 2050, and the floor area of the global building sector is projected to double by 2060 to meet this demand. Much of this growth is likely to take place in Asia Pacific and Africa. This carries significant implications for local populations and the natural environment which is already under stress.

We can reduce the impact of real estate on land and water-based ecosystems and promote practices that are sympathetic to nature through our advice to clients. International initiatives such as the Taskforce on Nature-related Financial Disclosures, meanwhile, are attempting to provide a framework to quantify nature-related risks and opportunities.

Secondly, efforts to reduce embodied carbon are vital to achieve net-zero emissions by 2050. We are incorporating circular economy principles into the design and fit-out of our own offices, and embedding these into our service offering, for example through the *Tétris Sustainability Code*. To scale these impacts, the industry will need to look harder at solutions to retrofit the existing building stock and reduce materials consumption.

As our report shows, I am confident that we have the ambition and skills to lead and navigate both ourselves and our clients along this path.

Our sustainability program

Our purpose is to shape the future of real estate for a better world. It's deep-rooted in our identity, our heritage and our values, making it the guiding principle to inform our sustainability program.



Leading the way on sustainability is fundamental to our purpose, and the right thing to do.

From late 2020, informed by a comprehensive assessment of our material sustainability topics, we started to reframe our global sustainability framework and took the decision to retire 'Building a Better Tomorrow' which had served us and our stakeholders well.

Our updated sustainability program focuses on three issue areas that directly align to our purpose and JLL's corporate strategy. By focusing on these issues, we can make an impact that ensures the long-term success of our business, clients, people and communities as well as the world at large.

We have mapped our existing sustainability targets across to the new framework, initiated a new impact assessment approach, and updated our governance to reflect JLL's global business structure to fully embed sustainability into all business activities.

Significantly, the strategy will be delivered by global business lines and corporate functions to better reflect the structure of our business, rather than solely through geographic markets as was previously the case.

Not only will this serve to ensure that we are making progress against our targets as efficiently as possible, but it will also move us closer to fully embedding sustainability into the way we operate.

Key issue	 Climate action for sustainable real estate	 Healthy spaces for all people	 Inclusive places for thriving communities
Definition	We take urgent climate action that accelerates the transition to net-zero, enhances performance, mitigates risks and helps shape a better world.	We create safe and healthy spaces that promote productivity, wellbeing and sustainability.	We provide fair and inclusive places that create positive social impact and equal opportunities.

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

- Being a responsible business:**
 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
- Driving change through client solutions:**
 We drive change through client solutions to maximize impact, collaborating to transform and transition towards more sustainable outcomes
- Harnessing the power of our people:**
 We harness the power of our people and equip them with the skills and tools to inspire positive change and create a better world of work where people can thrive
- Advocating for a better real estate sector:**
 We advocate for a better real estate sector by driving demand for sustainability, demonstrating thought leadership and engaging the industry, governments and society on the issues that matter most

Progress against our targets

Issue	Target	Status
Climate action	Achieve net-zero carbon emissions across Scopes 1, 2 and 3 by 2040	●
	Achieve net-zero carbon emissions across all JLL occupied buildings by 2030	●
	100% of JLL offices have waste streaming and recycling programs in place by end of 2023	●
	Remove single-use plastics from all JLL offices by 2023	●
	Support the transition to a circular economy by piloting zero waste fit-outs in all regions by 2021	●
	100% of JLL offices in high water-stress areas to have water management plans in place by end of 2023	●
	100% of JLL offices >10,000 ft ² to have a sustainability certification by 2030	●
	100% leadership band managers undertake sustainability training and set goals for their business lines by end of 2022	●
Healthy spaces	Reduce JLL's Accident Severity Rate (ASR) year on year	●
	Achieve a safety culture score above the industry standard benchmark year on year	●
	Train 50% of managers on adjusting approach to wellbeing needs of employees by end of 2023	●
	Refresh wellbeing resources and achieve at least 10,000 regular users by end of 2021	●
	Demonstrate thought leadership in workplace health, wellbeing and resilience	●
	Top eight countries by revenue to reach Level 3 of the Sustainable Procurement Framework by end of 2023	●
Inclusive places	Increase completion of the recommended global onboarding sustainability essentials training beyond 50%	●
	Achieve a best-in-class inclusion score of 79 by 2023	●
	Achieve female representation at senior levels (management and leadership bands) of 40% by 2025	●
	Donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis	●
	Align 75% of community activities to JLL's six priority Sustainable Development Goals by end of 2022	●
	Increase employee time in the community to 20,000 days by end of 2023.*	●

● Red – Behind the stated target ● Amber – On track to complete ● Green – Completed the stated target ● Black – Stated target not achieved

*Due to B4SI guidance clarification on the monitoring of work experience placements, the global target for 2023 has been adjusted.



Spotlight

Interview with Greg O'Brien

CEO, Markets



How does sustainability impact your role?

When looking at JLL broadly, and my role specifically, sustainability is a cornerstone of our business model and is increasingly top-of-mind for clients, investors and our employees alike. I work closely with JLL's clients and teams globally to drive strategic leadership and oversight of all regional and local market operations.

Sustainability facilitates JLL's ability to deliver long-term value to our shareholders, create productive, healthy spaces for our clients and employees and energize our communities. In the end, winning for our clients in sustainability will mean creating material value for the future.

Our Markets team is working to develop a deep understanding of how our operations, across the entire value chain, impact people and the planet. We are working to fully integrate this thinking into our business strategies and reporting to ensure that we are always improving and creating shared value. Our corporate purpose of "shaping the future of real estate for a better world," will come to fruition through the use of technology and sustainable real estate solutions, which are at the forefront of everything we do.

How is sustainability changing client demand for JLL services across our global operations?

Over the last several years, we've seen firsthand how sustainability has become a key pillar among our clients, and in turn, there's been a shift in the demand for the type of services our clients are looking for globally.

Because of this, JLL has been partnering with clients on solutions such as renewable energy and net-zero carbon programs. In fact, over the last year, clients with some of the largest real estate portfolios have looked increasingly to JLL to help frame and meet their sustainability goals. We have also established a designated team of energy and sustainability professionals who are responsible for developing industry-leading products that create differentiated value for our clients, and help meet sustainability goals.

The journey to providing a complete end-to-end, enterprise-wide offer is ongoing and there is no organization as well positioned and committed as JLL to deliver holistic, sustainable solutions at scale. It's paramount that we continue to listen to our clients, understand their needs and measure impact, particularly in the built environment. If we do this successfully, we can then assess success criteria not only in terms of financial returns but also on environmental and social KPIs.

What role will technology play in meeting this demand?

The COVID-19 pandemic was a driving factor in numerous areas, but two that stand out are the shift in consumer and client demand and the pace at which technology evolved. Technology accelerates operational efficiency, allows for differentiation in the marketplace and drives innovation in business models, and will be a crucial element in how we'll continue to meet and exceed client demands.

Technology will not only create a better workplace experience, but it will enable JLL to collect, aggregate and analyze data from buildings all over the world at a real-time rate – it's critical to improving efficiency and reducing unnecessary energy demand. We continue to evolve our portfolio to ensure we are leading the way towards informed, thoughtful actions that will deliver lasting positive impacts for our clients – and technology is central to that effort.



Understanding our impact

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. Through our strategic vision, and our sustainability program, we are working to increase our positive contributions and minimize the negative effects of our business activities.

We define societal impacts as those that positively or negatively affect the environment and society, and business impacts as those that project back on JLL through risks and opportunities that affect our financial performance.

JLL has committed to assessing our most material sustainability impacts to measure our value to society more holistically and exemplify how we address the negative aspects and amplify the positive contributions across our value chain.

In the absence of a consistent market approach to impact assessment, we are evaluating methodologies to measure, optimize and communicate our impact. Consultations with subject matter experts and identifying best practices provided by emerging standard setters in this space, such as the Impact Management Platform, are informing our approach.

Furthermore, our Global Sustainability Team has engaged with Harvard Business School's Impact-Weighted Accounts Initiative to measure the impact of JLL's U.S.-based employment. In piecing these efforts together, we are testing an approach for impact assessment while maintaining the intention of aligning with more accepted methodologies as greater consensus emerges.

We are testing an approach which benchmarks our societal impacts against social and ecological thresholds. This approach seeks to provide the necessary context to understand whether JLL's impacts are sustainable.

Thresholds provide a level or range that distinguishes a sustainable outcome from an unsustainable outcome. A threshold establishes a limit on collective impacts based on commonly accepted social norms or planetary boundaries. An organization then assesses its performance against a comparative limit allocated to the organizational level. The organization then works to stay, or arrive, within a specific sustainable threshold limit. This approach clearly communicates our performance and contextualizes it against the societal need.

While we measure our external impact against thresholds, we continue to explore best practice approaches for measuring and assessing the business impacts of our ESG efforts. For example, for GHG emissions, we have measured the risks and opportunities JLL faces under varying climatic scenarios through our [ICFD analysis](#).

In addition, we are committed to reporting against the WEF Stakeholder Capitalism Metrics. The WEF Stakeholder Capitalism framework includes a set of 34 metrics and disclosures that have a wider value chain scope or convey impact in a more holistic or tangible way.

These "expanded metrics" represent an advanced way of measuring and communicating sustainable value creation; therefore, we will reference these metrics for guidance in measuring internal impacts for topics such as training and workplace safety. Please see Annex E, page [99](#).

Over the coming year, we will continue to refine our approach to assessing both business and societal impacts across the three issue areas of our sustainability program: climate action, healthy spaces and inclusive places.

Understanding and measuring our impact is an inherently complex undertaking given the absence of established norms. However, we will not allow the pursuit of perfection to impede our progress. Our approach will be dynamic, refined and iterated as our operating context and understanding of social and environmental thresholds evolve. The objective, however, will remain constant: to assess and clearly articulate JLL's business and societal impacts.

How we are beginning to assess our impact*

	Issue area	Impact topic	KPIs	Select examples of societal and business outcomes being tested	Desired impacts
Our Purpose: We shape the future of real estate for a better world	Climate action	GHG emissions	<ul style="list-style-type: none"> Carbon emissions 	<ul style="list-style-type: none"> Societal: Contributing to meet the 1.5°C global goal 	<ul style="list-style-type: none"> Limiting JLL's footprint and conserving the depleting natural environment Drive new and improved real estate technology, experiences, and resilience within the built environment Enhance brand, intelligence and technology Drive purpose and values-based long-term client relationships Increased employment, education and wealth distribution Attract and retain the best employees in the real estate industry A more successful JLL that serves more clients, employs more people and drives more societal benefits
				<ul style="list-style-type: none"> Business: JLL climate risk/opportunity (TCFD) 	
	Healthy spaces	Occupational health and safety	<ul style="list-style-type: none"> Reduce JLL's Accident Severity Rate (ASR) year on year Achieve a safety culture score above the industry standard benchmark year on year 	<ul style="list-style-type: none"> Societal: Reduced injury rate and increased lifetime earnings 	
				<ul style="list-style-type: none"> Business: The cost/benefit to JLL resulting from injury/illness (productivity, engagement...) 	
		Wellbeing	<ul style="list-style-type: none"> Our target for all offices greater than 10,000ft² to achieve at least a LEED Gold and/or WELL Silver certification 	<ul style="list-style-type: none"> Societal: Healthier outcomes, better productivity, supports D&I and drives higher individual earnings Business: The cost/benefit of reduced attrition and absenteeism and increased engagement 	
	Inclusive places	Diversity, equity and inclusion	<ul style="list-style-type: none"> Achieve a best-in-class inclusion score of 79 by 2023 Continue to improve gender balance of leadership across the organization 	<ul style="list-style-type: none"> Societal: Upskilling that contributes to wellbeing, happiness and increased ability to pursue one's aspirations 	
				<ul style="list-style-type: none"> Business: Increased employee engagement, client relationships and productivity 	
	Community engagement	<ul style="list-style-type: none"> Donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis Align 75% of community activities to JLL's six priority Sustainable Development Goals by end of 2022 Increase employee time in the community to 20,000 days by end of 2023 	<ul style="list-style-type: none"> Societal: Drive societal impact aligned to JLL's commitment to the SDG's 		
			<ul style="list-style-type: none"> Business: Attract and retain the best and brightest in the industry, purpose-led client relationships, greater employee engagement and as a result productivity 		

*Identified through research of emerging methodologies and subject to change

Materiality

We undertake a regular assessment of our material sustainability topics to ensure we home in on the key impacts of our business and what matters most to our stakeholders. Garnering input from key stakeholders on the topics considered most important to our business is a key dimension of JLL's strategy and target development process.

Our approach includes a data-driven analysis of topic areas and structured engagement with our employees and external stakeholders. The findings inform our sustainability framework, strategy, targets and KPIs, ensuring that we are effectively addressing our most relevant impacts, opportunities and stakeholder expectations.

We undertake reviews of our material sustainability topics alternating between in-depth assessments and lighter-touch updates. In 2020, in large part due to the pandemic, we conducted a deep dive review to determine whether the significant upheaval led to a change in the topics perceived to be important to our business, and how these changes should be reflected in our strategy.

The process – described in our [2020 Global Sustainability Report](#) – showed a shift in priorities of both our internal and external stakeholders, particularly in areas related to the 'S', or social, of ESG (environmental, social and governance), elevating diversity and inclusion to the highest position of importance. It also suggested a much greater appreciation for the interrelatedness of topic areas. This analysis provided the foundation for the evolution of our sustainability program from predominately stakeholder oriented, to more issues-centric.

Our material sustainability topics

The follow-on process included soliciting input from a variety of internal and external stakeholders in 2021 for a review of our sustainability program, described on page [12](#). We then prioritized ten topics and mapped them against our updated sustainability framework to ensure that we are responding appropriately to reduce our negative impacts and increase our positive impacts. A summary of these topics, our management approach and key performance indicators are presented here. Further information can be found in the relevant sections of this report.

We continue to report, monitor and track our performance against an additional eight 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 sustainability topics, they nonetheless rank highly for individual stakeholder groups and the many ESG indexes and benchmarks that we prioritize. They include:

- Natural capital and pollution
- Waste and circularity
- Business travel
- Health, safety and security
- Employee engagement
- Community engagement
- Human and labor rights
- Governance

Priority topics

Material sustainability topic	Description and summary of impacts	Further information (including policies, commitments, management approach, and key performance indicators)
Energy and climate	We have identified several energy and climate-related risks and opportunities covering our operations, supply chain and client services that guide our approach to preparing for a low-carbon economy and the impacts of climate change.) These include the prioritization of energy efficiency and renewable energy to reduce GHG emissions.	Energy and climate, page 31 Spotlight on our sustainability services, page 23
Sustainable buildings	Zero or low-carbon buildings, green building certifications, sustainable fit-outs and resiliency are likely to drive investor demand and occupier strategies as they prioritize real estate assets that are sustainable and promote mental and physical wellbeing.	Sustainable buildings, page 42 Spotlight on our sustainability services, page 23
Adaptation and resilience	Climate change adaptation and resilience will increase investor and occupier demand for the design and management of buildings that minimize the effects of a changing climate. Our latest TCFD report evaluates how climate change could impact our business, looking at both our physical and transitional risks and opportunities.	Adaptation and resilience, page 39 JLL's 2022 TCFD Report
Healthy buildings	The design and operation of healthy buildings that increase occupant health and wellness, such as indoor air quality, thermal comfort and sanitization can have a significant impact on employee wellbeing and productivity, benefiting JLL and our clients.	Healthy buildings, page 52
Employee wellbeing	With the prolonged pandemic, initiatives to support the mental, physical and financial wellbeing of employees, provide flexible working and other benefits are even more important to employee engagement, recruitment and retention.	Employee wellbeing, page 57
Responsible procurement	Our sourcing strategy seeks to ensure the appropriate management and mitigation of supply chain risks for ourselves and our clients. They include a broad range of environmental, social, safety and governance risks factors. Our procurement activities also support shared sustainability objectives – including our Net-Zero Carbon commitment.	Responsible procurement, page 58
Diversity, equity and inclusion	Fostering a culture where diverse talent can flourish and where employees, regardless of their background, identity or circumstance should feel valued, accepted and supported to succeed at work is a critical factor that supports talent attraction, innovation and performance.	Diversity, equity and inclusion, page 63
Ethics and compliance	Promoting good governance and integrity provide tangible financial benefits to shareholders and confidence to the communities in which we operate. Prohibiting bribery, corruption and anti-competitive behavior in our supply chain and operations, supported by a strong compliance culture, are critical to our ability to fulfil our purpose, and uphold our reputation.	Ethics and compliance, page 78
Corporate culture and reputation	Our corporate culture, guiding purpose and principles determine how employees and leaders interact and handle business transactions, and influence how are presented externally to our clients and wider stakeholders.	Governance, page 75

Stakeholder engagement

There is a strong, and direct correlation between our environmental, social and corporate governance performance and the long-term health and success of our business.

This understanding drives our engagement with a broad group of stakeholders inside and outside the company, and is an essential element of our sustainability program. JLL's ongoing stakeholder engagement activities are designed to:

- Improve our sustainability strategy and performance.
- Ensure we are responding to our stakeholders' priorities and expectations.
- Maintain open dialogue to promote information sharing and enhance disclosure.

Stakeholder engagement is a fundamental part of our normal business activities, at both a corporate level with our primary stakeholders including our clients, suppliers, employees and investors, and on a regional level with our communities, government, media, associations and NGOs. Within these different spheres, we prioritize engagement with stakeholders who can most affect, or be affected by, JLL's business activities.

The firm's stakeholder engagement activities are overseen by the Global Sustainability team who lead our strategic engagement activities such as the development of our materiality process, target setting and participation in industry-level working groups and organizations.

The team is also responsible for ensuring stakeholder engagement information is captured across the organization and filtered down to individual corporate functions, regions, countries and business lines.

This also includes collaborating across the business to track engagements at the local level and share feedback received for each identified stakeholder group.

Given our significant global footprint – with 328 corporate offices and operations in more than 80 countries – local stakeholder engagement is purposely decentralized to allow for flexibility in the way we interact, and autonomy to prioritize engagement methods and issues that reflect the needs and interests of individual stakeholder groups.

Stakeholders can also engage JLL directly via the contact information provided on [our website](#). For matters relating specifically to JLL's sustainability performance, please refer to page [80](#) for our contact details.

Although our overall approach is influenced by a range of factors, including stakeholder availability and preferences, resources and objectives, we always endeavor to promote open dialogue between JLL and our stakeholders.

We measure the impact of our approach through its influence on our sustainability agenda, for example through our materiality review and our updated sustainability program which both drew heavily on input from key internal and external stakeholders. In the longer term, we are looking at how we can more systematically capture, analyze and disseminate the feedback we receive across the business to share lessons learned and improve our effectiveness.

We aim to keep stakeholders informed throughout the engagement process to demonstrate our responsiveness. The Corporate ESG Board is also regularly updated on stakeholder engagement activities that are conducted to inform and assess our sustainability program and performance. Further information on our Governance structure can be found on page [17](#).

Industry engagement on climate change

We continue to leverage our relationships and collaborative partnerships with Ceres, the World Green Building Council (WGBC), local Green Building Councils and the World Economic Forum (WEF). 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 the Road to Net-Zero initiatives in the lead up to COP26.

Ahead of COP26, we worked with multiple stakeholder groups to map out the landscape of the built environment and infrastructure sector and provide specific recommendations for decarbonization pathways. Our aim was to encourage bold actions from stakeholders, scale up and highlight existing commitments, and help with advocacy outreach on climate change ahead of, and during, COP26.

As part of this effort, JLL worked with WEF and the Forum's Real Estate CEO community to publish the Green Building Principles: [The Action Plan for Net-Zero Carbon](#). The report provides a clear sequence of steps to deliver net-zero carbon buildings along with globally applicable guidance on implementation.

JLL is a Founding Partner of Bloomberg Green which has quickly become an indispensable resource to leaders with the ambition and ability to fight climate change. We leverage this platform as a further means to raise awareness, share best practice, and galvanize action.

JLL is also a signatory of The Climate Pledge, supporting the drive to achieve the goals of the Paris Agreement 10 years early.

Leveraging stakeholder engagement to drive the strategic decisions we make

A robust sustainability program must be able to respond to changes taking place inside and outside the business. To this end, gathering input from key stakeholders on the wider sustainability agenda is a key dimension of JLL's program and target development process.

We undertake a regular assessment of our material sustainability topics to ensure that JLL's sustainability program tackles the most important impacts for our business and our stakeholders. Our most recent review (summarized on page 17) highlighted the importance of aligning to our purpose and led us to reframe our sustainability program to focus on three key issues areas where we can deliver the greatest impact: climate action, healthy spaces and inclusive places.

The process for evaluating our new sustainability program included extensive stakeholder consultation where we engaged with over 150 colleagues across various business lines and corporate functions across various business lines and corporate functions. In April 2021, we held a wider stakeholder discussion, facilitated by Ceres, to review our progress to date and present the proposed changes to our sustainability program.

As part of our partnership with Ceres, JLL typically hosts an annual engagement with JLL clients, shareholders, academics and non-profit organizations, which is a valuable component informing our strategic direction. Following this convening, JLL integrated feedback received and met with a select group of attendees individually to review additional proposed revisions and solicit further feedback. We informed all participating stakeholders of updates once the program was finalized.



UN Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide an internationally adopted blueprint for achieving a better and more sustainable future for all.

JLL is supportive of the SDGs and has committed to their successful delivery by 2030. In 2017, JLL underwent an extensive value chain mapping exercise to identify the SDGs most relevant to our business. That exercise led JLL to align with six SDGs, and subsequent actions and interventions are consistently taken to ensure the greatest potential to make a positive contribution and mitigate any negative impacts.

JLL continues to enhance our contribution to the achievement of the SDGs. Our community engagement target aims to align 75% of community activities to JLL's six priority SDGs by the end of 2022. We also consider the associated targets under each SDG as we advance our corporate sustainability program and refine our approach to assessing the impacts of the business.

Furthermore, we have participated in the UN Global Compact's 2021/2022 SDG Ambition Accelerator cohort. The SDG Ambition Accelerator supports participating companies in setting ambitious corporate targets and accelerating integration of SDGs into core business management.

Throughout our participation in the program, we have focused on SDG 12, Responsible Consumption and Production, by assessing waste streams and developing a strategy supported by the UN Global Compact. The six-month accelerator has challenged JLL to assume bold leadership in our contribution to the 2030 Agenda and afforded us the opportunity to collaborate with peer organizations and the UN Global Compact.

We look forward to building from the momentum of the program by assuming a leadership role in our industry, prioritizing our actions, and collaborating across sectors to pursue the successful delivery of the SDGs.

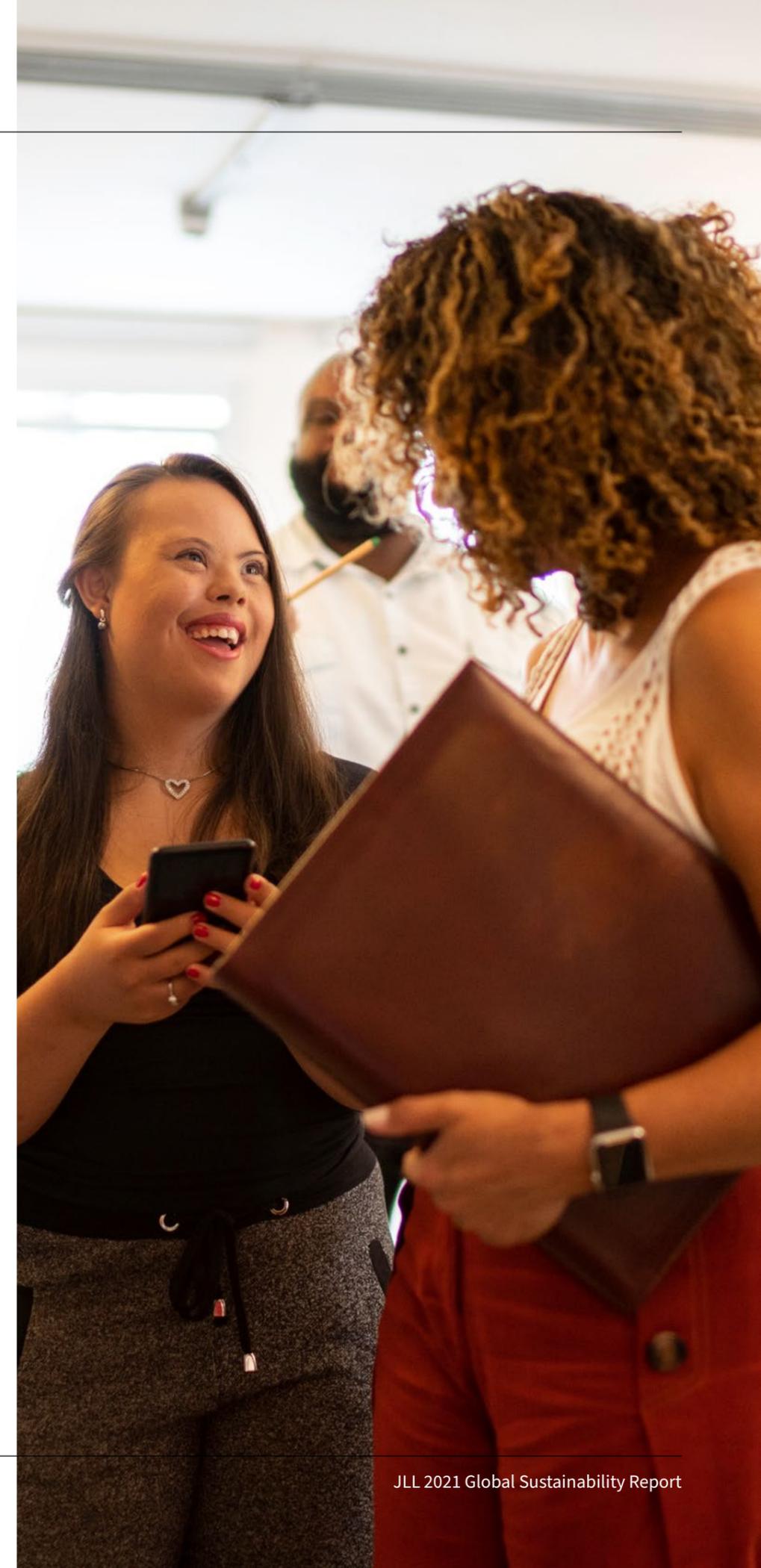
JLL's priority SDGs



Our contribution to the SDGs

The table illustrates how we contribute to the six SDGs through our sustainability program.

Key issue areas	Material sustainability topic	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
Climate action for sustainable real estate	Energy and climate				●	●	●
	Sustainable buildings				●	●	●
	Natural capital and pollution	●		●		●	●
	Waste and circularity				●	●	
	Adaption and resilience				●		●
	Business travel				●		●
Healthy spaces for all people	Health, safety and security	●			●		●
	Healthy buildings	●			●		
	Employee wellbeing	●	●	●			
Inclusive places for thriving communities	Diversity, equity and inclusion		●	●	●		
	Employee engagement	●	●	●	●	●	●
	Community engagement	●	●	●	●	●	●
	Responsible supply chain		●	●		●	●
	Human and labor rights	●	●	●			



In conversation with our senior leaders



Guy Grainger
Global Head of Sustainability
Services and ESG



Laura Adams
Global Chief Human Resources
Officer (with effect July 1st, 2022)



Neil Murray
Global CEO,
Work Dynamics

Q: While global efforts in 2021 galvanized around the climate crisis, we've also seen governments, business and the investment community increase their focus on the interdependencies that connect issues across the ESG spectrum. What, for you, have been the most significant developments for JLL?

Neil: Technology is at the center of transformations and opportunities in commercial real estate, including future ways of working, healthy spaces and sustainable operations. Technology investments and solutions will enable us to adapt to changing needs, unlock portfolio value and create better experiences across the spaces we design, build and manage.

Guy: At COP26 we saw business leaders really start to take responsibility and engage with the ESG agenda across the built environment. Momentum is continuing to grow. Now, we're seeing the first signs that the market recognizes the negative impact of embodied carbon in new buildings. It's making a much stronger case for re-purposing existing buildings rather than demolishing them.

Laura: We have deepened our commitment to training and development. Our sustainability training

has always been robust, spanning specialty areas from green building certifications to sustainable cities. In the last year, we took our efforts a step further by introducing sustainability essentials training that is available for all employees, helping them to understand that, no matter their role, they have an important part to play in helping JLL achieve its purpose.

Q: JLL's updated sustainability program focuses on three areas that will help deliver our purpose to shape the future of real estate for a better world. Where, in your opinion, are the greatest opportunities to make an impact with respect to our operations, clients and people?

Neil: In the last two years, the workplace and how people work underwent unprecedented change. Spaces and behaviors continue to evolve, with people, wellbeing, resiliency and productivity at the forefront. The expectations for the built environment have risen and JLL recognizes the responsibility we have to meet and exceed sustainability standards and commitments for clients, tenants, investors and employees.

We are in prime position to advise clients on their sustainability programs and help secure optimal returns on their sustainability investments, from taking steps to decarbonize the built environment to creating inclusive workplaces and communities that will yield long-term gains.

Guy: We manage over 5 billion sqft of commercial real estate; this has a huge environmental impact. Our aim of reducing emissions year on year will not only help our clients move closer towards their own net-zero targets but will also have significant benefits for the environment and surrounding communities contributing to more sustainable urban areas.

Laura: Today we face an intense, unprecedented battle for talent. As we shape the future of work and respond to a new set of employee expectations about where they work, creating and providing spaces that foster inclusiveness, facilitate innovation and reinforce social values is critical to attracting and retaining talent.

Q: The solutions needed to tackle the sustainability challenges facing JLL and our clients will place a premium on innovation, technology and talent. What steps are we taking to boost our investment in these areas?

Neil: The fundamentals of our business are strong, and we are a growth-focused company. We are proactively reviewing and reinventing our products and services to meet client needs and market opportunities and assembling strategic and dedicated teams with a deep commitment to delivering sustainable solutions.

As a company, we are investing in the tools and resources necessary to allow JLL to collect, manage and report data from buildings globally in real time. We're employing proprietary technology such as Canopy and using the Green Building Principles we developed with WEF as a roadmap.

Guy: We have a dedicated sustainability leadership team in our JLLT business to focus on developing and integrating new technology solutions. Our acquisition of Hank, an AI-powered virtual engineering platform, for example, drives operational efficiency in buildings. We're also continuously investing in our data platform, Canopy, to enable better sustainability reporting and benchmarking. On the people side, we're recruiting more sustainability experts and embedding them within our existing business lines to help deliver the end-to-end services clients are increasingly asking for.

Laura: Attracting the talent with the right skills, capabilities and potential is paramount to our ability to face ESG challenges. We have an aggressive and intentional recruiting plan, which includes drawing current experts from our industry to JLL while ramping up a graduate program to address the challenge in finding sustainability professionals. Across all our talent acquisition activities, we are focused on furthering the diversity of our organization, from achieving greater gender balance to increasing minority representation in all parts of our business.

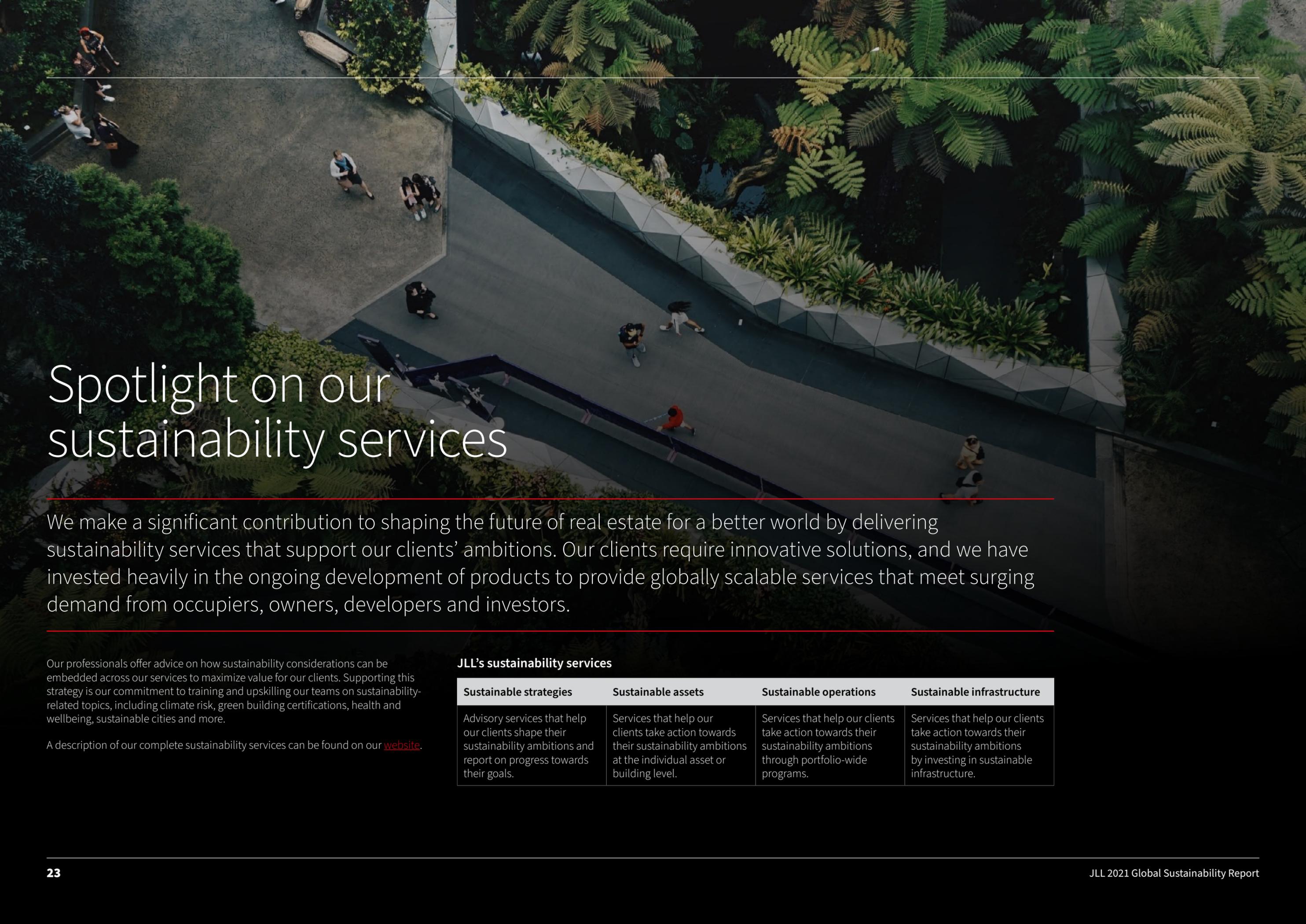
Q: As we emerge from the pandemic, how do you see the sustainability agenda developing going forward?

Neil: Sustainability must be foundational in everything we do and how we guide our clients. We continue to see a transformation in what constitutes a best-in-class building, and the new determinants of real estate value have expanded to include carbon emissions, occupant health and climate risk and resilience. Beyond delivering strong financial results, our operations, strategies and decisions need to result in positive societal contributions and provide a total Return on Sustainability.

There is no time to waste. Real estate investors and occupiers who do not take action to make their buildings more sustainable will see brown discounts and ultimately impacts on due diligence, buyer pool, liquidity, ability to insure and overall access to capital.

Guy: Financial considerations will always play a key role when investing in new projects or sustainability initiatives, but corporates and investors are increasingly recognizing the need to look at the social impact too. Projects that have strong social credentials linked to the quality of life or the benefits for local communities will be the most resilient in the future.

Laura: The sustainability and workforce agendas are interconnected – how we care about the environment is reflected in how we care about our people. While we focus on environmental targets like carbon, waste and water, we simultaneously remain conscious of investing in the human experience of engagement, performance, experience and inclusivity to reinforce our ESG commitments. It's this combined point of view we reinforce with our clients.



Spotlight on our sustainability services

We make a significant contribution to shaping the future of real estate for a better world by delivering sustainability services that support our clients' ambitions. Our clients require innovative solutions, and we have invested heavily in the ongoing development of products to provide globally scalable services that meet surging demand from occupiers, owners, developers and investors.

Our professionals offer advice on how sustainability considerations can be embedded across our services to maximize value for our clients. Supporting this strategy is our commitment to training and upskilling our teams on sustainability-related topics, including climate risk, green building certifications, health and wellbeing, sustainable cities and more.

A description of our complete sustainability services can be found on our [website](#).

JLL's sustainability services

Sustainable strategies	Sustainable assets	Sustainable operations	Sustainable infrastructure
Advisory services that help our clients shape their sustainability ambitions and report on progress towards their goals.	Services that help our clients take action towards their sustainability ambitions at the individual asset or building level.	Services that help our clients take action towards their sustainability ambitions through portfolio-wide programs.	Services that help our clients take action towards their sustainability ambitions by investing in sustainable infrastructure.

Return on Sustainability

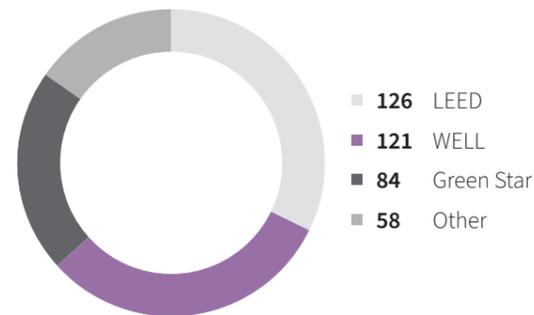
Through our investment in sustainability services, we deliver a Return on Sustainability for JLL and our clients that yields financial, environmental and social rewards beyond our own operational footprint.

We define Return on Sustainability as financial outcomes that contribute to stronger balance sheets, more profitable income statements, and healthier cash flows; tangible environmental impacts that cut carbon emissions and help to make real estate more resilient; and social impacts from building more inclusive and more equitable workplaces and communities.

For example, our sustainable operations services have delivered significant operational expenditure savings. In 2020, we helped our clients identify more than \$83m in energy savings and prioritize \$225 million in capital expenditure. On average our sustainability program delivered \$2.79 for every \$1 invested in program fees.

Through our sustainable assets services, we supported our clients in achieving a total of 389 sustainable building certifications in 2021, helping to provide low carbon and healthy workplaces for their employees and increase asset values through rental and sales premiums.

Client sustainable building certifications 2021



As demand for renewable energy continues to increase, we have an established track record providing sustainable infrastructure services, such as identifying investment opportunities, raising capital and offering significant financial and commercial know-how on every major renewable energy technology category. In 2021, we provided advice on renewable energy projects (either installed or received planning consent) that are estimated to have averted 65,301 metric tons of CO₂e. Furthermore, if the renewable energy projects in the planning and feasibility stages we advised on last year achieve planning consent or successful development, they could avoid more than 458,808 additional metric tons of CO₂e.

Client renewable energy projects 2021

	Installed or consented*	Planning and feasibility	Total
Capacity (MW)	132	1,016	1,148
Potential averted emissions (mtCO ₂ e)	65,301	458,808	524,109

*Those that received planning consent.

Spotlight

Interview with Guy Grainger

Global Head of Sustainability Services and ESG



What are your highlights from the past 12 months?

It's been fantastic to see our sustainability teams grow as we've welcomed new leaders, consultants and analysts across our four pillars of Consulting, Operations, Infrastructure and Technology. Internally, our people are becoming much more engaged with our efforts to make real estate more sustainable – there's a real appetite to learn more and we've had a great response to the educational materials we've rolled out. It's fulfilling to watch how we're developing as a purpose-driven company.

What do you see as the most significant sustainability challenges facing real estate investors and occupiers?

One big sticking point is a lack of collaboration and engagement between tenants and landlords in achieving their net-zero ambitions. Ultimately, both investors and occupiers want the same thing - buildings which operate at net-zero carbon – but most current lease formats don't allow for a sharing of the cost and benefit to get there. This area of the relationship needs a rethink – and developments like the growth of green leases will help.

How are JLL's sustainability services evolving to help clients turn commitments into action?

We know lots of companies have got sustainability commitments in place for their real estate but there's often a gap between what's in the strategy and the action plan being implemented – and this is where our teams step in. We're focusing on improving how efficiently buildings run so that carbon emissions are reduced. As we do this, we relate every decision back to the impact we can make on the value of the asset.

What are your priorities for 2022?

We're increasing our delivery capability by adding around 250 new sustainability experts who will help us achieve our ultimate objective of reducing harmful emissions from buildings. This is the only measure of success when it comes to climate action in real estate.

Making the best use of technology

Our comprehensive suite of services is supported by a robust JLL technology platform, enabling greater automation, tracking and management. We utilize a number of technology platforms, both in-house and externally sourced, to help deliver our clients' sustainability objectives by transforming the way they acquire, manage, operate and experience space.

Our JLL Technologies group is a global leader in corporate real estate (CRE) technology, expanding and refining our technology capabilities to deliver significant competitive advantage and value for our clients and our company. This includes our \$100 million commitment to the JLL Spark global venture fund, which incubates and drives proptech innovation. We do this through our data platforms and insight tools like Canopy, which tracks more than 2.1 billion square feet of client space worldwide, Hank, an AI powered virtual engineering platform and investments into startups like Turmtide.

These platforms reflect our commitment to investing in our digital, data and information management resources. By deploying flexible technology solutions, we were able to measure, manage and improve environmental impacts for thousands of buildings included on these platforms in 2021.

Visit our [website](#) to read more on our full portfolio of technology offerings.



Spotlight

Interview with Ramya Ravichandar

VP of Product, Sustainability



Tell us about your role

As the Vice President of Sustainability Products at JLL Technologies my focus is to build solutions that matter, and today, the call for action is louder than ever. I joined JLLT because it provides a tremendous platform to scale and make a global impact.

Interestingly, even though I come from a start-up background, working at JLL has been no different – here I see the same energy, passion, and excitement around me. Having built clean tech solutions for over a decade using internet of things, artificial intelligence and other emerging technologies, I am excited to continue pushing disruptive products for wider adoption in corporate real estate.

What are your priorities for the Product team?

Innovation and execution. The urgency around the climate crisis demands innovation if we are to make any progress towards our net-zero goals. With over 10,000 clean tech companies, there are plenty of alternate ways of solving specific problems.

My team is pushing the envelope in terms of identifying best-in-class innovation at scale through our program – Green Technology Assessment Program (Green TAP). And we recognize that while certain solutions work well locally, when it is JLL it is global. And that requires focused execution.

How do you see JLL's product offer developing over the next 12 months and beyond?

For 2022, our vision is to be able to provide a suite of products – technology and services – that enable our clients to achieve their net-zero targets. This includes everything from an intelligent recommender that identifies key opportunities to accelerate net-zero journeys using Carbon Pathfinder, to baselining carbon consumption using our data platform Canopy, and finally reducing our clients' buildings' carbon footprint through Hank.

We continue to make strategic investments, and are nurturing a number of game-changing products in our pipeline. These will serve to address our own ambitions and those of our clients, and also help us discover new markets.

Proptech helps Big Apple get smart

JLL Technologies has partnered with New York City agencies on a landmark program to improve the quality of life for tenants and communities through better performing buildings

National, regional and local authorities across the world are setting ambitious sustainability targets. Business as usual is not a viable solution, and we need to harness the power of technology to meet our collective goals. In real estate, proptech is already transforming the way we design, build and operate real estate to create safer, more sustainable buildings.

New York City is home to a vibrant proptech start-up community, and with a significant stock of publicly owned real estate, we have partnered with the New York City Economic Development Corporation (NYCEDC) and city agencies to find innovative solutions to tackle the city's most pressing environmental, social and policy needs.

The Proptech Piloting Program will identify, assess and trial innovative proptech solutions within select City-owned real estate assets. Start-ups will benefit from the opportunity to scale their technologies, showcasing their potential to investors, customers and users. City-owned buildings will become safer, healthier and more sustainable for residents and communities. Our partners will benefit from private-sector innovation

to improve their real estate assets, delivering environmental and cost efficiencies.

Under the program, JLL Technologies will source, vet and recommend viable pilot technologies that meet agreed objectives. These will be reviewed and selected by our program partners, including the NYCEDC, Department of Citywide Administrative Services and New York City Housing Authority.

JLL Technologies was chosen for its extensive experience working in the public sector, with start-ups, and our steadfast commitment to sustainability. The program is rooted in JLL's Green TAP sustainability Technology Assessment Program that provides a proven framework to identify and evaluate disruptive technologies that we can invest in, acquire or propagate to benefit JLL and our clients.

The benefits promise to go much further than New York City, with the potential to spur technological innovation across the sector. By applying the experience gained through Green TAP, we have created a scalable and transferable model to identify, assess and apply proptech to benefit cities, resident and communities worldwide.

“We have chosen JLL Technologies as our partner to help address the city's unique needs. This program will go a long way toward rethinking how proptech is used and pave the way for technology to help bridge the digital divide and drive a more equitable recovery.”

Rachel Loeb
NYCEDC President and CEO

LaSalle sustainable property investing

LaSalle believes that environmental, social responsibility and corporate governance (ESG) factors can have an impact on investment performance to varying degrees across companies, sectors, regions, asset classes and timeframes. LaSalle believes 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 LaSalle is more effective in developing top-quality sustainability practices by formulating policy and setting priorities at the global and regional levels and integrating sustainability into the practices of all fund-level personnel. LaSalle's goal is to drive sustainability as an integral component of its business activities on behalf of its investors.

Demonstrating its success in this area, in 2020 LaSalle achieved an A+ score for strategy and governance in the United Nations Principles for Responsible Investment (PRI) annual assessment and improved its property score from an A for 2016-2018 to an A+ in 2019 and 2020. 2021 PRI Reporting and Assessment results are due in June of 2022.

Implementing ESG factors

LaSalle Investment Management's primary objective is to deliver superior investment results for its investors; sustainability best practices are a key component to achieving this objective. LaSalle has a range of tools such as its global Environmental, Social Responsibility and Corporate Governance (ESG) Policy, Due Diligence Guidelines and its GreenGuide, which is a guide to managing assets sustainably during day-to-day operations.

Working together, LaSalle's Sustainability Officers, fund teams and asset managers are responsible for implementing ESG best practices and reporting to investors on the sustainability programs within their funds. LaSalle believes that integrating sustainability into its operations not only enhances the performance of investments, but also helps attract sophisticated investors to LaSalle's investment vehicles.

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 our other secular drivers, our hypothesis is that a broad array of E-Factors will influence real estate usage and investment performance across nearly all countries where LaSalle invests.

Industry initiatives

One of the five guiding principles in LaSalle's ESG Policy is to reduce 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 the Global Real Estate Sustainability Benchmark (GRESB).

Greenprint is a worldwide alliance of real estate owners, investors, financial institutions and other industry stakeholders committed to reducing carbon emissions across the global property industry. In 2021, LaSalle submitted all assets under operational control in the Americas, Asia and Europe to Greenprint for benchmarking and tracking. The results of the benchmarking and tracking will be available in the second half of 2022.

GRESB participation

LaSalle also submitted \$25.6 billion in assets under management (AUM) to GRESB in 2021. 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 14 submissions (up from nine in 2020) achieved Green Stars, including five 5-Star GRESB ratings, three 4-Star GRESB ratings, four 3-Star GRESB and two 2-Star ratings. Importantly, each of LaSalle's global regions earned at least one 5-Star rating, demonstrating the global advancement of our ESG initiatives. Additionally, more than 70% of AUM submitted to GRESB in 2021 earned either a 4 or 5-star rating. LaSalle is committed to continuously improving its performance.

In 2021, LaSalle became an approved signatory to the UK Stewardship Code. Stewardship is defined as, "the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries leading to sustainable benefits for the economy, the environment and society". The best practices of the UK Stewardship Code help to shape LaSalle's global stewardship strategy.

Climate risk

LaSalle created the Climate Risk Task Force (CRTF) in 2021, comprised of more than two dozen members including the Global Head of Research and Strategy, Global Legal Counsel, Regional Heads of Sustainability and representatives from portfolio management, asset management, risk management, due diligence and other functional areas. The CRTF vetted climate risk data providers and initially selected a primary and secondary climate risk data provider, ultimately settling on a single provider. The CRTF's current objectives are to provide guidance to internal teams and more deeply and more broadly integrate climate risk into our investment decision making and other processes. To build the capacity to address climate risk across the organization, training materials were developed and shared with all LaSalle employees.

JLL office: London, UK



In 2021, LaSalle performed climate risk assessments across all assets within 14 real estate portfolios 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).

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 Net-Zero Asset Managers initiative (NZAMi), 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 and to support investing aligned with net-zero emissions by 2050 or sooner.

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. Additionally, in 2020, LaSalle published its Net-Zero Carbon (NZC) Pathway to meet its obligation with the UK Better Building Partnership's Climate Change Commitment.

Health and wellbeing

Our health initiatives during the year included LaSalle pursuing WELL Health and Safety ratings across a wide range of assets, earning more than 150 WELL Health and Safety ratings in six countries. We believe the ratings help to confirm best practices in building health and provided another opportunity to engage with property managers and building occupiers.

In sum, 2021 was an active year for LaSalle and its sustainability team. To help us meet our objectives, we expanded our dedicated sustainability teams in every region, enhanced our business processes and upskilled our people. Despite the advancements we've made, we recognize many challenges remain and will continue to adapt our sustainability program to meet those challenges.

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

Spotlight

Interview with David Devos

Global Head of ESG,
LaSalle Investment Management



Tell us about your role

As the Global Head of ESG at LaSalle, I'm focused on ensuring LaSalle remains a global leader by driving ESG initiatives more deeply and broadly into our business practices. In doing so, we can invest in a better future for ourselves, our clients and our communities. I help align our growing ESG teams across the world, to ensure we build meaningful goals and create pathways that result in impactful progress in the areas of environment, social and governance at a local, regional and global level.

What ESG achievements would you highlight from the previous 12 months?

We've seen meaningful progress at LaSalle. In the last year, we've refined our approach to climate risk and further integrated physical and transition risks into our investment processes. We've strengthened our global commitments to net-zero carbon (NZC) by signing on to the Net-Zero Asset Managers initiative and setting interim net-zero carbon targets for 2030, consistent with a fair share of the 50% global reduction. To help us meet those targets, we're globalizing our net-zero carbon pathway and upskilling our colleagues across the business.

In addition to our commitments toward carbon reduction, we remain dedicated to achieving high-quality ESG goals at our assets and our portfolios. We've achieved five 5-star GRESB ratings, earning at least one 5-star rating from each region. We're proud to share that more than 150 of our assets in seven countries have received the WELL Health and Safety rating this year.

Looking ahead to 2022 and beyond, what are your ESG priorities for LaSalle?

In the environment space, we're finalizing our global carbon strategy, completing hundreds of asset-level net-zero carbon audits across the globe and launching our NZC product. Furthermore, we're continuing to integrate climate risk into our business towards creating more resilient portfolios.

In the social space, we're building an education and awareness program for our employees on climate risk, carbon risk and engaging with external stakeholders on ESG topics. We're also committed to continuing the great community work as we've done for years.

In terms of governance, we're refreshing all our ESG policies globally, publishing our *LaSalle ESG report* and meeting our commitments to existing and new disclosure requirements, like *TCFD*.

The world is changing and presenting new challenges, but with our exciting ESG initiatives this year, we'll be prepared to meet those challenges and deliver results for our stakeholders and communities.



Climate action

Climate action for sustainable real estate

We take urgent climate action that accelerates the transition to net-zero, enhances performance, mitigates risks, and helps shape a better world.

A 'code red for humanity', issued by the United Nations Intergovernmental Panel on Climate Change in The Sixth Assessment Report, is a call on businesses and governments to reduce their carbon emissions immediately.

JLL has been on a sustainability journey for 15 years, delivering services to help clients with their sustainability agenda. We made our first global commitment to address our carbon footprint in 2011. We recognize that the systemic challenge from climate change requires action across all levels of our organization and value chain, which

is why we have committed to achieve net-zero emissions.

Our net-zero commitment provides an overall management framework, targeting reductions across our Scope 1, 2 and 3 emissions and influencing our approach to our wider environmental footprint.

Achieving our net-zero commitment will demand new approaches to the management of waste, water and natural resource consumption, and require action to mitigate

climate-related impacts on the built environment and biodiversity.

Our approach is underpinned by JLL's Global Environmental Policy which affirms our commitment to increase our positive contributions to the environment and society and minimize the negative effects across our business activities and value chain.

For additional information on our operational approach to environmental management, please refer to our Global Health, Safety, and Environment Policy.

Progress against targets

Issue	Target	Status
Climate action	Achieve net-zero carbon emissions across Scopes 1, 2 and 3 by 2040	●
	Achieve net-zero carbon emissions across all JLL occupied buildings by 2030	●
	100% of JLL offices to have waste streaming and recycling programs in place by end of 2023	●
	Remove single-use plastics from all JLL offices by 2023	●
	Support the transition to a circular economy by piloting zero waste fit-outs in all regions by 2021	○
	100% of JLL offices in high water-stress areas to have water management plans in place by end of 2023	●
	100% of JLL offices >10,000 ft ² to have a sustainability certification by 2030	●
	100% L-band managers undertake sustainability training and set goals for their business lines by end of 2022	●

● Red – Behind the stated target ● Amber – On track to complete ● Green – Completed the stated target ○ Black – Stated target not achieved

Energy and climate

Energy efficiency, renewable energy, reducing GHG emissions, and climate change mitigation.

JLL's journey to net-zero

In 2018, as part of our purpose to shape the future of real estate for a better world, the firm set a science-based target which was formally approved by the SBTi in 2020. In 2020, JLL also signed the World Green Building Council Net-Zero Carbon Buildings Commitment, pledging to only occupy offices which are net-zero carbon in operation by 2030.

Recognizing that bold and ambitious actions are required, in May 2021 JLL set a target to achieve net-zero emissions by 2040, encompassing our entire Greenhouse Gas (GHG) inventory. In a related move, JLL also signed The Climate Pledge in May 2021, committing JLL to being net-zero by 2040, 10 years ahead of the Paris Agreement.

On October 28, 2021, JLL's net-zero 2040 target was certified by the SBTi to its new Net-Zero Standard. We are among a select group of global companies across all sectors to be recognized for aligning their net-zero commitments with climate science.



“
*On October 28, 2021,
JLL's net-zero 2040 target was
certified by the SBTi to its new
Net-Zero Standard.*
”

The Net-Zero Standard explained

As the urgency around the climate emergency increases, more and more organizations are setting net-zero emissions targets. These targets cover a range of different scopes, timelines and pathways and are often not underpinned by current climate science.

Recognizing the need for a consistent and objective approach to net-zero targets, the SBTi began developing a new framework in 2021 to provide business leaders with a common, robust and science-based understanding of what net-zero means in practice. After inviting experts – including JLL – to form the SBTi Net-Zero Expert Advisory Group, the SBTi formulated the Net-Zero Standard.

The Net-Zero Standard brings the latest climate science to net-zero target setting. It is the first global science-based standard to guide organizations setting net-zero targets and encourage them to follow the principles of the mitigation hierarchy. Effectively this means that companies should set science-based targets to reduce their value chain emissions and implement strategies to achieve these targets before engaging in neutralization.

The Net-Zero Standard brings the latest climate science to net-zero target setting.

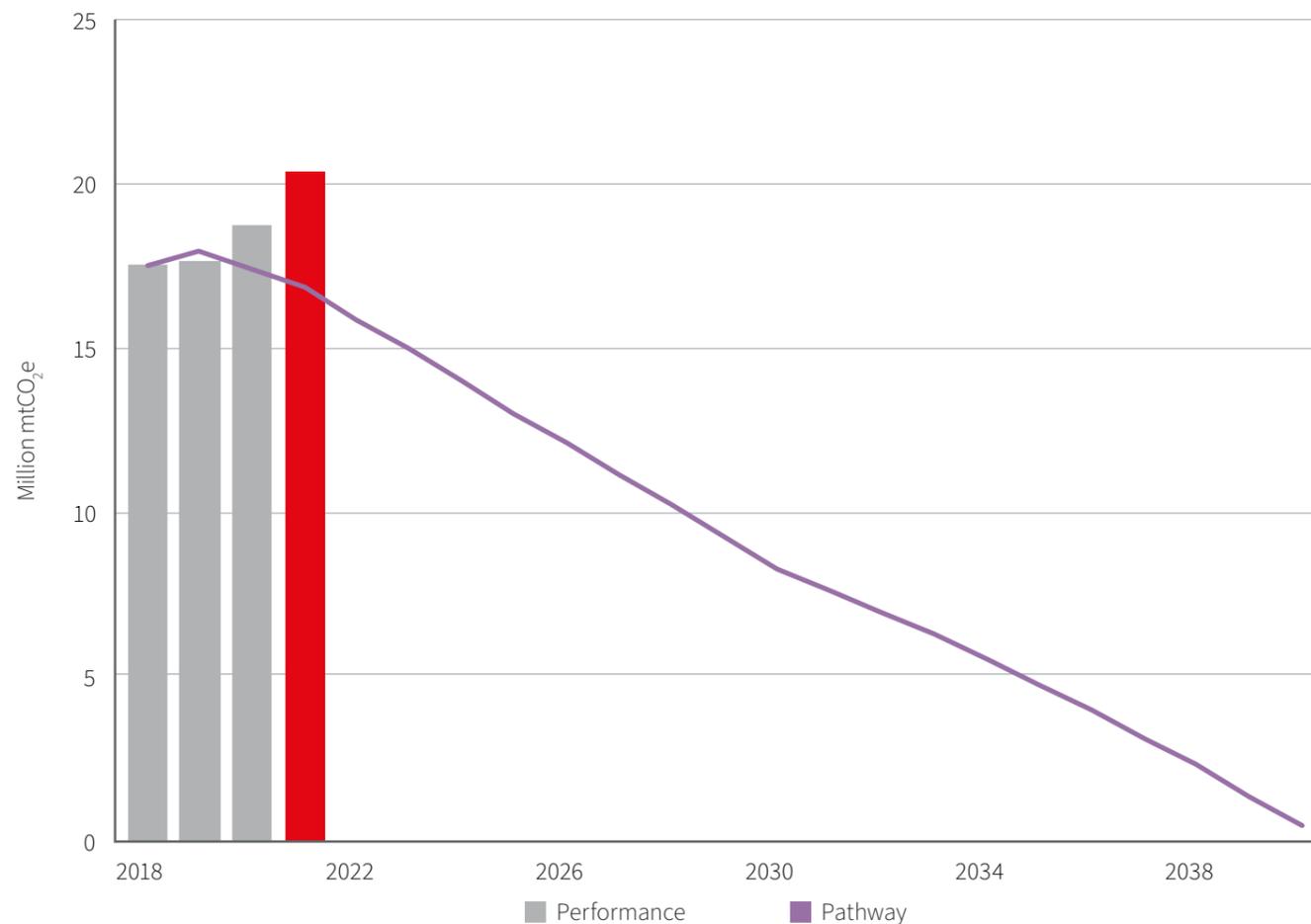
The SBTi defines beyond value chain mitigation as action or investments that fall outside of a company's value chain. This includes activities that avoid or reduce greenhouse gas emissions, and those that remove and store greenhouse gases from the atmosphere.

JLL's Net-Zero Standard commitment

JLL commits to reduce absolute Scope 1, 2 and 3 emissions by 51% by 2030, and 95% by 2040, from a 2018 base year.

JLL's performance against its net-zero pathway is showing an overall increase in emissions. This is largely due to the methodology we employ to estimate emissions from the properties we manage on behalf of our clients, which uses revenue as the basis of extrapolation. We are working to obtain a greater percentage of actual consumption data across our client accounts which will enable us to make and evidence real reductions in these emissions as we move forward. For JLL's own operations, we have seen good progress in driving reductions. We are showing a reduced footprint across our global offices portfolio, fleet, corporate procurement activities, and business travel. We will continue to build on these successes to ensure that we are on track to deliver our overarching net-zero commitment.

Performance against our pathway (all Scopes)



JLL baseline carbon footprint and 2021 performance

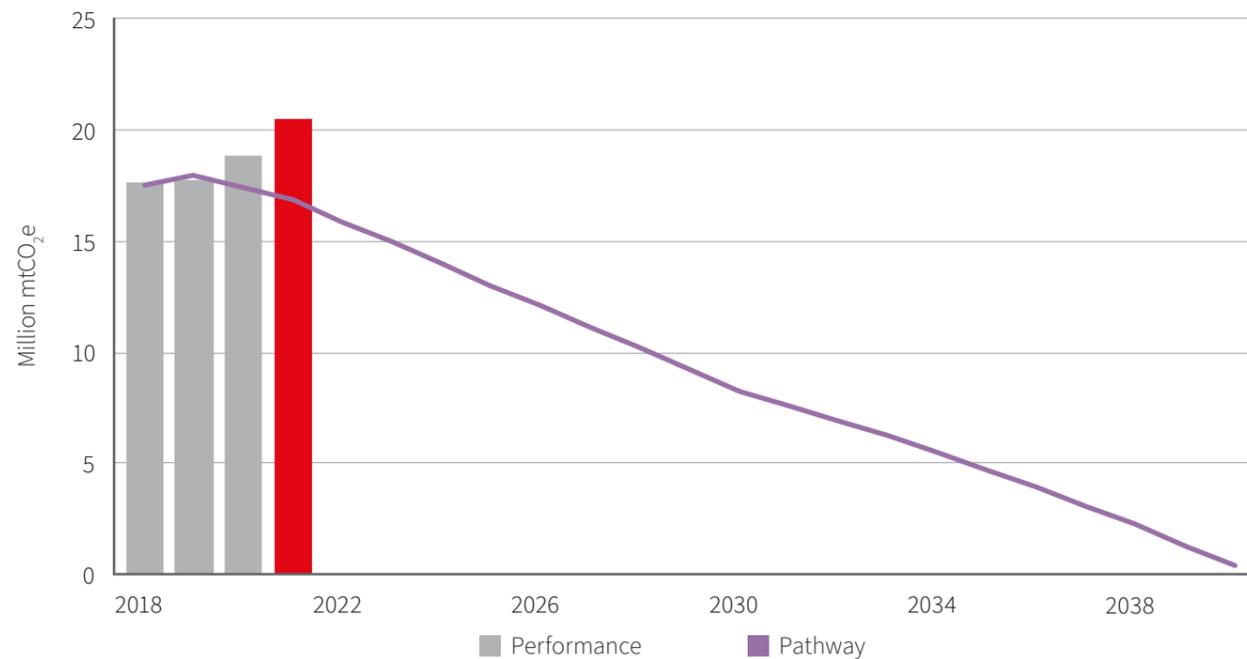
Emissions category (mtCO ₂ e)	2018	2021	% change
Scope 1: Fleet	31,164	28,548	-8%
Scope 1: Natural gas	489	252	-48%
Scope 1: Office fuels	79	2	-97%
TOTAL SCOPE 1	31,732	28,802	-9%
Scope 2 (Location-based)	12,431	9,468	-24%
TOTAL SCOPE 2 (Market-based)	12,261	7,910	-35%
Scope 3.1: Purchased goods and services	409,397	303,118	-26%
Scope 3.3: Fuel and energy-related activities	10,282	9,957	-3%
Scope 3.5: Waste generated in operations	372	330	-11%
Scope 3.6: Business travel	76,740	22,765	-70%
Scope 3.7: Employee commuting (inc. homeworking)	100,451	104,637	4%
Scope 3.8: Upstream leased assets	17,785	14,593	-18%
Scope 3.11: Use of sold products	17,547,735	20,440,784	16%
TOTAL SCOPE 3	18,162,762	20,896,184	15%
TOTAL EMISSIONS	18,206,755	20,932,897	15%

Delivering on our Net-Zero Standard commitment

Clients (Scope 3)

Our partnership with our clients is fundamental to delivering net-zero, as over 96% of our emissions arise from the consumption in those buildings we manage on behalf of our clients. For JLL to be successful in achieving net-zero by 2040, we need to support all clients in their own climate action journeys. These partnerships are a key pillar of our business strategy. Much like the approach to tackling emissions in our own office space, we help clients set their strategies, drive energy efficiency in their buildings and increase the uptake of renewable energy they are consuming. To support this work, we are making significant investments in technology solutions and scaling up our sustainability service capabilities, such as Sustainable Operations by JLL.

The methodology we use to calculate these emissions uses revenue as a basis for estimation. We are therefore currently unable to show the benefit of our clients' use of renewable energy. We have seen energy use increase among clients for whom we have actual data, which in turn has resulted in increased emissions for this activity area. We anticipate being able to demonstrate reductions as we refine our calculation methodology over the coming year.



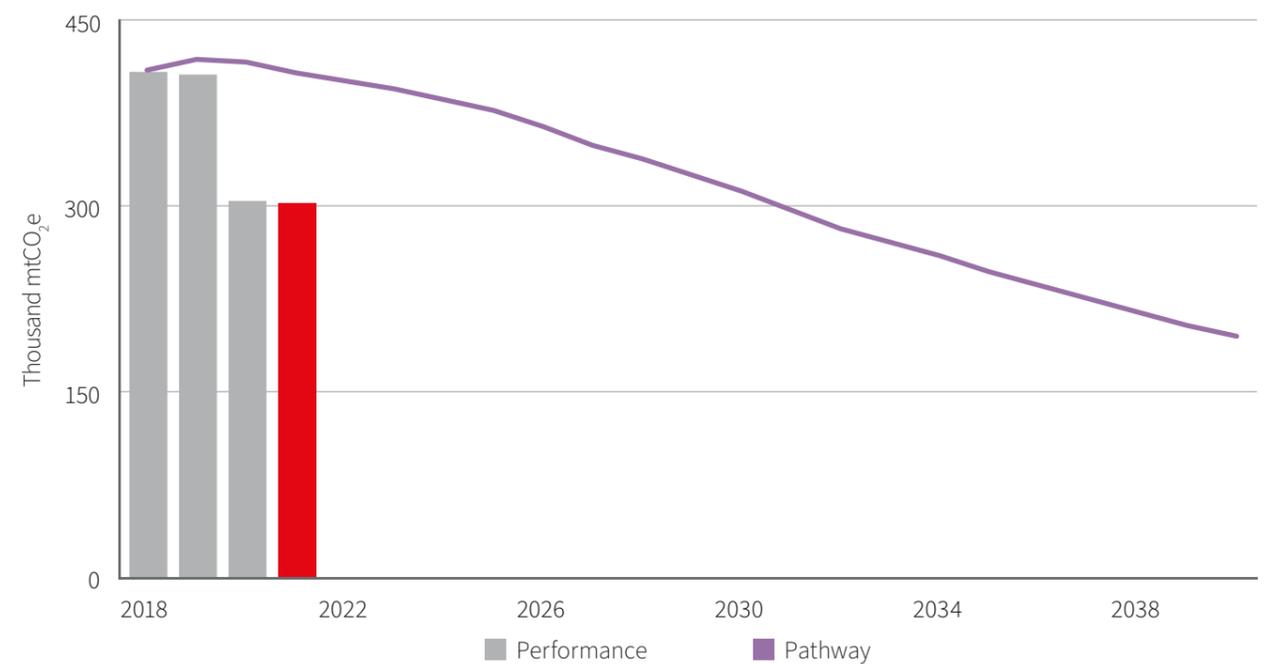
GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 3.11: Use of sold products	17.5 million	20.4 million	16%

Supply chain (Scope 3)

As a result of the global pandemic, JLL has been spending less on goods and services across the firm's operations, resulting in a reduced footprint for this activity area. Throughout the coming year we will be engaging suppliers to obtain more actual data related to our corporate procurement activities.

Our Global Sustainable Procurement Framework will continue to be key to embedding sustainability across our extensive supply chain and demanding more from our contractors (refer to Responsible Procurement on page 58).

We will strengthen our collaboration with suppliers to set shared targets and key performance indicators, gather data to accurately measure emissions reductions, and develop solutions. Where we are making use of data centers, we will work with suppliers to ensure that they are supplied by renewable energy wherever possible.



GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 3.6: Purchased goods and services	409,397	303,118	-26%

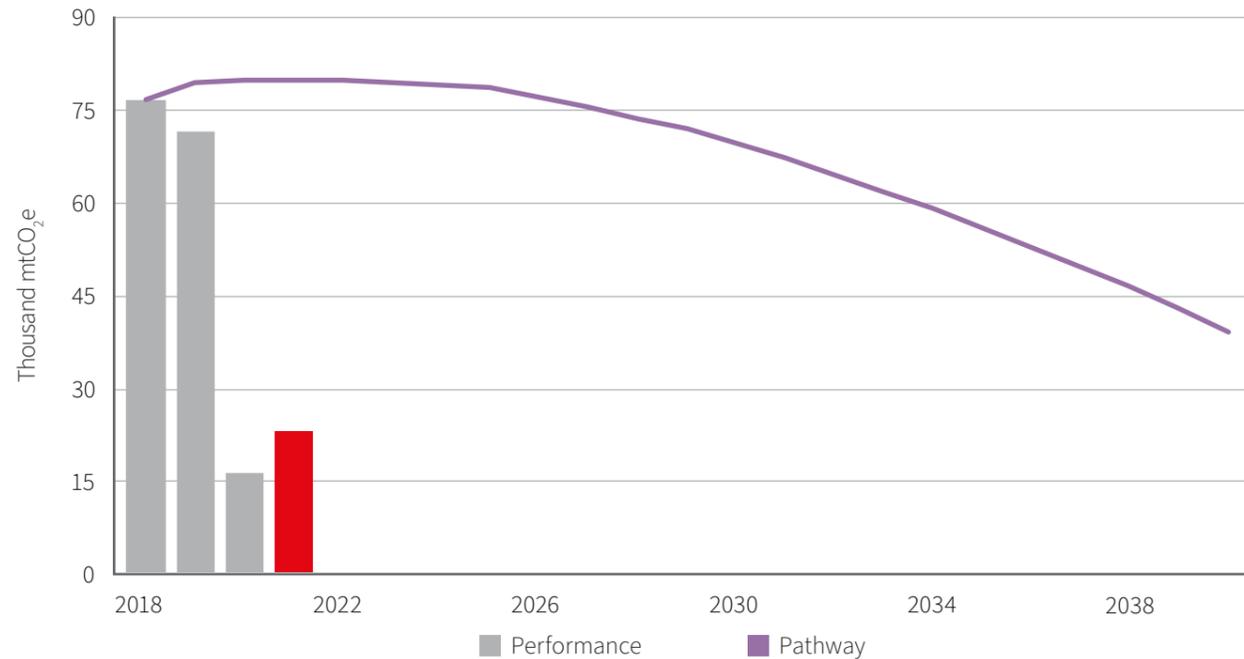
Business travel and hotel use (Scope 3)

JLL is working to better understand the reduction pathway for our business travel impacts.

We keep evolving our internal policies to eliminate unnecessary business travel. If the travel is unavoidable, we direct employees to use less impactful modes of transport wherever possible. In support of these policies, we continue to invest in technology solutions and provide options to support flexible working practices.

As part of our global real estate strategy, we prioritize office locations that are accessible by public transportation to ensure our people can get to work in a way that is both low-cost and sustainable.

JLL has seen a significant reduction in business travel activities as result of the global pandemic, which has driven an increase in virtual and remote working. We anticipate seeing these numbers increase somewhat but we will be maximising new working practices to ensure travel volumes remain below pre-pandemic levels.

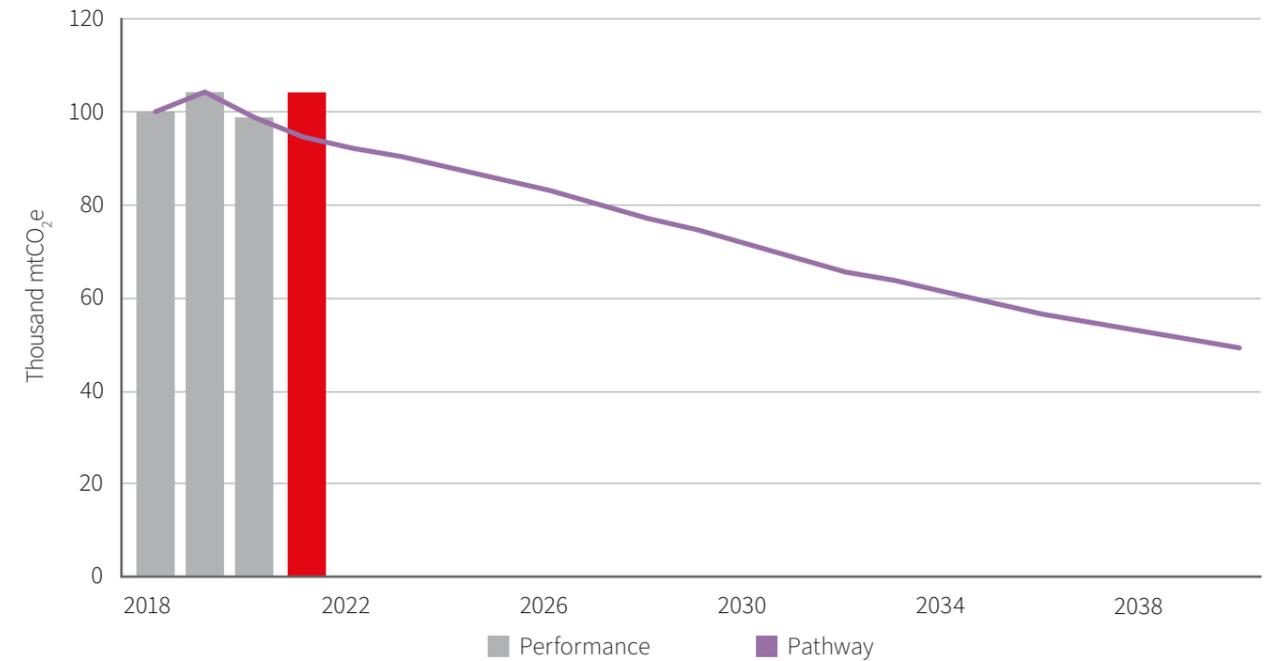


GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 3.6: Business travel	76,740	22,765	-70%

Commuting and homeworking (Scope 3)

While employee commuting and homeworking activities are difficult to address, JLL will continue incentivizing the use of public transit and other low-carbon transportation options. We expect additional emissions reductions to be achieved from increased renewable energy use and more clean and efficient vehicles.

The global pandemic has seen changes to the way we work, particularly with more of our colleagues working from home. Whilst these changes support health and wellbeing, they also push up the emissions in this activity area.

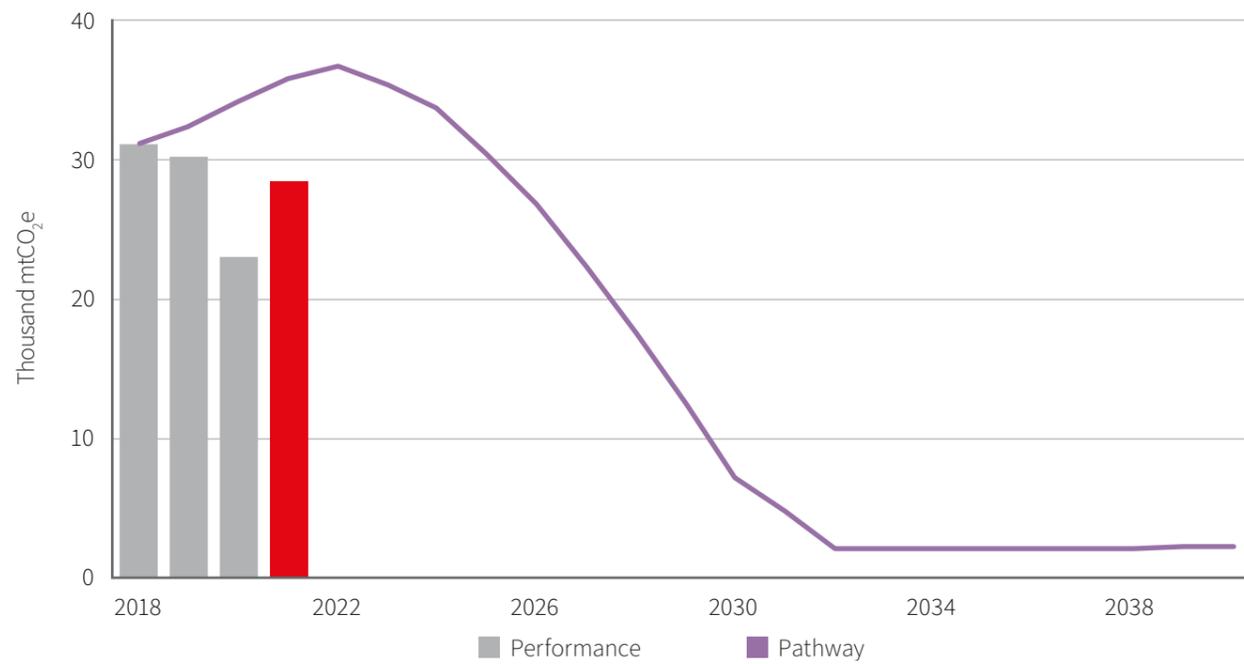


GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 3.7: Employee commuting	100,451	104,637	4%

Vehicle fleet (Scopes 1 and 2)

In support of our net-zero target, JLL anticipates achieving 100% EV across our global vehicle fleet by 2032. We have a significant vehicle fleet – most of which is used to carry out our engineering services – operating in the United States, Europe, Middle East and Africa (EMEA). We are currently in the process of shifting our fleet away from combustion engines and toward electric vehicles and other low-emissions technologies.

In 2021, emissions from our vehicle fleet decreased by 8% compared to our 2018 baseline. This reduction was mainly achieved through reduced operation of our fleet during the global pandemic.



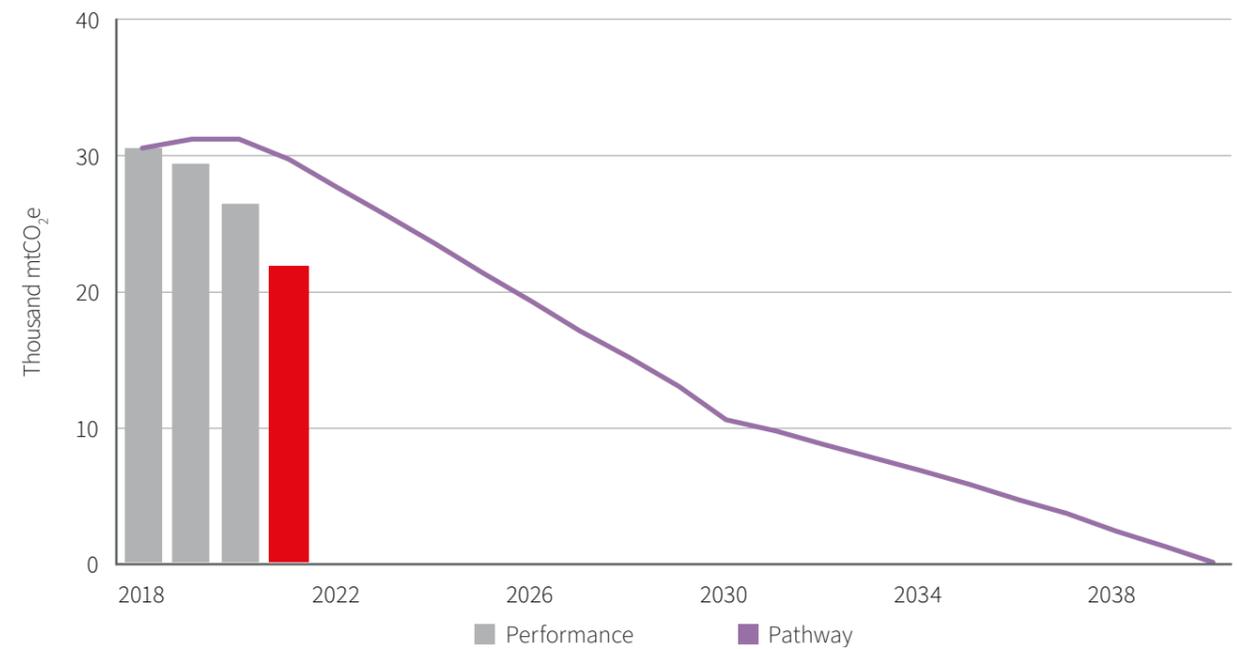
GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 1: Fleet	31,164	28,548	-8%

Offices (Scopes 1, 2 and 3)

JLL has committed to achieving net-zero carbon emissions from the operation of our leased offices by 2030. We will achieve this by improving energy efficiency in the buildings we already occupy and by renting offices that meet high energy-efficiency standards and enhancing further with our fit-out specifications.

Where possible, we are moving our offices onto renewable energy from credible sources. Where renewable energy is not directly available, we are purchasing Renewable Energy Certificates (RECs) or equivalents. We will address any residual emissions through the purchase of high-quality carbon offsets, although we intend to keep any such purchases to a minimum.

In 2021, emissions from our office portfolio decreased by 26% compared to our 2018 baseline. This reduction was mainly achieved through the increased uptake of renewable energy across our global workplaces.



GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 1: Natural gas Scope 1: Office fuels Scope 2 (Market-based) Scope 3.8: Upstream leased assets	30,614	22,758	-26%

Our management program for JLL offices

JLL utilizes a multidisciplinary, full-service Workplace Dynamics team to ensure consistent standards for the operation and environmental management of all occupied space by JLL. The team is responsible for delivering measurable reductions in energy consumption and GHG emissions to support our 2040 net-zero carbon commitment, along with water consumption and waste generation.

To ensure we are driving sustainability measures across our buildings, mandatory site selection criteria form part of our due diligence for new offices. Additional criteria covering fit-out, operations and maintenance have also been defined for all locations.

Mandatory site selection and fit-out, operations and maintenance criteria have been defined for all locations, along with additional requirements guided by LEED and WELL standards that support our target for offices greater than 10,000 ft² to obtain a sustainable building certificate.

These are supplemented by recommended criteria that reflect best practice in each market, such as preferencing locations with base-building certifications, on-site renewable generation, and landlords who have set their own net-zero commitments.

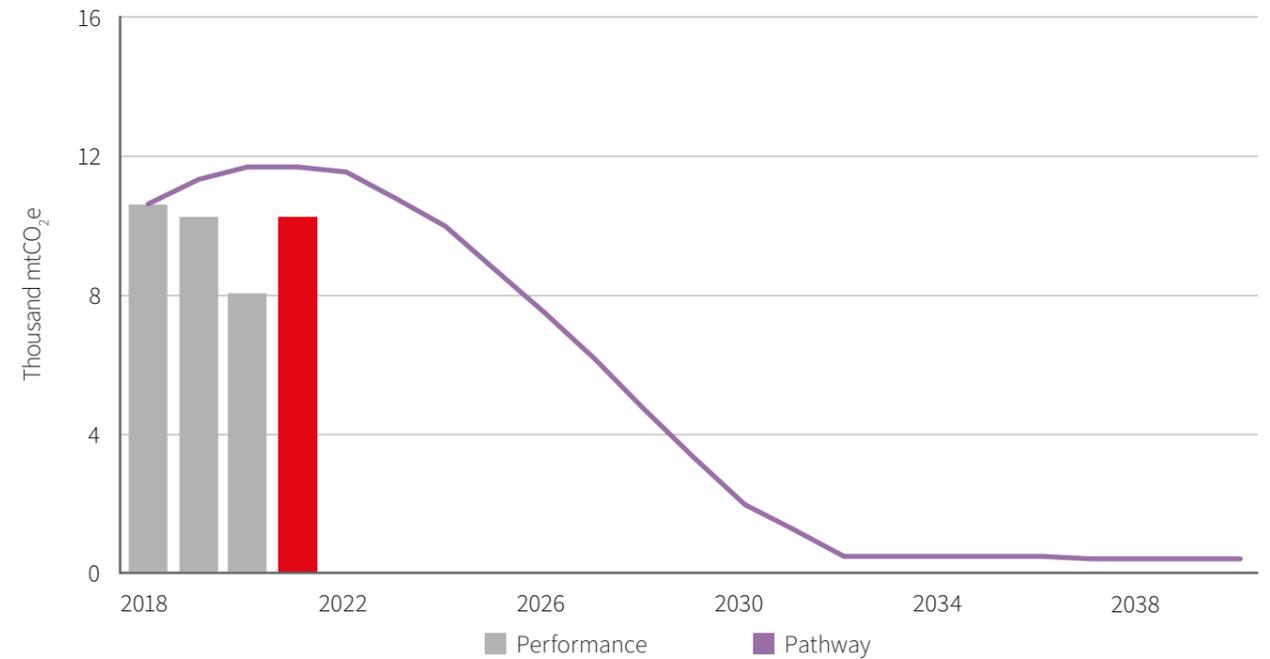
Improving our data

Collecting full data for our corporate operations has been challenging given our footprint, which includes a wide variety of leased space, with the majority in multi-tenanted office buildings. To support efforts to drive improvements in our data quality, we have worked with JLL's Sustainable Operations team to develop and implement new data management systems and processes for our global business.

We make use of our proprietary sustainability reporting platform. Our global application is a powerful tool which streamlines environmental monitoring and reporting thereby driving performance improvements. In addition to our efforts to improve the data relating to our portfolio energy consumption, we are working closely across the business to ensure that we collect good quality data on our waste, water, business travel, fleet operations and other wider impacts. For information on the scope and quality of our reported data, refer to page [82](#).

Other emissions (Scope 3)

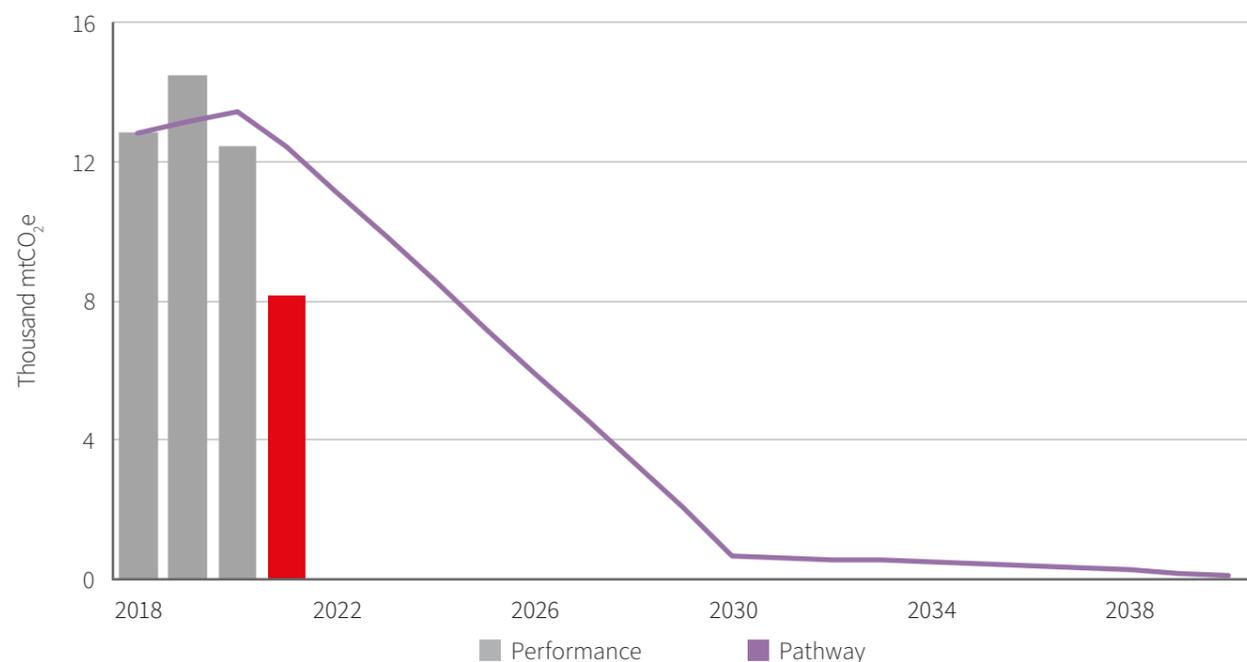
This category includes all emissions which fall outside our major areas of activity, such as emissions associated with the transport and distribution of electricity and fuel as well as those associated with JLL's waste footprint. As we implement new procedures into other areas of our business, we expect to see these emissions decrease as well. Any residual emissions will be addressed with high-quality offsets.



GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 3.3: Fuel and energy-related activities	10,654	10,287	-3%
Scope 3.5: Waste generated in operations			

WGBC commitment (Scopes 1 and 2)

JLL's performance against its WGBC Net Zero Carbon Building Commitment is driven by the implementation of measures to deliver the building-related element of its broader Net-Zero Standard target. Namely, driving improvements in energy efficiency and increasing the uptake of renewable energy across the global office portfolio. Any residual emissions will be addressed via the purchase of eligible carbon offsets. JLL will seek to minimize the purchase of offsets and will be investing in abatement measures as a priority. Our 2021 performance against our WGBC commitment has been driven by the increased uptake in renewable energy across our global office portfolio.



GHG protocol category	2018 baseline (mtCO ₂ e)	2021 performance (mtCO ₂ e)	% change
Scope 1: Natural gas			
Scope 1: Office fuels	12,829	8,164	-36%
Scope 2 (Market-based)			

JLL Foundation

In 2021, we established JLL Foundation, a non-profit dedicated to making a long-term impact on environmental sustainability. Working with Good Machine, a venture studio specializing in the climate impact space, JLL Foundation takes a non-traditional approach to helping organizations that work to mitigate climate change with a focus on the built environment. As an impact investor, the foundation offers zero-interest recoverable loans and reinvests the returned funds. Additionally, recognizing the value of taking a broad approach to mitigating climate change impacts, it is building a network of like-minded co-investors to promote innovative solutions.

JLL Foundation's aspiration to create a significant impact on climate-related issues over the next 10-20 years is well aligned with JLL's purpose of shaping the future of real estate for a better world. As companies everywhere focus more on achieving their own sustainability goals, providing assistance to start-ups that can offer solutions to environmental challenges can make a real and long-term difference.

For more information, visit [JLL Foundation](#).



Solar powers ANZ climate goals

833 Collins Street in Melbourne's Docklands is home to the global headquarters of banking and financial services firm ANZ.

In 2009, we provided client-side project director services for the development of a sustainable, collaborative and flexible workspace that houses approximately 6,500 employees. The 10-storey campus-style office building has a 6 Star Green Star rating from the Green Building Council of Australia for office design and fit-out.

The bank has since set ambitious targets to have 100% of its Australian operations powered entirely by renewable energy by 2025. This sits alongside ANZ's broader commitment to cut its Scope 1 and 2 emissions by 24% by 2025, and by 35% by 2030. In 2021, we were proud to support ANZ

when the building's existing 140kW solar power generation system was due a major upgrade at the end of its lifecycle.

JLL's Sustainable Operations team worked alongside the client's sustainability team to develop the initial scope of works for the upgrade. JLL developed a feasibility report as part of this assignment, presenting project parameters and defining solutions. The recommendation was endorsed by ANZ and the project was tendered under a design and construct contract, followed by a recommendation to proceed with the energy provider Origin Energy. This recommendation was based on return on investment,

renewable energy generation, value for money, and suitability of the system.

The JLL project team was then engaged to deliver and manage the project. JLL's Facility Management team helped to coordinate works on site during implementation. During this time, the building and business continued to function as normal which presented a number of operational challenges. There were also technical challenges around the connection of the new system to the main switchboard, integration into the existing management system, safe execution of the project and continuous coordination with the energy provider.

Working in close collaboration with ANZ, we were able to successfully deliver the upgraded solar energy system without defect or impact on the building's operations. The new system met the client's brief, maximized the available roof footprint and integrated with the existing building management systems. The new solar array comprises of 1,179 340W solar panels with an approximate area of 2,000 m². The majority of energy generated by the array is used by the building, with a minimal amount being exported to the grid. To date, the array has generated more than 500MWh of clean energy.

"Working in close collaboration with ANZ, we were able to successfully deliver the upgraded solar energy system without defect or impact on the building's operations."

Adaptation and resilience

The latest data from the Intergovernmental Panel on Climate Change (IPCC) report makes clear that while governments and companies are setting increasingly ambitious targets, our collective commitments have yet to bend the curve in emissions' growth. The built environment sector, in particular, faces challenges. For example, development and design decisions can dictate a property's energy, carbon and water footprints for years, and therefore limit future mitigation options.

In 2019, we voiced our support for the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD). In addition to increasing transparency and disclosure, our TCFD analysis is helping further our evaluation of how climate change could impact our business and will help to create opportunities to collaborate on climate solutions with our peers, which will accelerate progress across the sector.

Since our commitment to the TCFD recommendations, we have employed a phased approach to our process. Our first phase report, completed in 2019, considered climate impacts on our business from a qualitative perspective, while our second phase report in 2020 assessed the physical effects of climate change on some of our most prominent office locations. The findings for each report were published in JLL's Global Sustainability reports for each respective year.

This year's *TCFD report* is a quantitative assessment of the climate opportunities and risks to our business. We issued the findings in a standalone report, published on our website, and provided a summary in our *10-K* on February 28, 2022. As a result of our latest analysis, we anticipate greater opportunities than risks for our business due to our business model, adoption of ambitious targets, and mitigation measures that are planned or already in place.

Spotlight

Interview with Ali Ingram and Janey Douglas



Ali Ingram

Head of Sustainability,
Capital Markets, EMEA



Janey Douglas

Head of Sustainability,
National Capital Markets, UK

How does sustainability impact your role?

JLL has appointed dedicated resources for the Capital Markets business, including myself as Head of Sustainability for EMEA Capital Markets and Janey Douglas as Head of Sustainability for UK National Investment. The reason for these hires is due to the undoubted transformation in how sustainability is influencing our clients' investment strategies, transaction processes and key decision-making procedures. Sustainability is now an integral consideration when strategizing both at fund and asset level. Drivers in the market are pushing the agenda forward, with regulation evolving across regions, market demand pivoting towards more sustainable buildings, and investor demand looking for responsible investments.

A huge part of our role is upskilling all of our European and UK capital markets colleagues. We have set up a group of ESG champions in each European country across a wide range of asset sector specialists and capital markets services, from brokerage, equity raising, debt, energy and infrastructure.

Our clients are undergoing the same transformation, integrating ESG into their existing investment and asset management processes. Therefore, my role is

very much around embedding ESG into all elements of our capital markets advice. We want to ensure we are protecting our clients' interests against the risks presented by inaction and ensuring we are capturing the opportunity for our clients in this dynamic market. The role also involves providing best practice insights globally to help drive this initiative across both our regions in APAC and Americas..

With more real estate investors committing to net-zero carbon assets, how are we supporting clients with this transition?

Net-zero carbon has to be a top priority for our clients if we are to reach our collective goal of net-zero carbon by 2040. We have seen a surge in demand for our net-zero carbon expertise but, with the lack of data and resources, this presents a huge challenge for our clients to benchmark and therefore implement a strategy to achieve net-zero.

We have fantastic in-house expertise to call upon and help our clients shape a strategy to get them on the journey. But it cannot happen overnight; it needs to be well thought out, whereby the transition is managed throughout an asset's lifecycle. Investment decisions (either on the acquisition or sell side) need to take

net-zero into consideration. To achieve the best pricing outcome and highest liquidity, assets must be positioned in the correct way to ensure they meet the requirements for today's market.

As the ESG landscape develops, what are the main opportunities and challenges for JLL and our clients?

The main challenges include a lack of data, clear regulatory policy, consistent and agreed definitions and resources. However, with a clear collective goal and market demand developing at a really positive pace, the opportunity is clear for early movers in this space.

The topic is also changing rapidly, so we need to focus on staying on top of current trends and also being a market leader in the space. JLL has ESG roles integrated across leasing, valuations, capital markets and engineering meaning we are able to provide holistic advice to our clients in order to help them manage the downside risk, and also capture upside opportunities that the transition brings to the industry.

Fast track to net-zero

With JLL's support, Orchard Street Investment Management has set an ambitious net-zero carbon pathway that is helping to define best practice for UK commercial real estate managers.

Orchard Street is a leading commercial real estate investment manager with assets across the UK. It is committed to supporting institutional clients by responsibly protecting and enhancing their real estate portfolios and property assets.

Reflecting its confidence that sustainable buildings generate stronger returns, Orchard Street has committed to achieve net-zero carbon emissions for corporate and landlord emissions and refurbishments by 2030, and by 2040 for occupier emissions and fit-outs. The targets are 20 years and 10 years, respectively, before the 2050 deadline set through the Paris Climate Agreement and the amended UK Climate Change Act.

This accelerated timetable makes it among the first real estate managers in the UK to target these earlier dates, and it has gone beyond best practice by extending its net-zero carbon pathway to include Scope 3 emissions.

JLL supported Orchard Street by providing strategic advice with the development of a bespoke net-zero carbon strategy and pathway report aligned to the Better Buildings Partnership Climate Commitment Framework Guidance and the Net-Zero Asset Managers initiative.

Our net-zero specialist consulting team analyzed the Orchard Street's current carbon footprint and developed a nuanced pathway within the context of its investment strategy and portfolio under management. This included a review of Orchard Street's emissions projections and the net benefit, costs and savings to establish a robust business case.

JLL's advice extended to the setting of interim targets and a delivery plan based on a hierarchy of actions that prioritize reducing embodied and operational carbon, maximizing renewable energy capacity and offsetting residual carbon. The plan is supported by detailed

Project Sustainability Principles that define a set of standards to be followed for refurbishments and developments, including energy use intensity and embodied carbon.

Working alongside our reporting, communications and design specialists, we helped Orchard Street to create a compelling pathway report that communicated its commitment in a credible and transparent way to clients and other stakeholders.

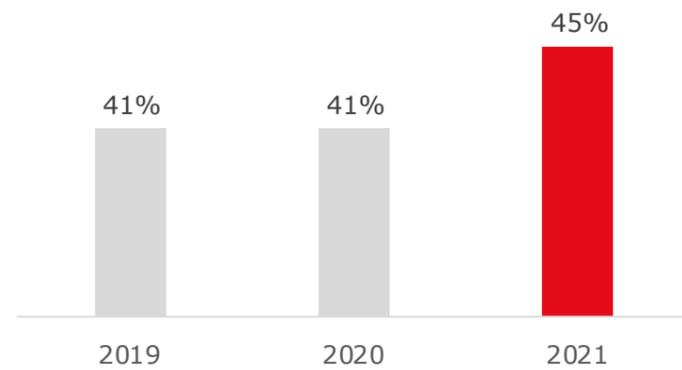
Orchard Street's Roadmap to Net-Zero Carbon was shortlisted for a 2021 Edie Sustainability Award. More information can be found on Orchard Street's website.

Sustainable buildings

The buildings in which we spend so much of our time can have a huge impact on our health and wellbeing. At JLL, we want to provide our employees with office environments that are not only safe and secure but also foster and promote mental and physical wellbeing. We seek to do this by incorporating best-in-class sustainable buildings standards for our offices wherever possible (please go to page 52 for more information on healthy buildings).

Through our management contract for JLL occupied space, we are driving progress toward our commitment of having each of our offices over 10,000 square feet certified to a recognized sustainability standard. We do this by ensuring that all new spaces we take on accord with the minimum mandatory standards set out in our site selection criteria. In addition, we have also developed fit-out and design criteria which reflect exemplary standards of sustainability for our workspaces.

JLL offices over 10,000 sq.ft with a sustainability certification (%)



Certification count by type

	2021
LEED	59
WELL	3
BREEM	11
Other	21

JLL Office: Manchester office



Innovative thinking for AstraZeneca

When AstraZeneca entrusted Tétris with the design and build of their new Milan headquarters, we saw a huge opportunity to support the company by creating a workplace that fosters innovative thinking and collaborative working.

Our aim was to create not just a workplace, but an environment that was dynamic, flexible and cutting-edge; one where people could feel at ease, where they would be happy to work and interact with each other. The result is a space that is rooted in wellbeing and sustainability and has breathed new life to an old pavilion in the former Expo 2015 area.

The existing envelope, LEED Gold certified, offers a space flooded with natural light across two levels, with a strong relationship between indoor and outdoor areas thanks to natural materials and the extensive use of biophilia such as living walls and plant boxes suspended from the ceiling and mounted on cabinets.

For the interior, we were inspired by the philosophy “Mens sana in corpore sano”. A concept that, taking its cue from the various types of emotions that the mind can perceive when moving fluidly in space, is reproduced through multifunctional work areas that underline the idea of a connected and vibrant environment.

Spaces are interconnected, designed to promote inclusivity and improve the quality of work and wellbeing of those who use them. Employees are invited to choose from a variety of work areas, and different types of furniture allow the space to be used in an open and flexible manner: collaborative and recreational zones for spontaneous interaction, niches for individual concentration,

phone booths, focus rooms, meeting rooms and small informal lounge areas for conversation.

Traditional workstations are organized in work units, with ergonomic seats and desks, of which 30% are height-adjustable to support standing and physical movement. Recycling bins are readily accessible, and each workstation is no further than 30 meters from a drinking water dispenser to encourage employees to use their own water bottles and avoid disposable plastic containers.

Whenever possible we reused furniture such as tables and chairs to avoid waste and promote recycling, and sustainable materials were prioritized to minimize

human and environmental health impacts, including Cradle-to-Cradle certified ones. The highly efficient lighting system is designed to complement the abundant natural light and is connected to the building management system to ensure minimum lux levels.

By applying the Tétris Sustainability Code, we worked with AstraZeneca to elevate the sustainability credentials of the project, making it Tétris's first project to achieve a LEED GOLD Interior certification in Italy.

"Our aim was to create not just a workplace, but an environment that was dynamic, flexible and cutting-edge; one where people could feel at ease, where they would be happy to work and interact with each other."

Waste and circularity

JLL is committed to minimizing the impact that our operations have on the natural world, including making reductions in the amount of waste we generate and the volume of water we consume. It's for this reason that JLL has committed to removing all single-use plastics from our office portfolio by 2023.

Efforts to deliver the target are underway. In the Americas we have created curated shopping lists in our Marketplace platform, our centralized purchasing platform for staff. We are considering expansion of this platform in EMEA. In APAC countries are driving progress through our network of Eco-Champions and we have already started to eliminating single-use plastics from a number of our offices.

Estimated waste (t)

	2021
Recycled	662
Combusted	79
Landfill	672
Composted	57
Total	1,470

The uncertainty caused by the pandemic continued to alter fit-out decisions, meaning we did not achieve our target to pilot zero waste fit-outs in all regions by the end of 2021. As a result, we shifted our focus and engaged with the U.N. SDG Accelerator program to participate in an industry waste reduction collaboration, All For Reuse in San Francisco. We will apply our learnings from the program to both internal and external waste reduction projects.



Natural capital and pollution

There is now an increasing understanding that journeys to net-zero simply cannot be successfully reached without considering climate and nature simultaneously.

Biodiversity has been declining globally, reducing nature's ability to function as a productive, adaptable and resilient force. This is resulting in extreme risks for economies, the climate, environmental recovery and wellbeing. It is essential that we understand and know about our own impact on biodiversity and take steps accordingly.

These findings will enable us to develop a targeted approach to addressing the biodiversity impacts of our operations, delivered through our global corporate real estate program, targeting locations within protected areas, whilst maintaining monitoring on adjacent sites.

As a start, we have mapped our own 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). This analysis 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. These protected areas tend to be made up of historic landmarks, statues, or sites of specific scientific interest (SSSI).

Water

As a predominantly office-based organization, we do not have a significant water footprint. Climate change impacts are however likely to increase water scarcity risks, and this could impact our operations in the future.

In order to ensure that we are tackling water consumption in those locations most impacted by water scarcity, we have committed that 100% of JLL offices in high water-stress areas will have water management plans in place by end of 2023. Water stress is an indicator of competition for water resources and is defined as the ratio of demand for water divided by available water.

The data categorizes each office site into different water stress situations, rating each site from arid/low water use, to extremely high water stress. The result of this assessment can be seen below.

The first step in delivering on this goal was to carry out a water stress assessment for our global office portfolio. We used the World Resources Institute Aqueduct Water Risk Atlas software to plot office location against water stress and provide data on baseline water stress.

Using the results of this analysis, we will develop site-specific action plans for those most at-risk sites. Measures to address water use have been embedded in JLL's site selection and office specifications and will be rolled out to every office in due course.

Offices in each water risk category 2021 (%)



Water consumption (m3)

	2021
Estimated water consumption	207,065

Where efficiency and comfort connect

UBS's commitment to reimagine the power of people and capital to create a more sustainable world is reflected in the firm's office at 9 Penang Road, Singapore.

The space exemplifies UBS's drive to integrate modern sustainable building design to support efficiency, comfort and a reduced environmental footprint.

The 380,000 ft² office, spanning eight floors of the brand-new building, was a landmark project for UBS's APAC operations, creating a world-class facility for their clients and also providing a next-generation workspace for more than 3,000 of the bank's employees. JLL's Project Management team worked in concert with UBS to create and deliver a truly ground-breaking new space.

Delivering a project of this scale during the global pandemic presented a unique set of challenges. Our teams worked stringently to protect workers on site from the risk of cross-contamination. Each sub-contractor was given allocated timeslots for lunch and toilet breaks, to the extent that planned access routing and specific lifts were assigned to different groups. Separating site amenities helped us keep people safe and ensure health and safety measures were upheld.

The office was completed successfully and showcased a number of world-class sustainability measures, chief among

which was achieving a LEED Platinum rating for the space within three months of the completion date.

The office has been designed with energy and carbon efficiency in mind, operating entirely on renewable electricity and with a 33% improvement in energy efficiency and 42% reduction in lighting costs. Water use has also been reduced by almost 45% and there is on-site grey water harvesting. Waste reduction was a key consideration in our approach to this project with 91% of construction waste being diverted away from landfill.

The measures introduced don't just focus on environmental factors, they also put the employee experience at the very heart of the project. In addition to 300 trading desks and over 3,000 workstations, the office boasts a range of amenities for staff such as parenting rooms, multi-faith rooms and an in-house medical clinic. More than 90% of the desk space provides unobstructed outside views and an abundance of natural light supports wellbeing and productivity.



Healthy spaces

Healthy spaces for all people

We create safe and healthy spaces that promote productivity, wellbeing and sustainability.

The health, safety and wellbeing of our employees is a responsibility we take with the upmost seriousness. Given that we manage more than five billion square feet of space on behalf of clients, this responsibility extends to those who work in JLL managed space or conduct their business on behalf of JLL.

Our commitment to employees, clients and supply chain partners is cemented in our Global Health, Safety and Environment (HSSE) Policy, our Global Sustainable Procurement Policy, and put into action through our Health, Safety and Environmental Management System.

The COVID-19 pandemic has accelerated the transition to new work habits, and this presents a significant opportunity to create healthy spaces that benefit JLL, and our clients. Tomorrow's workplace will prioritize physical and mental wellbeing to enable worker performance and businesses. Companies that integrate health and wellbeing into their employee value proposition will be better placed to attract and retain skilled talent amid increasing competition.

Nurturing these qualities through innovative workspace and workforce strategies will help to create a workforce that feels energized, valued, productive and resilient. Therefore, health and wellbeing are key components of our workplace strategy for all JLL occupied space and integrated into our client services.

Performance against targets

Issue	Target	Status
Healthy spaces	Reduce JLL's Accident Severity Rate (ASR) year on year.	●
	Achieve a safety culture score above the industry standard benchmark year on year	●
	Train 50% of managers on adjusting approach to wellbeing needs of employees by end of 2023	●
	Refresh wellbeing resources and achieve at least 10,000 regular users by end of 2021	●
	Demonstrate thought leadership in workplace health, wellbeing and resilience	●
	Top eight countries by revenue (referred to as the J8) to reach Level 3 of the Sustainable Procurement Framework by end of 2023	●

● Red – Behind the stated target ● Amber – On track to complete ● Green – Completed the stated target ● Black – Stated target not achieved

Health, safety and security

JLL is fully focused on creating workplaces that unequivocally protect the environment and health and safety of our employees, our clients and our supply partners. Our safety vision is ‘One team S.A.F.E.R. together’, a global approach to embed safety behaviors throughout JLL and its operations.

Health and safety management

Our Global Health, Safety and Environment (HSSE) Policy confirms our commitment to prioritize the wellbeing of people, promote safe and healthy workplaces and continually work to improve our health, safety and environment culture.

JLL’s Global Safety and Security Governance Committee (GSSGC) defines clear goals and leadership accountability to ensure health and safety is rooted in our business. Reporting into the Global Executive Board, the GSSGC provides strategic oversight of our safety vision, standards, systems and reporting. Its members include senior-level representatives across all business lines and key corporate functions including HR, Legal, Procurement and Risk.

The GSSGC is supported by a Global HSSE Operations sub-committee that includes subject matter experts from different functions to ensure safety is a core component of our operational procedures and client services. The sub-committee is responsible for developing solutions that implement the objectives set by the GSSGC.

Having appointed a Global Head of Health and Safety in 2019, our Work Dynamics business has consolidated the Health and Safety teams into a single global function and brought together more than 650 health and safety professionals working throughout different regions and business lines. This has enabled 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 across our global operations.

Work Dynamics utilizes a Health, Safety, and Environmental Management System (HSSEMS) that provides the framework by which we manage health, safety and security risks in accordance with the requirements of ISO 45001 and ISO 14001. It defines our

standards and procedures through planning, support, operations, performance evaluation and improvement, while allowing sufficient flexibility to meet local legal obligations and/or client-specific requirements.

The HSSEMS has been certified to ISO 14001 in several markets (see page 90), and we are seeking a global platform certification in both ISO 45001 and ISO 14001 in 2023.

The HSSEMS applies to all JLL Work Dynamics employees regardless of location. We apply supplementary management standards for contractors and suppliers whose work and/or workplace is controlled by JLL. These include our expectations for site-based teams and those managing sites remotely.

In instances where we do not control the workplace, JLL strives to ensure that workplace practices align with our HSSEMS and meet legal requirements as a minimum. When working as managing agent, we strive to work with our partners to eliminate injuries to the extent reasonably practicable.

Our culture of health, safety and wellbeing

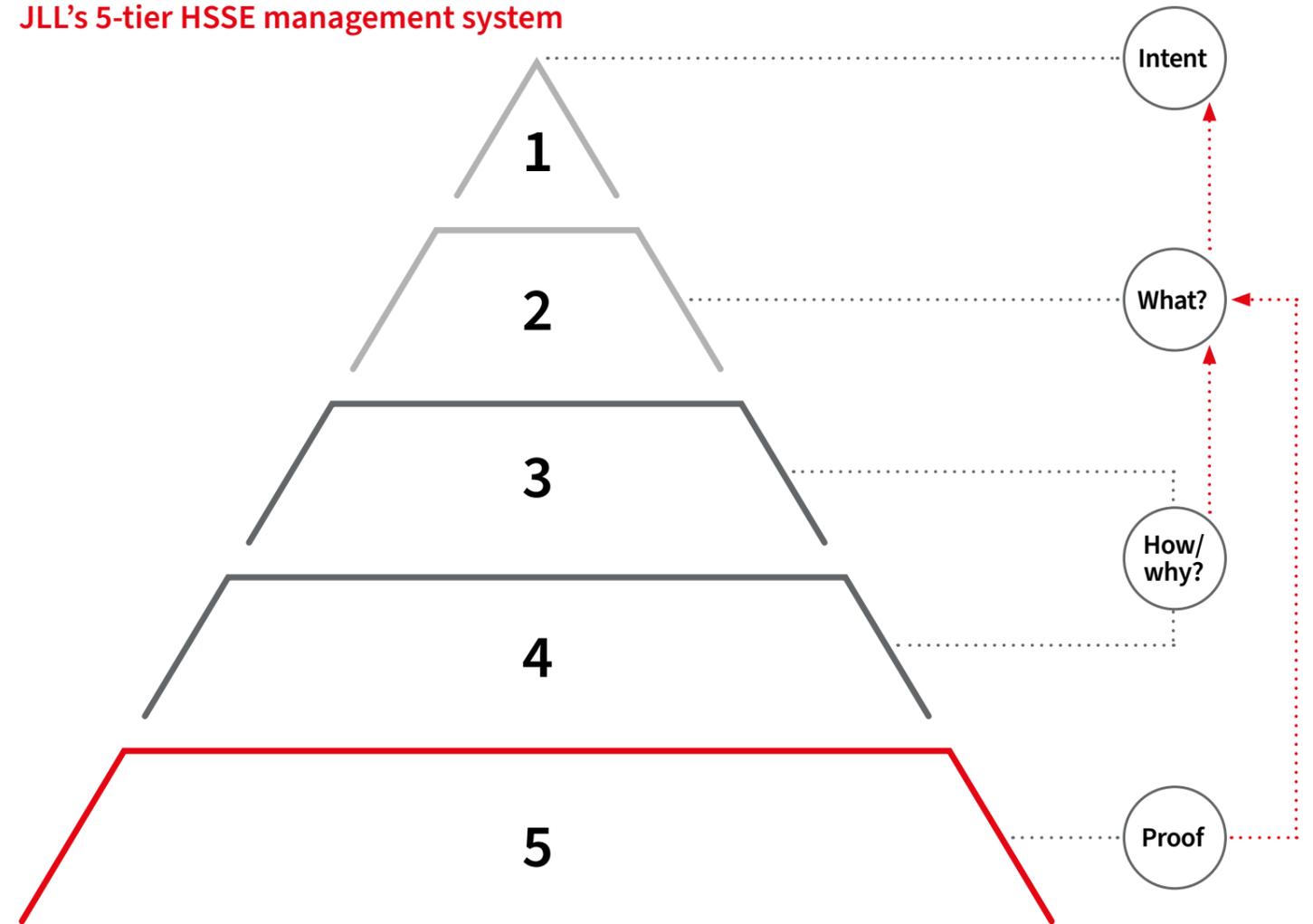
We see health and safety as both a collective and individual responsibility, based on the principle that employees are responsible for the work under their control, those working under their control, and others who could be affected by work activities.

During 2021 we continued to drive and expand our ‘One team S.A.F.E.R. together’ program. This is an ongoing program aimed at improving our safety culture by defining the behaviors we expect staff and contractors to embed into their approach to work.

Our S.A.F.E.R. behaviors are:

- speak about safety.
- act safely.
- focus on safety standards.
- engage in safety initiatives.
- recognize safe performance.

JLL’s 5-tier HSSE management system



1. JLL’s Global Health, Safety, Security and Environment Policy sets the framework for how we operate as an organization.
2. Firm-wide procedures and standards define JLL’s global approach and minimum expectations for HSE.
3. Regional and country-level procedures set out local standards in line with legal requirements.
4. Local works instructions include client-specific or site-specific procedures.
5. Global, regional, country, account and site reporting tracks compliance with policies, standards, procedures, client obligations, and applicable laws and regulations.

Employee participation and engagement

Our health and safety teams, supported by senior management, provide a range of mechanisms and resources to promote regular employee consultation and participation in our HSSEMS. Employees are encouraged to participate in various HSSE topics via activities such as JLL 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.

During 2021, JLL worked with an external facilitator to deliver 50 hours of dedicated focus groups across multiple service lines to engage employees on how we can improve our HSSE approach and performance.

Global Safety Week

In 2021, JLL's annual Global Safety Week continued to embed our theme of "One team S.A.F.E.R. together" with a focus on ownership and empowerment.

Activities involved JLL staff, supply chain partners and clients, and included webinars and seminars, site-based training, awards, poster design competitions and a video competition. To demonstrate our commitment to safety we asked more than 12,000 employees to renew their pledge to abide by our 'Cardinal Rules' which set our minimum expectations to minimize safety and environmental risks.

Safety culture baseline

We once again asked staff to participate in an online Safety Climate Survey. The survey, developed by the U.K. Health and Safety Laboratory (HSL), measures the perceptions of our workforce on health and safety issues, providing insights into the strength and maturity of our safety culture.

The survey measures eight key factors: organizational commitment; health and safety-oriented behaviors;

- Health and safety trust
- Usability of procedures
- Engagement in health and safety
- Peer group attitudes
- Resources for health and safety
- Accident or near miss reporting.

More than 12,500 JLL employees participated in the 2021 survey, allowing us to better understand health and safety attitudes and our performance as a global organization. We were pleased that we met our target to improve our overall score compared to 2020, achieving 3.93 out of 5 in 2021.

Using data provided in HSL's 2020 Safety Climate Tool Industry Sector Benchmarking Report, which includes data from 85 separate organizations using the same health and safety survey, we were able to benchmark the status of our health and safety culture against an all-industry average.

In our second year of running the survey we posted strong results and were placed in the 95th percentile in six out of eight factors compared to all-industry averages and exceeded the 2020 industry top scores for the other two factors. The top scores in 2021

included Organizational Commitment, Engagement in Health and Safety, and Peer Group Attitude.

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. 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.

JLL office: Manchester, UK



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', which is the proactive identification of an unsafe act or condition with the potential to cause harm to people or the environment. This supports us in identifying and communicating unsafe acts or conditions across account teams and, if warranted, the wider firm. 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 does occur, 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 nonconformity, corrective action and preventative action standard aims to ensure that the effectiveness of any recommendations are 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.

Safety performance

In 2021, we launched a new global accident reporting system and ran a campaign on a 'Fair and Just' approach to improve accident reporting. As a result, accident reporting has increased, and with our 2020 accident statistics at an all-time low due to reduced activities because of COVID-19, we predicted that accident rates may rise with the return to the workplace in 2021.

Despite seeing a very slight increase in accident rates at the end of the year, the severity of incidents has reduced significantly over the year. In 2020, the average number of days lost per 100 people was 5.12, but this reduced to 1.93 in 2021, meaning we met our target.

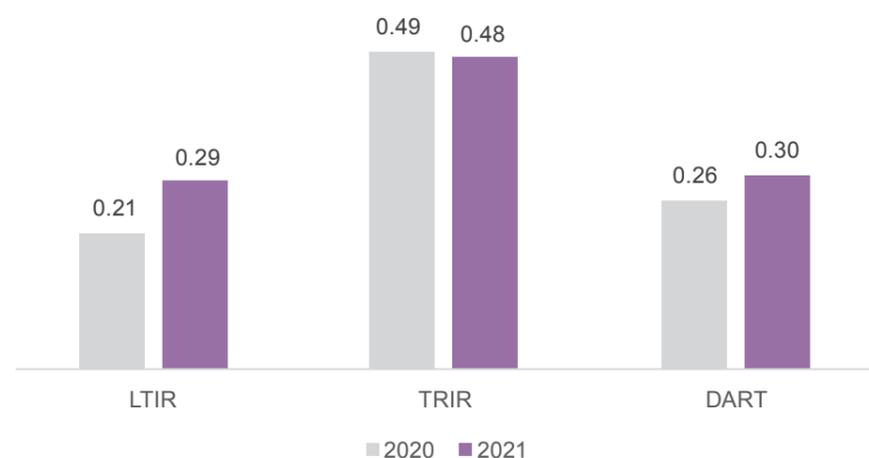
A further enhancement has improved the accuracy of our hours worked calculation by directly linking employee headcount data direct from our HR system to ensure a more consistent capture of worked hours. This has resulted in needed adjustments to previous years' data.

Please see Annex A for details on the scope of our health and safety data.

- **Lost Time Injury Rate (LTIR)** was 0.29 (↑0.08 from 2020). LTIR is the U.S. OSHA defined measure of recordable illness and injuries resulting in 24 hours or more lost time per 100 full-time employees;
- **Total Recordable Incident Rate (TRIR)**, 0.48, (↓0.01 from 2020). TRIR is the U.S. OSHA defined measure of recordable illness and injuries resulting medical treatment per 100 full-time employees;
- **Days Away, Restricted Duty and Transfer rate (DART)** was 0.3 (↑0.04 from 2020). DART is a measure of recordable illness and injury per 100 full-time employees per year that resulted in days away from work, restricted duties or transferred due to illness/injury; and
- **Our Experience Modification Rate (EMR)** has reduced from a 2020 EMR of 0.53 to 0.49 in 2021.

There were zero JLL employee fatalities reported in 2021.

Health and safety performance



JLL office: Manchester, UK



Healthy buildings

The buildings that we, and our clients, occupy can have a significant impact on employee health and wellbeing. Research published by organizations such as the International WELL Building Institute demonstrates a clear link between quality of the buildings and spaces that we spend time in, productivity and overall wellbeing. JLL's own research supports this, with almost three-quarters of participants in our Workforce Preferences Barometer survey aspiring to work in places that promote healthy lifestyles, safety and wellbeing.

For this reason, we have integrated criteria that promote wellbeing into our internal contract that defines site selection, fit out, operations and maintenance practices for JLL occupied offices, and which are aligned with our target for all offices greater than 10,000 ft² to achieve a sustainable building certificate.

As well as broader environmental and health and safety standards, indoor air quality and natural light are mandatory criteria governing site selection for JLL occupied offices. Additional criteria such as proximity to public transport and local amenities, cycle facilities and flexible indoor space are all considered favorably.

During the fit-out phase, we give preference to low-VOC emitting equipment and furnishings, ergonomic workstations and biophilic elements that encourage as much natural planting as a space allows. To further support employees' comfort, we prioritize indoor air quality and thermal comfort, lighting, acoustics and dedicated space that support our broader inclusivity goals such as multi-faith and mothers' rooms.

During occupation, ongoing monitoring and maintenance of indoor environmental metrics, surveys and ergonomics assessments, coupled with a wide range of initiatives that support employee health and wellbeing guided by the WELL Standard are integrated into our JLL Work Dynamics full-service management contract.

We have a strong record of using our expertise to achieve sustainable building certifications for our clients, helping to provide healthy, efficient and productive workplaces for their employees. In 2021, we assisted our clients in achieving a total of 389 sustainable building certifications, of which 121 were to the WELL Standard, although health and wellbeing criteria are increasingly integrated into the broader universe of sustainable building certifications as it rises up the agenda for landlords and occupiers alike.

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. In 2021, Harvard released its [third research study](#) as part of the COGfx series, which was conducted over 12 months on workers in commercial buildings located across six countries. The new research supports prior findings that air quality within an office can have significant impacts on employees' cognitive function and productivity. 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 wellbeing. Additionally, JLL is a founding partner of MIT's CRE Real Estate Innovation Lab, a research and development lab focused on innovation in the built environment that directly links to economic impact.



Spotlight

Interview with Marie Kathrin Pleus

Head of Corporate Real Estate and Workplace, EMEA



How does sustainability impact your role?

As the Head of Corporate Real Estate and Workplace I am responsible for our corporate offices around EMEA throughout the entire life cycle of a site – from selecting the right location to fit out and operations.

Sustainability is front and center in every single step along that cycle: choosing the right building to achieve our net-zero carbon goals, implementing circular economy principles when fitting out our space for maximum employee wellbeing as well as diversity and inclusion, and operating our offices to reduce the impact on the environment.

As COVID-19 moves from pandemic to endemic, what impact has it had on JLL's workplace strategy?

As the pandemic has shown us that we can virtually work from anywhere, we also realized that the office has a very important role to play when it comes to transmitting knowledge, company culture and in creating bonds between people.

In this new endemic phase, our workplace strategy is therefore more focused on what makes the office unique by providing resources, space, facilities and the famous serendipity people can't easily reproduce at their home or other alternative workspaces.

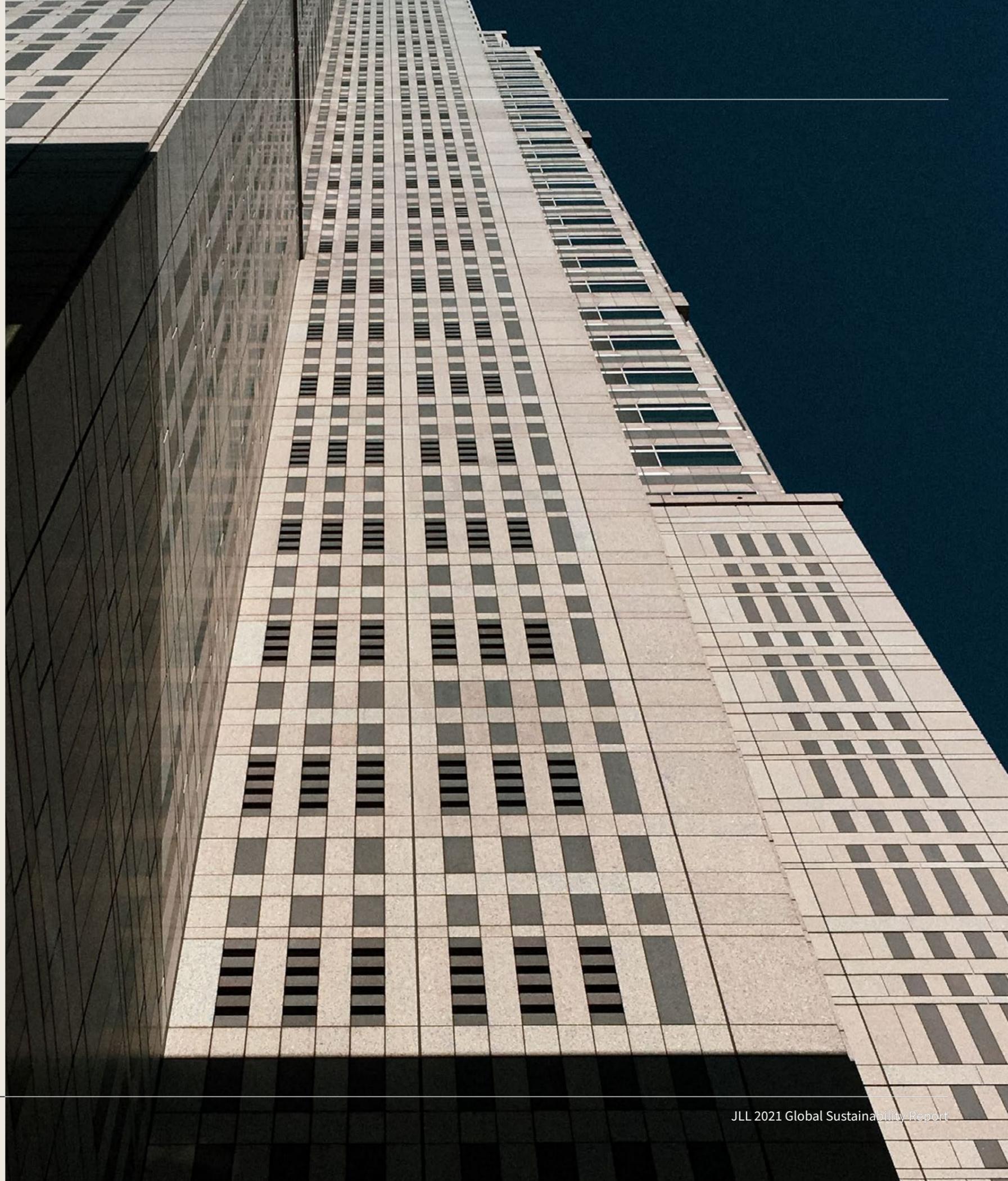
The last two years have also drawn more attention to employee wellbeing – mental and physical – as well as to diversity, equity and inclusion – all of which have become guiding principles for our workplace strategy.

Looking ahead to 2022 and beyond, what are your sustainability priorities for JLL?

Achieving our net-zero carbon commitment is of course our main priority and something which therefore needs to be implemented in every location decision – starting now.

But our ambitions go beyond net-zero: we aim to introduce the circular economy into our fit-out guidelines and material choices, we want to ensure that all our sites have waste recycling and water management plans, and we aim to eliminate single-use plastics.

We want to make our offices healthy spaces for our employees through pushing our WELL Portfolio initiatives and office certifications, and we want to create diverse and inclusive places by following JLL's diversity, inclusion and belonging (DIB) standard and guidelines. We will certainly be busy.



Case study

Leading by design

Sustainability and wellbeing are at the heart of all our projects, including our own occupied offices. We aim to create collaborative, comfortable workplaces that utilize the latest technology for seamless connectivity, improved health and wellness, and reduced energy consumption.

Morocco

Our new offices in Casablanca are the first to comply with the Tétris Sustainability Code, a set of principles aimed at limiting our impact on the environment and promoting wellbeing.

As with all Tétris projects, sustainability and people were at the heart of the design and build process. We ensured the space was fitted out with comfortable furniture, most of which was upcycled and repurposed from our previous office to reduce waste. We used local suppliers to transform these pieces, thus creating a circular economy that gave back to small, local businesses.

By consolidating separate Tétris and JLL offices, we reduced our occupied floor area by 60%, allowing for a lower carbon footprint and reduced costs. Automated presence sensors and LEDs manage the lighting and climate control for each room, while a state-of-the-art HVAC system recycles and purifies the air. An innovative air treatment system, meanwhile, recovers 80% of the energy used for heating and cooling and controls the level of CO₂ and humidity in the air.

Located at the Anfaplace business center, the office boasts some of the best sea views in Casablanca, maximizing the use of natural light and boosting the mood of staff and visitors. Extensive windows and biophilic design elements connect employees with the natural environment, while outdoor seated areas and co-working spaces provide an opportunity for colleagues to relax or work.

Australia

One of the key drivers behind the design of our new Perth office was to foster collaboration and togetherness, whilst encouraging new ways of working. The project was designed and constructed to achieve a Gold WELL certification and a 5 Star Green Star rating – currently the only office space in Perth to achieve both.

The design team worked closely with JLL’s sustainability experts across all aspects, from the layout and finishes through to staff wellbeing. 70% of demolition waste was recycled, and more than 80% of materials are accredited to a third-party sustainability certification.

Metering throughout the space monitors energy use and air quality in real time, allowing for effective data collection and reporting. Water consumption is 35% lower than the Green Star benchmark, and the lighting is 54% more efficient than minimum National Construction Code requirements.

Artworks celebrate the Western Australian landscape and Australia’s Indigenous heritage. Diversity and inclusion are a key focus for all JLL sites, and one of the ways we celebrated this was to have Indigenous names for the meeting rooms, requiring extensive consultation with the local elders of the Noongar people. We also commissioned Noongar artist Jade Dolman to design works representing the waterways and journey lines through the six seasons – a significant part of

traditional Indigenous life. Her beautiful line works appear throughout the space.

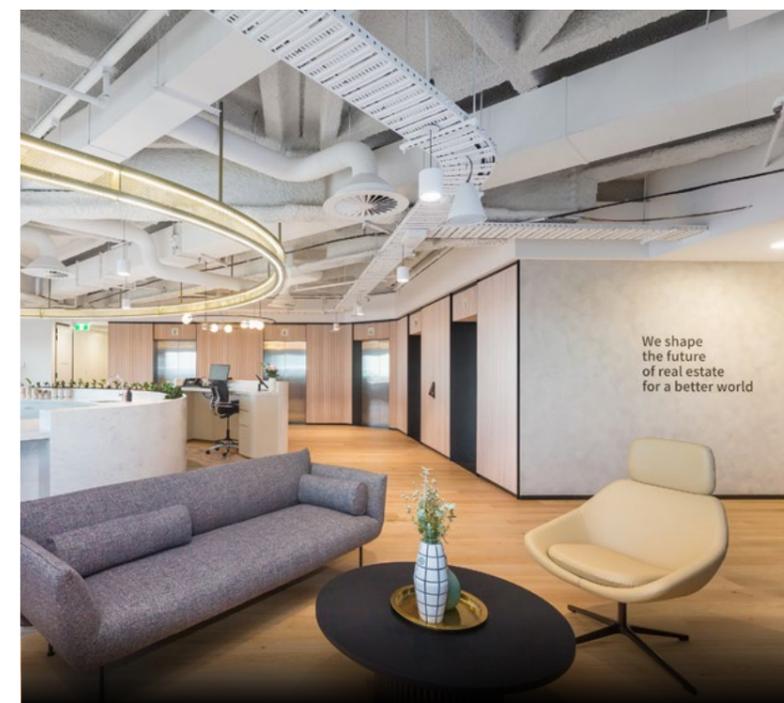
Thailand

In Thailand, the decision to relocate our headquarters provided an opportunity to demonstrate our commitment to providing flexible, healthy and sustainable workplaces for our people. Located at The PARQ, this prime-Grade mixed-used development in central Bangkok is the first building in Thailand to seek WELL certification.

Designed and managed by JLL, our new office demonstrates how space can foster flexibility and community. It features a variety of work settings that give employees the freedom to choose where they wish to work, collaborate with colleagues and interact with clients.

Indoor air quality sensors, intelligent lighting control systems, recycling programs, and the elimination of single-use plastics were a fundamental part of the project delivery. In December 2021, the office was awarded WELL Precertification and is on track to become one of the first offices in Thailand to receive WELL and LEED certifications.

JLL offices: (top to bottom)
Bangkok, Thailand
Perth, Australia
Casablanca, Morocco



A first in wellbeing for Embassy REIT

Embassy REIT receives a WELL Portfolio Score, making it the first organization in India to achieve this coveted milestone.

Embassy REIT was India's first listed REIT, and with a portfolio of 98 assets covering a floor area over 32.3 million sq. ft. it is the largest office REIT in Asia. With JLL's help, it made headlines again in 2021, becoming the first organization in India to achieve a WELL Portfolio Score, and one of the top 40 such portfolios globally to receive this recognition.

Committed to integrating sustainability into its business model, Embassy REIT approached JLL to demonstrate its singular focus on improving the safety, health and wellbeing of the more than 350,000 people who occupy its properties.

Based on the International WELL Building Institute's (IWBI) WELL Standard, the WELL Portfolio Score provides a portfolio-wide approach to measure and improve health and wellbeing across an entire real estate portfolio, while allowing participants to benchmark their progress internally and against industry peers. WELL certified portfolios share common characteristics such as people-centric and health-orientated features in their design and operation, ergonomic facilities that promote physical movement, enhanced air quality along with a range of environmentally friendly management practices.

JLL's sustainability team used its expertise to steer Embassy REIT through the certification process. Guaranteeing high-quality responses backed up by efficient and focused documentation resulted in Embassy REIT achieving the maximum available points prior to performance verification.

With JLL's support, Embassy REIT's portfolio performance was rated "above average" in six out of the ten criteria that were assessed, and the portfolio was ranked in the top 5% globally by IWBI in terms of area and number of people impacted.

Receiving the WELL Portfolio Score in its first year supports Embassy REIT's leadership in ESG, and demonstrates its unrelenting focus on implementing health and wellbeing strategies through a portfolio-wide approach. Significantly, it opens up new opportunities to partner with government, investors and the private sector who are increasingly prioritizing ESG factors in their investment and occupancy strategies.

"JLL constantly supported us in the entire journey to focus on the wellness concepts designed by International WELL Building Institute. The team also worked with specialists at IWBI to develop solutions accounting for specific local conditions during this first year journey on the WELL Portfolio program."

Rajan M. G.
Head of Operations,
Embassy REIT



Hybrid working takes shape

The pandemic has accelerated the move to a more hybrid workplace – one that allows employees to be more productive while being their best selves, from just about anywhere.

It's not a trend. It's here to stay. And with record numbers of employees looking for new jobs or leaving their positions without new ones, organizations must more closely consider the needs of employees to improve their overall experience and attract and retain talent.

To address these needs, JLL is looking to improve the employee experience beyond the traditional, pre-pandemic office environment. Experience/Anywhere is an innovative solution to help organizations support employees, no matter where they work. It consists of the Hub and a Program Manager.

The Hub, a subscription-based website, provides easy access to resources, tools and events that help employees to be more productive. Wellbeing on-demand sessions and live classes address workers' holistic wellness – physical, mental and social. The Program Manager communicates with employees to drive awareness of these resources, promotes participation in wellness challenges, and engages the employee community.

JLL's leadership believed so strongly in Experience/Anywhere that they gave approximately 1,400 U.S. employees who can work flexibly the opportunity to participate in a pilot program. Using the Hub, employees could purchase discounted commercial-grade home office furniture, enroll in subsidized meal delivery services, access online ergonomics training and assessments, and access content to support their physical and mental wellbeing.

We hosted twice-weekly live fitness classes and curated a robust list of live events including a class on retirement planning, the science of happiness, virtual art gallery tour, and a workshop on finding your career passion to support employees' social wellbeing needs.

Participants could choose to receive wellness breaks on their calendars during a time that works best for them. These wellness breaks were scheduled for employees and contained a link to short on-demand activities they could complete in 20 minutes or less.

The Program Manager also launched wellness challenges, encouraging participation by engaging with pilot participants using reminders, internal social channels and occasionally offering giveaways.

Following the 90-day pilot, employees reported reduced risk of ergonomics injuries, increased engagement, improved work-life balance, and enhanced wellbeing – which all add up to a better overall experience. Some highlights include:

- 55% reduction in ergonomic injuries for employees with medium / high risk of injury;
- 58% of employees participated in guided wellness breaks; and
- 68% of employees agreed that access to the Hub shows that JLL cares about their wellbeing.

The findings illustrate how a minimal investment can have a big impact on employees' lives, and deliver noticeable productivity and cost savings. These include incremental gains of more than \$27,000 in labor productivity, and the avoidance of more than \$266,500 in lost hours due to ergonomics injuries among pilot participants. Additional pilots have been launched in India and Australia following these impressive results.

Employee wellbeing

With the prolonged pandemic, employee wellbeing has become ever more important. It is our belief that employee wellbeing is what ultimately fuels our collective performance, innovative thinking and business results. JLL's wellbeing strategy is to support employees across four pillars: mental wellbeing, physical wellbeing, financial wellbeing and inclusion in the workplace.

We provide employees with a comprehensive range of voluntary health promotion services and programs that vary by region. They include health rewards programs, access to mental health programs, programs for children and family members, as well as additional JLL-funded health spending accounts and employee discounts for health providers such as gyms and daycare providers amongst others. This is all facilitated through JLL's online benefits platform, allowing employees to search and find services and programs that fit their needs.

During the year, our Wellbeing hub attracted more than 27,000 unique users, more than double the number in 2020 (11,000). The hub is available in 15 languages and houses content focused on each of our wellbeing pillars, training and webinars, links to country-specific employee assistance programs and resources for caregivers and working parents. Overall, the site has received approximately 177,000 visits since its launch. Additionally, more than 10,000 unique users have accessed wellbeing content on MyLearning (see page 68).

Wellbeing received an average score of 76 out of 100 in our 2021 People Survey, down slightly from 79 in 2020.

We have continued to reinforce the message that flexible working is an important aspect of a healthy workplace and there is no "one size fits all" when it comes to a workday. 'Flex for your Day' has been

progressively rolled out across our regions. It encourages employees to define their flexibility needs with their managers in order to maintain and achieve their personal goals, while also meeting the needs of their clients and teams. We have also implemented wellbeing training for managers to better equip them with the skills and knowledge to support our employees.

Safety continued to be a top priority to ensure employees' health and wellbeing during the pandemic. In returning to the office, we established – both for ourselves and our clients – robust guides for safety protocols. Regular communications to employees about evolving health, safety and regulatory guidelines was a key area of focus during 2021 to reduce transmission risks from COVID-19.

Case study

A visible mark of confidence for RBC

As organizations across Canada grappled with the continuing impact of COVID-19 during much of 2021, many were already preparing for a post-pandemic world. Our client, Royal Bank of Canada (RBC), was looking for a solution that put wellbeing at the forefront of its return-to-work strategy to install confidence among its workforce, customers and visitors.

Recognizing this need, and the opportunity to demonstrate leadership in the development of global standards, JLL partnered with the WELL Health-Safety Rating to help real estate owners and occupiers protect the health and wellbeing of building users. Informed by the WELL Building Standard and the IWBI Task Force on COVID-19 and Other Respiratory Infections, the WELL Health-Safety Rating maps out 22 criteria across six intervention areas. Organizations which meet the required standard

receive a WELL Health-Safety seal, which proves an independent endorsement that they have taken the measures deemed necessary to mitigate the spread of COVID-19, and ensure overall occupant health and wellbeing.

RBC and JLL put together a team of WELL program managers to work through the certification process, successfully completing the requirements for cleaning and sanitization procedures, emergency preparedness and air and water quality management. Within five months, the WELL Health-Safety certifications were achieved across 11 major office locations in the Toronto region covering approximately 3.5 million sq. ft. The remaining portfolio of more than 1,370 locations is due to be certified during 2022.



Responsible procurement

JLL manages an annual procurement spend of approximately \$10 billion in support of our corporate operations and on behalf of our clients. By far the greatest volume of our supply chain spend is directed towards the property and facilities management and project and development services we provide to clients globally.

In these instances, we take on responsibility for all procurement activities that fall within our contractual obligations on behalf of clients, from supplier identification, to sourcing and ongoing management of supplier relationships.

Our five largest categories of goods and services procured are shown below.



Janitorial



Engineering



Construction



Security



Food service and hospitality

Our sourcing strategy seeks to ensure the appropriate management and mitigation of supply chain risks that are common to the corporate real estate and facility management sector. These risks include a broad range of environmental, social and governance risk factors including health and safety, diversity and inclusion, governance, labor practices and the environment. The extent of these risks is influenced by the type of product or service procured, supplier location, the maturity of a supplier's own sustainability program, and the presence of complex multi-tiered supply chains.

We also recognize that we have a strategic opportunity to use our scale to implement processes and policies that promote more sustainable, inclusive and ethical alternatives and share best practice among our clients and partners.

To this end, our approach is guided by JLL's Global Sustainable Sourcing and Procurement Policy ("the Policy") and Sustainable Procurement Framework. The policy, alongside our Vendor Code of Conduct, outlines our commitment to incorporate ESG procurement into our value proposition to clients in alignment with our sustainability targets – including our net-zero carbon commitment.

Supplier diversity

JLL is committed to advancing diversity and inclusion in our supply chain. Our mission is to enable global supply chain innovation and competition by building relationships with diverse suppliers and implementing strategies to maximize their development and business opportunities.

For more on our approach and performance, see Inclusive places, page 67.

Reducing modern slavery risks

Similar to our peers across the corporate real estate and facility management industry, our largest categories all potentially have high risk profiles for modern slavery. JLL publishes an annual modern slavery statement, outlining how our organization has progressed initiatives to address and mitigate modern slavery risk across our supply chain.

For more information, see Human and labor rights, page 74.

JLL Global Sustainable Procurement Framework

The JLL Sustainable Procurement Framework provides a road map to strengthen and align our internal policies, procedures, training and engagement with suppliers and clients on sustainable procurement – ensuring the procurement services we offer to clients are globally aligned to best practice.

Sustainable Procurement Framework

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

The Framework guides our business through five levels from ‘Foundations’ to ‘Lead’. As its name implies, Foundations ensures we have laid the groundwork on which to build a strong program. It includes training, policies, identifying top impacts and supplier engagement programs.

As we progress through the five levels, the Framework provides a toolkit to strengthen and formalize our approach to sustainability throughout our supply chain, increasing expectations in our contracts and working with our key suppliers to set shared targets and KPIs that drive meaningful improvements.

By the end of 2021, we had achieved Level 1 in the Americas, Level 2 in APAC and Level 3 in EMEA, and we are on track to meet our target for all JLL regions to reach Level 3 by end of 2023.

People

Strong governance and leadership are fundamental building blocks for an effective ESG sourcing program. In 2021, we strengthened our team structure, appointing a Global Head of ESG Procurement, with resources across all three regions to provide a consistent global approach with sufficient flexibility to adapt to local priorities.

Ensuring our teams have the necessary skills to deliver the Framework has also been a priority for us. Building on initial training around the Framework – as well as training on topics such as supplier diversity and modern slavery (see page 74) – we prioritized our sustainability procurement e-learning module “Adding Value Through Sustainability: Sourcing and Procurement.” This was completed by Sourcing and Procurement colleagues during the year. The training links the Sourcing and Procurement team’s work to JLL’s global strategy and focuses on region specific supply chain impacts and key areas. The goal is to provide more tools and contacts for our Sourcing and Procurement team’s across the regions.

Policy, strategy and communications

JLL’s Global Sustainable Procurement Policy is endorsed by our senior leadership and shared with our suppliers as required. Applicable to both our direct and indirect suppliers, the policy sets out how we expect suppliers to contribute to our

sustainability program, support client sustainability goals, meet legislative requirements, and improve their performance over time.

The Policy was designed following a detailed spend analysis to better understand our biggest impact and opportunity areas - accounting for different sustainability impacts, opportunities and priorities, legislative and regulatory requirements, organizational governance and implementation. From this process we identified a set of core sustainability objectives to be applied consistently across our global supply chains:

- A culture of health, safety and wellbeing;
- Fair and living wage compliance;
- Eliminating modern slavery (see page 74);
- Diversity and inclusion (see page 63);
- Reducing our carbon footprint;
- Climate and business resilience;
- Resource efficiency and supporting the circular economy;
- Support for local economies through employment opportunities and skills development;
- Strong principles of ethics and integrity; and
- Understanding the sustainability goals and priorities of our clients and delivering goods and services to support their achievement.

Procurement process

Supply chain management, due diligence, and compliance throughout our procurement lifecycle

As a matter of course, we require all our suppliers, whether they provide services only to JLL, or for our clients through JLL, to embrace the practices and standards described in our Vendor Code of Conduct, which reflects JLL’s Code of Business Ethics. Our Vendor Code of Conduct applies to our suppliers as well as our suppliers’ suppliers.

The Code sets out our minimum expectations for suppliers – relating to business practices and regulatory

compliance, ethics, health and safety, employment and broader sustainability practices relating to environmental and social impacts. Additional business-critical sustainability risks are covered in our Global Health, Safety and Environment Policy and our Global Sustainable Sourcing and Procurement Policy.

We apply a risk-based approach to monitor suppliers’ compliance with our Code and Policy throughout evaluation, qualification and ongoing relationship management. JLL’s vendor due diligence procedures (described in detail in our Vendor Due Diligence Guide) require all potential suppliers to meet JLL’s basic eligibility requirements and submit information via a prequalification questionnaire which includes acceptance of JLL’s Vendor Code of Conduct, Responsible Business Code of Conduct and Sustainable Sourcing and Procurement Policy.

Successful registration triggers an initial risk assessment which considers risks relating to category, supplier size, geographic location and scope of work. We run extra checks for suppliers in high-risk categories, and where the client requires additional screening.

Once past the screening process, we address any compliance issues directly with the supplier. An onboarding program for newly approved suppliers targets all areas of our core sustainability objectives, and ensures suppliers comply with our Global Sustainable Sourcing & Procurement Policy and Vendor Code of Conduct. As requested by suppliers, JLL may provide training for suppliers regarding contractual obligations, ethics, environmental, health and safety procedures, or other specific requirements such as training on modern slavery.

We manage supplier compliance over the contract lifecycle through our relationship and performance management tools, focusing on high-risk suppliers or those with greater exposure to our clients. Risks are monitored via JLL’s supply chain management software, as well as third-party prequalification platforms for most suppliers where applicable. Our global risk tracking platform also informs us of evolving risks depending on local socio-economical or political events.

When risks are flagged in our tool, the risk mitigation is overseen by the key relationship manager. If a supplier is non-compliant, they are then given the opportunity to rectify the issue before we place them on an improvement plan or apply other sanctions. In egregious or persistent breaches, we have the right to terminate the contract.

Finally, we maintain the ability to audit suppliers for contractual and legal compliance at any time over the life of our relationship with them. Depending on the circumstances and type of inquiry, we may use internal resources or external audit firms.

Our suppliers, their employees and their representatives can also raise any concerns regarding non-compliance with the Vendor Code of Conduct, or other instances of misconduct, through our whistleblower service (explained on page 79) without being subject to victimization, harassment or discriminatory treatment.

Sustainability embedded in our sourcing process

Sustainability criteria represent a core element of our tendering process and value proposition to clients. We evaluate suppliers based on a total value assessment that includes an analysis of how they manage our priority sustainability issues in major categories or where client requirements dictate. We favor suppliers who have embedded sustainability into their business activities and their own supply chain.

All JLL contract templates include standard clauses relating to sustainability. These require our suppliers to confirm they have read our Vendor Code of Conduct which outlines JLL's behavioral expectations, including basic sustainability standards. Moreover, JLL reinforces

the necessity for our suppliers to conduct business ethically, respect and protect human rights, and to seek to minimize adverse effects on the community, environment and natural resources in their daily operations.

Some of our clients may use their own contract templates in their agreements with the suppliers that we manage on their behalf. In these instances, we work with clients to share best practice and align our initiatives and when there is an interest, we include sustainability-related clauses going forward.

Supplier engagement

Ongoing engagement on sustainability is guided by product category and the strength of our relationship with individual suppliers. We work with a number of strategic and preferred partners to whom we refer as our key suppliers. We partner with them to align our corporate goals and regularly track their performance against agreed sustainability key performance indicators. For non-key suppliers, we share recommendations and best practice, and provide advice and guidance on how to improve their sustainability performance through our category management teams.

As we progress along our Framework, we will increase our engagement with suppliers to ensure they comply with our Global Sustainable Sourcing and Procurement Policy. Supporting key suppliers to improve performance through agreed objectives, knowledge sharing and training, and putting in place clear and transparent supplier requirements are all part of our approach.

In 2021, for example, we conducted a detailed spend review of our procurement categories across the

APAC region, analyzing where we saw the greatest sustainability risks in our supplier pool, and identifying at least five key suppliers with heightened risk factors. We ensured these suppliers were engaged and were made aware of our priorities related to sustainability procurement and how they could reduce their risk profile.

During 2021, we have also continued to expand and deepen our engagement with our suppliers more broadly. Building on the success of our first Supplier Sustainability Council held in 2020, we organized Council meetings across our regions to share information on the Framework, priorities and expectations, and importantly, opportunities to collaborate to develop a joint roadmap with key suppliers.

Measurement

Measuring our progress and the tangible sustainability benefits that we deliver for our clients will be critical. We already conduct a regular assessment of our progress against the five Framework levels, reviewing the status of each region and developing action plans to meet all areas within our targeted timeframes.

Secondly, our Sourcing and Procurement team works closely with our client account teams to incorporate sustainability into our procurement value proposition, and tailor key performance indicators that align with clients' sustainability objectives. Our priorities over the coming year will be to improve reporting against these KPIs to track the value we offer clients more accurately, and integrate them into our contract management tools to ensure suppliers' compliance.

Spotlight

Interview with Juud Tempelman

Global Chief
Procurement Officer



Tell us about your role.

I am responsible for JLL's multi-billion-dollar corporate procurement and client sourcing spend – working with an extensive network of local, regional and global suppliers. I have a team of over 900 Sourcing and Procurement professionals focused on driving value, innovation and sustainability through all of JLL's sourcing activities - delivering commercial impact and world-class service to JLL's clients and businesses.

How does JLL's procurement strategy support our sustainability objectives?

Our Sourcing and Procurement strategy is focused on four pillars: driving commercial impact, managing our supply chain for a better world, being the partners of choice and being connected and smart.

Our team is a crucial enabler for JLL to deliver its sustainability objectives. We do this by driving ESG impact across the main categories of goods and services we offer and improving our supply chain sustainability credentials by developing the most sustainable products for our clients.

We are also dedicated to increasing supplier diversity spend, improving sustainability reporting, and enhancing ESG awareness across our teams so that sustainability is embedded into all aspects of our operations.

What have your priorities been since taking up your Global Chief Procurement Officer role?

My main objective has been to transform our Sourcing and Procurement function to better leverage our size and scale and develop strategic partnerships to help deliver a world-class service and drive our strong ESG agenda. As part of this work, we are focused on:

- Making a real impact for our clients by increasing diverse supplier spend, creating a unified approach to delivering green scopes, and measuring environmental impacts in the supply chain;
- Improving client service and value by offering specialist-led sourcing services across accounts; and
- Investing in leading-edge technology and data capabilities to streamline operations, increase productivity and experience to become a partner of choice.

Delivering across these priorities will enable us to use our economies of scale to reduce costs and improve efficiency, while optimizing supplier performance to create long-term value for our clients and JLL, while driving real positive change in the ESG space.



Inclusive places



Inclusive places for thriving communities

We provide fair and inclusive places that create positive social impact and equal opportunities.

At JLL we foster a culture where diverse talent can flourish, and where employees, regardless of their background, identity or circumstance should feel valued, accepted and supported to succeed at work. Together, these are critical factors that support talent attraction, innovation and performance.

An inclusive workplace is built on the premise that employees feel their voices are heard, and are engaged in our shared purpose. Providing competitive rewards and recognition that deliver on our employees' ambitions, coupled with opportunities to help our people grow in their jobs and progress their careers all contribute to a motivated and engaged workforce.

Our commitment to promoting equal opportunities and creating a positive social impact extends to our supply chain. Here we seek to build relationships with diverse suppliers and implement strategies that maximize their development and business opportunities.

It also extends to the communities around us, where we aim to increase our positive impact by forging charitable partnerships and giving our people the opportunity to contribute to the causes that mean the most to them. We encourage our employees to get involved by leveraging their core skills, volunteering and fundraising to support those most in need.

Performance against targets

Issue	Target	Status
Inclusive places	Increase completion of the recommended global onboarding sustainability essentials training beyond 50%	●
	Achieve a best-in-class inclusion score of 79 by 2023	●
	Achieve female representation at senior levels (Management and Leadership bands) of 40% by 2025	●
	Donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis	●
	Align 75% of community activities to JLL's six priority Sustainable Development Goals by end of 2022	●
	Increase employee time in the community to 20,000 days by end of 2023	●

● Red – Behind the stated target ● Amber – On track to complete ● Green – Completed the stated target ● Black – Stated target not achieved



Diversity, equity and inclusion

Diversity, Equity and Inclusion (DEI) have always been important to our people, clients, partners and communities. At JLL, we see DEI as a strategic imperative for the way we do business. Powerful social movements and heightened awareness of the racial and social inequities around the world have served as catalysts to deepen our commitment at every level of our organization to our DEI efforts.

We succeed through inclusion and celebrate the characteristics that make us unique. This includes ability, education, generation, industry experience and thinking style,

along with gender, ethnicity, religion and sexual orientation.

The JLL Code of Business Ethics formalizes our commitment to respect the differences of our people and to encourage diversity within our organization. It makes clear that abusive, harassing or offensive conduct, whether verbal, physical or visual, is unacceptable, and encourages and empowers employees to report harassment or threatening behavior.

Our global DEI strategy is a progressive journey, and our success is contingent on

the unwavering commitment of JLL people throughout the company. We take a leader-led approach, promoting action on a global, regional and local scale with responsibility shared among executive leadership, the global DEI team and Human Resources.

Our Global Head of DEI oversees a DEI team which is responsible for managing our strategy and communicating it across the organization. The team includes representatives from each region who help to determine local actions that meet the needs of the specific countries, while contributing to our company-wide targets.

Spotlight

Interview with Nashunda Williams

Head of Diversity,
Equity and Inclusion



Tell us about your role

As the global Head of Diversity, Equity and Inclusion (DEI), I am responsible for ensuring JLL is a place of belonging for all employees. This includes implementing a global DEI strategy, and fostering a culture of inclusion throughout JLL. We know DEI is important to our employees, as well as to our clients, partners and stakeholders, so it is something we are acting on in every corner of our organization.

What are JLL's priorities regarding diversity and inclusion?

JLL's priorities center around representation, inclusion, and fostering an environment of innovation where everyone has a voice. We have a steadfast commitment to a more diverse and inclusive future, by holding ourselves accountable, setting bold goals and taking comprehensive action. This includes work such as compensation reviews, representation targets, and listening sessions with our employees on topics that foster a sense of belonging.

What are your ambitions for JLL's diversity and inclusion strategy?

My desire is to create a compelling vision that connects all of the DEI work to a larger purpose to enhance our existing efforts. The strategy will provide transparency into what areas within DEI we will prioritize as a firm. We are currently focused on accelerating a culture of DEI, which is core to our purpose of shaping the future of real estate for a better world. We are proud of our success at JLL, and even more excited about aligning to an overall strategy that includes our workforce, workplace, marketplace, community, and suppliers.

Increasing representation in our workforce

We are intent on embedding diversity, equity and inclusion as a core part of our business practices, in every step of our business cycle, from recruiting and onboarding, to proactively identifying and preparing a diverse pipeline of future leaders.

Two areas that we continued to focus on in 2021 include leadership development opportunities (specifically for high-potential women, Black and Latino/Latina professionals) and providing unconscious bias and microaggressions training for employees as part of the JLL inclusive behaviors program.

In the U.S., we launched the Latino Empowerment Resource Network (LERN) and virtually hosted our inaugural summit for our top Latino talent. We also held our second annual Black Excellence Summit (BEST) for our top Black talent. In total, we support nine Business Resource Groups (BRG) in the Americas, eight in EMEA and seven in APAC (along with 11 country and regional DEI groups). The groups offer professional development, training and networking opportunities for employees with shared backgrounds, experiences, aspirations and goals.

Some examples of other BRGs include:

- Parent and Caregivers Experience (PACE) provides a supportive platform for employees to navigate career development goals alongside caregiving needs (a challenge that was especially relevant during the pandemic);
- Race for Change in the UK advocates for ethnically underrepresented colleagues and provides career support;
- GenAll: Intergenerational Business Network's mission is to bring various generations at JLL together to improve how employees communicate, boost recruitment and retention, leverage technology and enhance career development;

- Disability Empowerment Network (DEN) is focused on driving opportunity, equity and inclusion in the workplace and in our communities for people with disabilities; and

- Building Pride aims to create a secure, respectful and accepting environment for everyone at JLL, regardless of their sexual orientations and gender identities, and their allies. There are 20 Building Pride chapters across our global operations.

We operate apprenticeship programs to boost recruitment of employees from backgrounds that are traditionally underrepresented in real estate, as well as military service members. In the UK, for example, we rolled out a race mentoring program. We saw 80 participants go through the first cycle of this program in 2021, and we will launch a second cycle in 2022.

To complement these efforts, we partner with organizations that encourage and support diverse talent in the real estate sector, including: Hiring our Heroes, Year Up, Changing the Face of Property, Girls in Property and Women in Property. During the year, we expanded on our partnership with the non-profit Best Buddies International to provide job placements at JLL for people with intellectual and developmental disabilities. We have subsequently hired seven Best Buddies members into JLL.

These efforts dovetail with our wider support for external DEI initiatives around the world, including International Women's Day, Black History Month, Juneteenth Celebration, National Coming Out Day, International Day to Combat LGBTI + phobia, International Day Against Homophobia, Biphobia and Transphobia, Diversity and Inclusion Week, Asian American Heritage Month and National Disability Employment Awareness Month.



Awards and recognition

In 2021 JLL received national and international recognition for our work on DEI:

- JLL was included in the Bloomberg Gender Equality Index for the third consecutive year, recognizing our commitment to transparency in gender-data reporting;
- We ranked #1 on Forbes 2021 America's Best Employers for Diversity and have featured on the list two years consecutively. Age, gender equality, ethnicity, physical ability, LGBTQ, and general diversity were considered, along with an index of objective and publicly available diversity KPIs;
- For the seventh consecutive year, JLL earned a perfect score on the Human Rights Campaign Foundation's Corporate Equality Index (CEI), the U.S.'s premier benchmarking survey and report measuring corporate policies and practices related to LGBTQ workplace equality. JLL was designated as a Best Place to Work for LGBTQ Equality;
- In the UK, Stonewall named JLL one of Britain's top 100 LGBT-inclusive employers for the second year running. JLL ranks 59th on the charity's annual list of inclusive employers and is the highest ranked organization within the property, construction and engineering sector. In addition, we are one of only 20 organizations named by Stonewall as a Top Trans Employer;
- Named a Best Place to Work for Disability Inclusion and scored 100% on the Disability Equity Index 2019-2021, an annual benchmark of disability policies and practices among America's leading corporations;
- Rated as a Military Friendly Employer 2017-2022 by Military Friendly;
- Ranked among the top 100 Best Places to Work for Women in India in the Great Place To Work® Survey 2021;
- Won the Impact Award for Leadership in Diversity from the International Facility Management Association (IFMA);
- JLL Hong Kong was awarded the Equal Opportunity Employer Award in the Gender Equality, Equality for Diverse Abilities categories by the Equal Opportunities Commission. The Hong Kong Building Pride BRG was also awarded a Bronze Standard in the Hong Kong LGBT+ Inclusion Index, making us the only real estate firm in Hong Kong to achieve a standard; and
- JLL New Zealand has received the Rainbow Tick certification mark for organizations that complete a Diversity and Inclusion assessment process since 2018. We were the first real estate agency to acquire the Rainbow Tick.

Building Pride in Poland

Recent studies show an increasingly negative attitude towards LGBT+ people in Poland in recent years. This atmosphere creates an extremely challenging reality for non-heteronormative people in the country.

Due to their lived experience, many feel unable to express themselves fully and can face a lack of confidence in bringing their full selves to their workplace.

JLL Poland and the local chapter of our Building Pride employee network have fought hard to raise awareness of LGBT+ issues and to educate employees about the firm's strong commitment to diversity and inclusivity.

Launched in 2017 to coincide with the annual International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), the Building Pride team has grown from strength to strength with the number of activities they promote increasing year on year.

Being an employee-led initiative, JLL Poland's Building Pride team take a

leading role in working to increase the visibility of LGBT+ people and raising awareness of the challenges the LGBT+ community face. This includes celebrating LGBT+ initiatives and events such as Pride Month and National Coming Out Day, to participating in the creation of a film featuring JLL staff from across the globe in support of coming out at work.

Currently, LGBT+ events in Poland take the form of communications campaigns, educational articles, competitions, gadgets, and – in the last National Coming Out Day – a rainbow closet as the main prop.

The team's efforts were officially recognized in 2021 when it was named LGBT+ employee led network of the year at the LGBT+ Diamonds Awards.

The Awards celebrate individuals and organizations that make a real change for LGBT+ people in Poland.

The actions taken by JLL Poland's Building Pride team are helping to position JLL as an industry leader by embracing differences and promoting inclusion. They also serve to reinforce JLL's commitment to being an employer that understands that the success of the organization is down to its people, and that being an LGBT+ person means coming out every single day.



Promoting gender diversity and inclusion

We are committed to greater gender balance in our management, and have set a goal to achieve 40% female representation at our top two management levels by 2025. By the end of 2021, we had achieved a representation rate of 36%, and half of JLL's eight largest countries by revenue (commonly referred to as the J8) – China, India, Germany and the UK – were led by women.

We are pursuing a range of initiatives to support our commitment to advance women in leadership and empower our female leaders to shape the future of JLL. In the U.S., we hosted the 11th JLL Women's Summit. Co-sponsored by JLL's Talent Center of Expertise and our Women's Business Network, the event connected participants with JLL's leadership and provided leadership tools and strategies to advance their careers.

In 2021, our APAC and EMEA regions launched Women in Leadership, a diverse talent development 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 to advance 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, as well as lower attrition rates when compared to the target population.

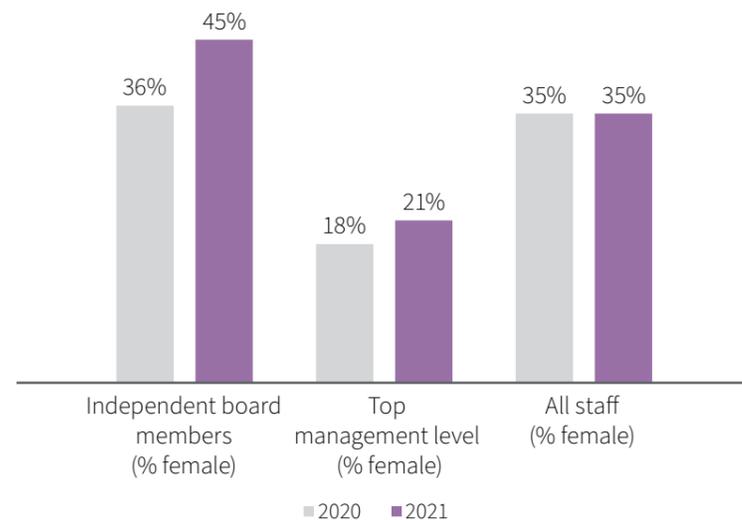
Since 2020, JLL's global [Women Inspire campaign](#) has sought to elevate and showcase inspirational profiles of women employees to engage and inspire their peers, drive our culture of belonging and increase the number of women employees in our Management and Leadership bands.

These efforts are supported by Women's Business Network (WBN) BRGs around the world. This includes 29 chapters in the Americas, three in APAC, our first EMEA WBN chapter that was launched in 2021, and a global Women Transforming Tech resource group. Together they provide a forum for employees to connect, share experiences and resources that support our mission to create a culture of gender partnership and to recruit, develop, retain and empower the best women in the industry.

Externally, we partner with The Mom Project, a digital talent marketplace and community that connects professionally accomplished women with world-class companies. To date, JLL has hired more than 100 people through this partnership. We also sponsor the Commercial Real Estate Women (CREW) Network, a leading commercial real estate organization dedicated to DEI and transforming the industry by advancing women globally.

Other global memberships include the Society of Women Engineers and Women in Manufacturing. We are a long-standing signatory to the United Nations Women's Empowerment Principles, a set of Principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace, and community.

Gender diversity performance



UK Gender Pay Gap reporting

In the UK, we produce an annual gender pay gap report as required by national legislation. The 2021 report is available to download [on our website](#), and in 2022 we will produce our first combined gender and ethnicity pay gap report.

Our pay gaps are largely a result of a lack of representation at senior levels across both gender and ethnicity. We recognize that we have work to do to drive progress towards narrowing our gaps and progressing towards our UK targets and are committed to rethinking our traditional recruitment levels and developing a strong pipeline of talent in order to achieve this.

Supplier diversity

JLL is committed to advancing diversity and inclusion in our supply chain as part of our Sustainable Procurement Policy and Framework (see page 58). We use our scale and influence to foster relationships and provide opportunities that benefit underrepresented businesses and communities and align with our clients' own goals. We do this by working closely with industry organizations and providing a range of financial and non-financial support measures.

We continue to build on our intentional sourcing strategies which are focused on promoting and increasing business opportunities for local, socially-oriented, small and medium businesses, and diverse-owned businesses (based on ethnicity, gender, sexual orientation, disabilities and veteran status as locally appropriate).

In the U.S., JLL has managed a spend of more than \$3 billion over the last three years with certified diverse and small businesses. Our global spend reached \$1.97 billion in 2021 alone, and we have set a target to reach \$2.5 billion by 2025.

We continue to be an active national member and supporter of the following diversity organizations: 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), WeConnect International, Supply Nation, Social Traders, Minority Supplier Development UK (MSDUK) and the European LGBTIQ Chamber of Commerce (EGLCC).

More than 300 participants attended our fourth annual Supplier Diversity Executive Summit in 2021. Attendees were invited to share and learn best practices for creating diverse supplier programs, discuss the importance of intentionality in driving successful outcomes, and hear about trends in the commercial real estate industry.

Select direct suppliers are encouraged to drive their own initiatives and programs to support inclusion and utilization of diverse-owned businesses, furthering JLL's commitment to grow and develop diverse businesses in the Tier 2 supply chain.

JLL Australia focuses on working with Indigenous Australian-owned, women-owned, social enterprises and small businesses. These relationships are supported through

our partnerships with external organizations including Supply Nation (Australia's leading organization certifying Indigenous companies), Social Traders (a supplier diversity certification organization specializing in Australian social enterprises) and Evolve FM (a majority Indigenous owned joint venture between Pacific Services Group Holdings and JLL that delivers facility and property services to the federal government.). In 2021, JLL Australia spent over \$233 million with diverse vendors.

Recognizing our efforts, JLL received two awards at Supply Nation's Connect 2021 Supplier Diversity Awards, Australia. They included the Outstanding Impact Award which recognizes organizations that have made an outstanding impact on supplier diversity and/or the growth of the Indigenous business sector, and the Corporate Member of the Year Award which recognizes companies that have demonstrated exceptional commitment and leadership and driven significant growth in supplier diversity.

In APAC, we also work closely with the Indian MSME Agency and the Japanese Small and Medium Enterprise Agency to identify micro, small and medium vendors to ensure we remain compliant to regulations designed to benefit these businesses in Japan and India.

Spotlight

Interview with Mencía Barreiros

Chief Marketing Officer, EMEA



Tell us about your role

My main role is to develop and lead a team that drives measurable business impact by telling the story of how JLL is shaping the future of real estate for a better world. Marketing has huge capacity to influence and to motivate our people, our clients and our communities – and this comes with huge responsibility in terms of continually demonstrating our values and ensuring our purpose is at the heart of all of our activities. It's what differentiates us in the market, drives profitable growth and fuels a thriving culture across the business.

What is the relationship between JLL's marketing strategy and sustainability objectives?

There's undoubtedly growing demand for more sustainable real estate that we're well placed to deliver on. We have in-house experts who can provide end-to-end services, as well as all the experience gained through our own ongoing journey to net-zero. This enables us to be a leader in sustainable real estate, helping clients and the wider business world understand why they need to take action and showcasing how we can support them in tackling the challenges they face.

Our work with clients shows how we're delivering a return on sustainability that goes beyond financial benefits to include the environmental and the social. What's

more, it gives our audience a more holistic experience of our brand and demonstrates how we bring our purpose to life.

Internally, our growing focus on sustainability is also changing how we measure our marketing activities. Nowadays, we're looking beyond standard short-term KPIs and focusing on improvements to our long-term sustainability objectives.

How do you see JLL's marketing strategy developing over the next 12 months and beyond with respect to sustainability?

Sustainability is no longer a standalone topic; it's an integrated part of all our programs and campaigns, and that's set to strengthen in the coming year. We're aiming to give greater visibility to our ESG services, and make sure all teams across JLL understand how these work and the benefits they deliver.

We know our clients and the wider business community have many questions about how to deliver a net-zero carbon world, create healthy and inclusive spaces, and measure and report on their progress. Our marketing activities, whether webinars, thought leadership or in-person events, will be geared to turning talk into action – stay tuned for what we have coming up in your region!



Employee engagement

2021 was another challenging year for our employees as the evolving pandemic continued to stretch the way we work, deliver and communicate as an organization. Given this backdrop, it is critical that we foster an inclusive workplace that listens to our employees, understands how they are feeling and coping, and identifies any pressing needs.

Monitoring engagement during the last few years has been vital, and the JLL employee survey is our primary tool to achieve this. We conducted two confidential, all-employee engagement surveys in 2021. With record participation, we achieved an employee engagement score of 78 in the latter survey, bringing us close to the benchmark level.

The survey provides invaluable insights, gauging how well employees understand and view our evolving business strategy, our corporate purpose and commitments. It enables us to support our employees with the

re-entry process as we emerge from the pandemic and identify pockets of the organization that may be struggling. The insights from these surveys have driven core actions in diversity and inclusion, wellbeing, safety and career development.

A description of our main employee communication tools, and feedback received is available in Annex H of this report (see page [116](#)).

Embedding a performance culture: reward and recognition

JLL utilizes 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.

Recognition is a key lever for employee retention and engagement, and we provide rewards and recognition that deliver on our employees' ambitions and reinforce our performance culture.

Going Beyond, our digital recognition platform, allows employees to say "thank you" to 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. Separate programs exist for employees in LaSalle and employees on specific client accounts. We aim to expand the program to include monetary rewards in 2022.

Annual performance reviews provide an opportunity for managers and their direct reports to identify and agree performance and career development goals. Employees are encouraged to review these regularly throughout the year during 'quality conversations' with their line managers. For the year-end performance and annual review, 96% of eligible employee's performance was rated on our platform and calibrated by their manager and HR teams.

Pay equity is an important topic for us and for our industry. As part of our

commitment to equity and ethics, we conduct regular compensation and promotion reviews to help ensure that our employees are treated fairly, regardless of their gender or race, ethnicity, religion or sexual orientation. In the UK, we provide a combined Gender and Ethnicity Pay Gap Report that will be available to download from our website (see also page [66](#)).

Developing our talent

Our global learning framework supports our vision to build extraordinary careers and exceptional leaders, and to empower every individual to reach their full potential and play their part in shaping JLL's future.

The Global Learning and Leadership Development team accelerated JLL's learning culture during 2021, delivering a global offer of best-in-class content, revamping our learning processes and developing cutting-edge learning analytics.

In 2021 we launched our new learning platform, MyLearning, to provide a modern, more user-friendly learning experience, reaching 86,000 employees. The platform provides access to a library of 25,000 courses tailored to individual employees' career goals and job profiles. Highlights from the year include:

- On average, employees spent 12.9 hours in instructor-led and on-demand learning sessions in 2021 (up by 3.9 hours from 2020);
- Nearly 100% of employees with access to our online learning took a course, totaling 1.1 million completed courses, 704,000 training hours, and more than 86,000 unique learners;
- We revitalized our Real Leadership offerings, which upskill critical leadership capabilities covering leading self, leading others and leading leaders, with a focus on wellbeing and diversity. This program delivered more than 25,000 classes and over 2,900 4 to 5-star ratings;

- Our investment in JLL Virtual Learning continued, with more than 35,000 employees accessing training in seven languages; and
- We launched our new OneJLL podcast series, reaching audiences in new ways.

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. They are supported by a recruitment redeployment team and associated procedures to help employees who may lose their roles find other positions internally. Last year, 41% of all positions (and 21% of open positions) were filled internally. As we progress, filling roles with internal talent will become an even bigger focus to support our career development and talent retentions goals.

Community engagement

Harnessing the power of our people

JLL seeks to create inclusive places for thriving communities around us. While our business depends on these communities, our employees also form a key part of them, contributing by living their lives – through their values and actions. We want to amplify their impact by encouraging and enabling them to contribute also during their working time – by providing hands on deck, raising funds, educating and sharing their skills.

For us, supporting our communities is self-evident. Not only do we depend on the diverse talent our communities produce and the secure business environment they create; the act of engaging with our communities itself brings value to us in the form of boosted productivity, increased employee engagement, and helps us to be an employer of interest through shared value.

At JLL we have seen this in action and support our employees as they work to mobilize their talents or real estate expertise through voluntary work, donations, supervising work experience placements with a social purpose or a job rotation at a charitable organization. Whether by donating meals to at-risk populations or teaching students about the benefit of sustainable development, our people are focused on and committed to supporting their communities wherever possible.

Our approach to community engagement

Our community efforts are purposely decentralized and carried out a local level. This allows for flexibility and agility in the way we engage communities by giving our local operations the autonomy to tackle the issues that they see as priorities and reflects the wishes and interests of our employees. We will continue to support this approach going forward, while also encouraging our local markets to align their efforts with the three issue areas that underpin our sustainability program, and our six priority Sustainable Development Goals.

Given our decentralized approach, our aim is to ensure that every JLL country, and LaSalle, have the same foundations when it comes to community engagement – namely, that

every country has governance in place for organizing activities and charity partnerships, as well as a platform to engage staff, host events and log their contributions around communities activities.

Core to our governance is the network of Communities Leads and contacts in our largest JLL countries – in 2021 the network covered 22 countries. All JLL countries and LaSalle also participate in an annual reporting process to ensure we regularly track and measure our communities efforts. We began sourcing for a global communities platform in 2021 and aim to roll it out in 2022. It will drive global consistency in employees’ chances to participate and give back to our communities.

While communities activities are carried out at country level, we will increasingly drive policy and governance through the global business lines and corporate functions – in line with the wider sustainability program.

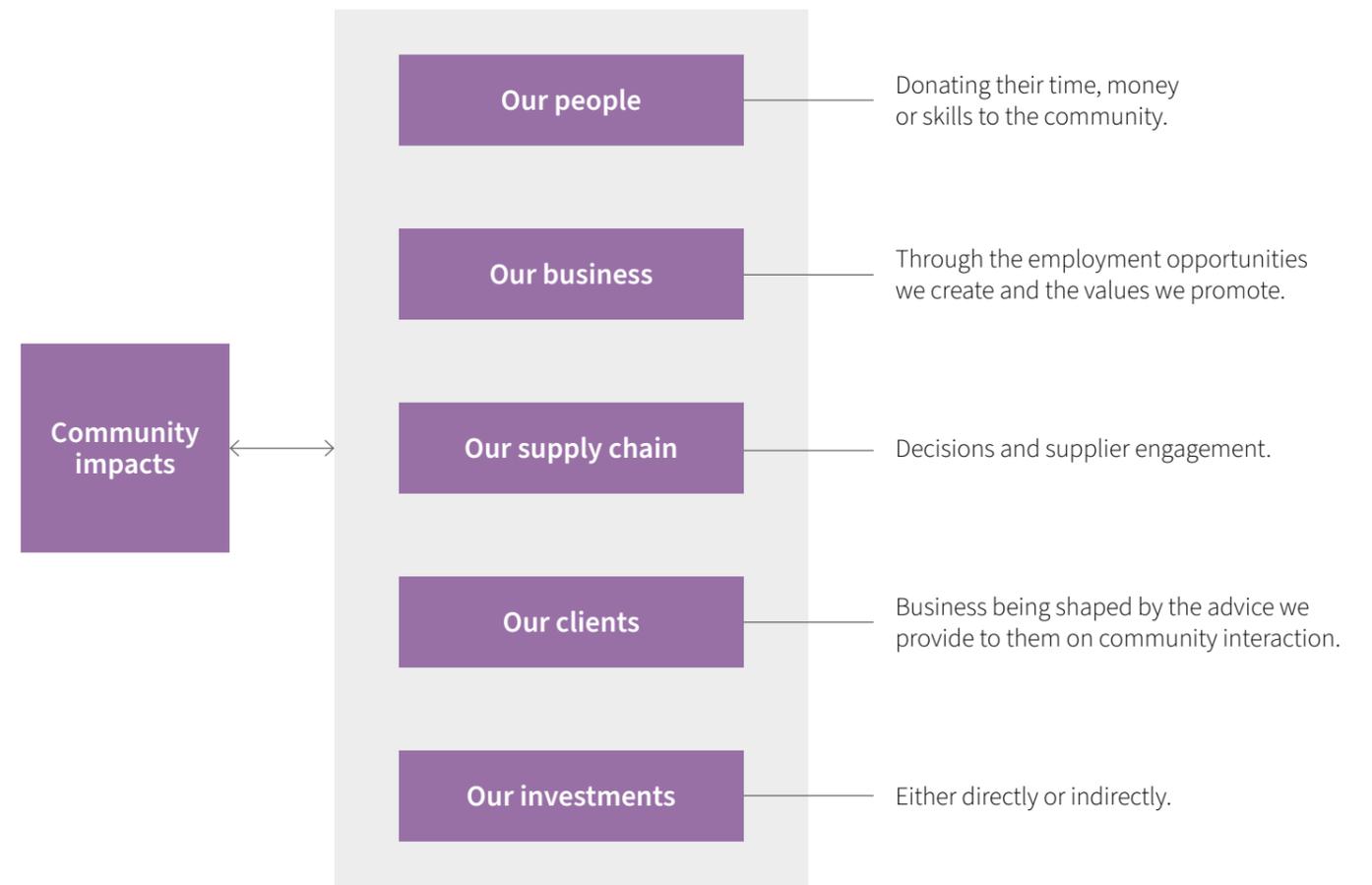
How we impact our communities

JLL wants to provide fair and inclusive places that create positive social impact and equal opportunities.

Given the size and reach of our organization, our business activities have a continuous impact on our communities. Our communities program concentrates on creating impact through our people, but we recognize our communities impacts also depend on our wider business policy.

We operate in communities that are in various stages of development, varyingly sensitive, and have different vulnerable groups in their societal structure. The real estate sector can bring amazing positive impacts to a community, but inarguably, like with any business, its impacts can also be negative for some. Acknowledging this, we have begun to investigate how we could mitigate these negative impacts through our communities program and enable our wider principles of driving change through our client solutions and advocating for a better real estate sector to amplify our positive communities impact.

Five factors that impact our community



JLL Foundation

In 2022, JLL established JLL Foundation, a charitable organization focused on supporting early-stage innovation in the battle against climate change. As climate change is an existential threat for some of our communities and a significant challenge for others, setting up a climate charity is a new way for us to extend JLL’s communities program and link it with Climate action, one of our wider key issue areas. We are excited to see how JLL Foundation can contribute to a less threatening future for our communities. See page [37](#) for more information.

Sustainable and inclusive dining

For more than 20 years, non-profit association CRESCER has been on a mission to improve the lives of people living in extreme poverty, homeless people and refugees in Lisbon.

Determined to tackle the social and economic barriers these groups face, CRESCER invented É UMA MESA ('IT'S A TABLE'), a casual fine dining restaurant concept to provide training and employment opportunities for marginalized and vulnerable people.

From our first contact with CRESCER in 2020, we were immediately invested in their cause and wanted to make a difference. And in 2021, Tétris accepted the challenge from our local JLL team in Portugal to design the second É UMA MESA restaurant.

Early in the process, we asked ourselves, what were the two main reasons we would go back to a restaurant? The answers were clear: the creativity of the menu and the quality of the food, but also the experience of the space and the feel of the interior design. We felt strongly that the space had to reflect the comfort, textures, colors and even the flavors of Mediterranean cuisine while linking all the elements in a sustainable way.

Guided by the Tétris Sustainability Code, the the Tétris team donated nearly 2,500 hours of time to transform the existing space into an attractive, comfortable and fun destination with sustainability at its heart. The completed restaurant makes ample use of local materials and natural elements like wood floorings, cork and wool coverings to enhance acoustic and thermal comfort, while integrating biophilic design elements.

“My involvement started out as professional, but over time I became personally involved in this inspiring project. It was amazing to get to know the company, to know what it stands for and, most importantly, to witness CRESCER’s impact on local communities.”

Inês Cabrita
Head of Design, Tétris Portugal

Beyond design, JLL Portugal and Tétris contributed to the project through a financial endowment on behalf of its clients and raised funds to finance the work on the restaurant. Tétris, supply chain partners and subcontractors additionally donated €22,700 to the project. Tétris was also able to make a significant donation of materials for the refurbishment through several suppliers who work with us on a daily basis.

The restaurant’s impact goes much further. Located in a peripheral area of the city, É UMA MESA will boost social cohesion and provide economic benefits to the local community, while improving the lives of many for the better. The restaurant will train approximately 75 socially and economically disadvantaged people a year. Participants will benefit from relationship, social and technical training, job placements and receive psychological support to equip them with the skills, self-confidence and resilience to enter the labor market.

CRESCER has received one major award for the project : a silver prize from the European Federation of National Organizations Working with the Homeless (FEANTSA) which recognizes projects that promote social inclusion and equal opportunities. Not only has it won a major award, but top TV show The Fixers lent a hand. Click [here](#) to play the episode.

“The work developed by the Tétris team will have an impact on a community where thousands of vulnerable people live, for an association that fights daily to improve of the lives of one of the most vulnerable groups of our society, the homeless.”

Américo Nave
Executive Director of Crescer

Measuring our contributions and impact

We are becoming more sophisticated in tracking our community efforts globally. In part, this is driven by our adherence to the Business for Societal Impact (B4SI) framework, which is the global standard for managing and measuring a company's social impact. This measurement framework helps ensure organizations like JLL are taking a robust and credible approach to community investment.

JLL uses the B4SI framework to inform our communities strategy and to provide a benchmark for our performance in this area. We currently measure our inputs and outputs – metrics such as cash contributions, in-kind donations, employee time, payroll giving and beneficiaries reached.

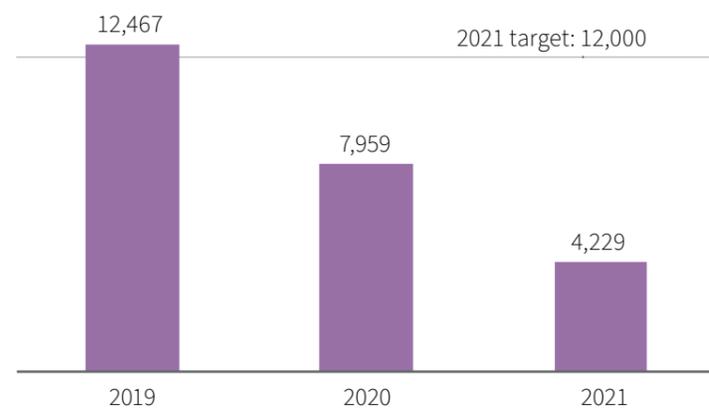
We are working to transition to a more impact-focused communities program, and B4SI provides a great framework for advancing these efforts. Our focus on impact will help us better understand the change we bring about in society through our community activities.

Contributing employee time in our communities

We take a broad view around employee time in our communities given our alignment with the B4SI framework. Our efforts entail anything from volunteering and fundraising to the supervision of work experience placements with a social purpose, or being seconded to a charitable organization.

While we applaud any support given to our communities, our main global target looks at the hours spent in communities during JLL work time.

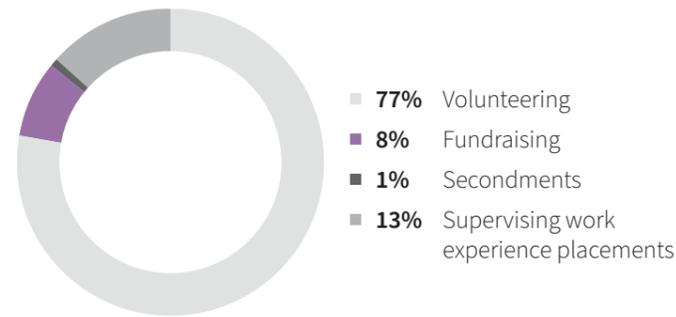
Employee time target performance (days*)



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

Our employee time contribution types in the following chart give a sense of which activities were preferred by our employees in 2021.

Employee time contribution by type in 2021



JLL has for a long time been proactive around volunteering, and in 2018 we introduced a formal target for community service hours. By the end of 2021, we aimed to increase the time our employees spent in our communities year on year, with the goal of reaching 12,000 days globally.

In 2021 we achieved only 4,229 days out of the 12,000 targeted. This is in large part due to COVID-19 whereby many in-person events were cancelled or restricted. We have found that the homeworking culture the pandemic created has made communities activities more challenging to organize. Interestingly, some of our countries are exceeding their targets, whereas others are behind.

Moving forward, we are working to increase our employees' time in our communities to get us back on track. In consultation with our countries and LaSalle, we will monitor our target, focus on finding solutions for the struggling countries and assess the need to further account for the impacts from COVID-19. We are excited about our new global communities engagement platform. It will bring new momentum while also ensuring we serve our local communities despite the challenges posed by the pandemic.



Providing monetary support to our communities

We measure our charitable contributions to better understand how we give back monetarily to our communities. Total charitable contributions include corporate cash contributions, in-kind donations, 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 minimum 1% annually. In 2021, we exceeded this target, reaching 1.2%.

In 2021, JLL recorded total charitable contributions of \$8.9 million. Our employee donations were \$1.3 million. Corporate cash contributions, or company money that JLL gives to charitable causes, were \$5.9 million. Donations in kind, such as office furniture or meeting space, accounted for \$163k. Management costs, namely the people-related and consultancy costs in running our communities programs, were \$598k. Our business enabled JLL employees to give 4,229 days of their working time to support charitable causes; this time contribution equates to approximately \$953k in staff costs to the business.

Total contributions (US\$ MM)



Aligning our efforts with the UN Sustainable Development Goals (SDGs)

JLL has identified six SDGs that are most relevant to our business. We use these to guide our communities activities, in terms of the time we spend and the money we donate. This is the second year we provide a breakdown of our total charitable contributions and employee time by our priority SDGs.

In 2020, we set a global target to align 75% of our communities activities with our six priority SDGs by end of 2022. In 2021, we managed to align 51% of our activities, which leaves some work for 2022, particularly around training our countries on data capture, ensuring correct activity alignment and more in-depth monitoring. In addition, our 2021 data collection was affected by the timing of our SDG reassessment which made us unable to align all activity data with the correct SDG. This further limited our performance towards the target. The top SDGs in both money and time contributions show the priority causes for our staff this reporting year. Unsurprisingly, in a year still shaped by the pandemic, SDG3: Good Health and Wellbeing ranked high.

From an employee time perspective, our top three SDGs (in ranked order) were:

1. Sustainable Cities and Communities (25%);
2. Decent Work and Economic Growth (12%); and
3. Good Health and Wellbeing (12%).

A large percentage (27%) was classified as unknown, and a further 14% of time was aligned with SDGs other than our key six.

From a monetary perspective, our top three SDGs (in ranked order) were:

1. Good Health and Wellbeing (30%);
2. Sustainable Cities and Communities (14%); and
3. Decent Work and Economic Growth (5%).

A much smaller percentage (2%) was classified as unknown compared to last year (67%), which shows we are better at capturing SDG alignment of our monetary contributions. A further 47% was aligned with SDGs other than our key six.



Case study

JLL Global Communities Week 2021

With over \$8.9 million in total charitable contributions and more than 4,000 employee days supporting charitable causes in 2021, giving back to communities is in our DNA.

June 2021 marked JLL's first annual Global Communities Week – a week where we aimed to make a big impact in the communities where we work and live to shape the future of real estate for a better world.

Taking place between 7-11 June 2021, we invited all JLL employees in every country where JLL has operations to simultaneously give back to our communities. Activities spanned four main areas: volunteering, fundraising, supervising work experience and secondments to charitable organizations.

With COVID-19 continuing to impact many parts of the world, we designed activities around the virtual as well as physical communities' space.

We aimed to touch as many geographies as possible in the first year and establish the foundations for an annual Global Communities Week, taking place every June.

The week was a huge success, with more than 7,355 hours or 919 days of employee time donated, amounting to 16% of our total 2019 volunteering time. Additionally, our employees and JLL donated over \$150,000 to charitable causes. In total, 20 countries and LaSalle participated in the week's activities.

In Mexico, 300 children, teachers and parents from primary schools were reached with teaching videos made by JLL employees. In Spain, where 28% of the JLL workforce participated in activities, JLL volunteers collected 400 kgs of garbage and picked and composted 293 kgs of invasive plants. They also planted trees and built birds nests to encourage species to thrive.

Rising to the challenge of a lockdown, which occurred shortly before Global Communities Week, JLL Singapore employees participated in various online initiatives, such as supporting the Singapore Red Cross. The team contributed over 100 hours of volunteering time within just three days.

In Japan, JLL employees donated 6,080 school meals to children living in deprived areas overseas. And through LaSalle, 10 college students were given the opportunity to learn about real estate investment management.

Nancy Crow, Operations Manager, PDS, based in the U.S., said about the day, "Thank you so very much for encouraging us to do this. It was a really great time and we all agreed that we will do this monthly. We even got our client to participate as well!"

Shweta Raina, Project Lead, based in India, shared a similar sentiment. "Our everyday professional and personal engagements keep us occupied, leaving little time to think about giving back to the community. The dynamic shift in our lifestyle due to the pandemic gave me some time to pause and reflect on our priorities. The JLL Global Communities Week initiative gave us the opportunity to associate virtually with different causes that are close to our hearts."



What do you achieve if you combine hundreds of charitable causes and local community projects with thousands of JLLers around the world to fundraise and volunteer?
[Play the film](#) to discover more.



Human and labor rights

Respecting human rights is fundamental to our corporate values and the ethical standards we hold ourselves to. Our Human Rights Policy confirms our commitment to respect and support human rights principles as defined by the Universal Declaration of Human Rights (UDHR), the International Labor Organization's Declaration on Fundamental Principles and Rights at Work ("ILO Declaration"), and the United Nations Global Compact.

Throughout our corporate operations and supply chain, we seek to maintain the highest ethical standards and prevent incidents related to modern slavery (including forced labor) and child labor, unacceptable working conditions and safety risks, discrimination and prejudice against individuals and vulnerable groups.

Modern slavery

We apply a risk-based approach to identify, mitigate and manage modern slavery risks by business line, geography and supplier category, drawing on external indices such as the Global Slavery Index and the U.S. Trafficking in Persons Report, and supplemented by engagement with regional and local JLL employees.

JLL's Global Ethics and Compliance team collaborates with our Sourcing and Procurement function, Australian Modern Slavery Committee, clients and businesses to raise awareness and facilitate continuous improvement in our approach. The Committee has proved to be an effective tool for raising modern slavery awareness in leadership, identifying areas for improvement, and aligning the program amongst business lines, and we want to achieve a similar outcome in other locations.

Underpinning our approach are our Code of Business Ethics, Vendor Code of Conduct and Human Rights Policy, which require compliance with applicable labor laws, prohibit forced labor and modern slavery in all forms. We have also adopted the Responsible Business Alliance Code of Conduct to support our technology clients and include provisions in our supplier contracts reflecting our mandate that suppliers refrain from engaging in modern slavery.

Staff, vendors, contractors, sub-contractors and clients are empowered to report any concerns through our ethics reporting mechanisms, and are protected according to our Whistleblower and Non-Retaliation Policy (see Ethics and compliance, page 79).

Following an assessment of our modern slavery program, we introduced several measures during 2021 aimed at strengthening our training program and ensuring that our staff were better equipped to identify modern slavery risks across the value chain.

Employees have access to comprehensive training on modern slavery via our online learning management system, and in 2021 we provided training to better enable high-risk corporate functions and business lines in identifying potential 'red flags'. We also took the opportunity to revise modern slavery resources and guidance to make them more accessible, engaging and effective so our expectations for employees and suppliers are clearly understood.

To better identify risks in our supply chain, we issued modern slavery questionnaires to more than 1,400 vendors, focusing on high-risk sectors, products and services. These allow us to further enhance our vendor due diligence with targeted questions, analysis, risk ratings and follow up engagement, where deemed appropriate, to ensure compliance with the requirements of our Vendor Code of Conduct.

We keep our program under continuous review to reflect best practice and enhance our procedures, whether through our own actions or in collaboration with vendors. During 2022, we plan to implement a modern slavery incident response procedure that will disclose the steps we will take as an organization in the event we detect or suspect modern slavery in our operations or supply chain. It is important that we respond to actual or suspected incidents in a consistent manner that protects the interests of potential victims and ensures similar incidents do not reoccur. Secondly, we will expand our due diligence processes, including vendor questionnaires and internal risk assessments. Thirdly, we will capture more quantitative performance metrics covering, amongst others, staff training, vendor assessments and engagement, 'red flags' and reported incidents.

Additionally, we will continue to focus on preventive actions by raising awareness and capabilities within our business and delivering training directly to high-risk vendor employees.

Modern Slavery Statement

We publish an annual statement on Modern Slavery and Human Trafficking as required by UK and Australian law.

The statement details our global risk exposure, and the practical steps we are taking to increase the robustness of our due diligence and management approach to combat modern slavery in our operations and supply chain.

[The Statement](#) is available to download from our website.



Governance

Governance

Our sustainability 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.

Corporate culture and reputation

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 2022 Proxy Statement and the Investor Relations section of the [JLL website](#).

Global sustainability governance

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

Ultimate responsibility for sustainability within JLL rests with Christian Ulbrich, our Global Chief Executive Officer and member of the Board of Directors and the Global Executive Board. The Board comprises 12 members, of which 11 are independent Non-Executive Directors. We believe the Board's 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.

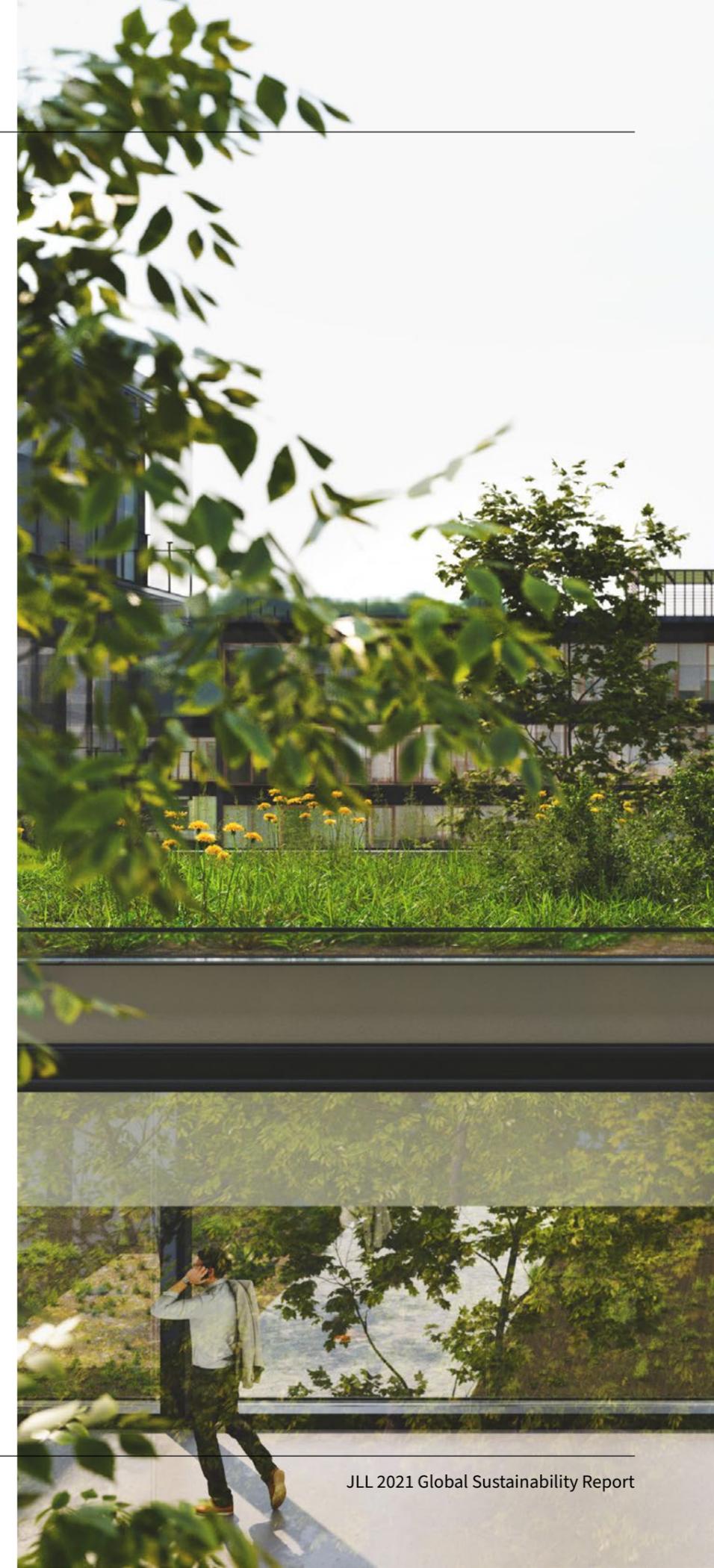
The Board has adopted a Statement of Qualifications for Members of the Board of Directors which outlines the characteristics we seek in Board nominees, including experience relating to environmental and social matters. Details of our Board composition, including gender and ethnicity data and tenure can be found in our 2022 [Proxy Statement](#).

The Board is assisted by three committees, including the Nominating, Governance and Sustainability Committee (see feature box). The Committee supports the Board in overseeing the Company's policies and programs and related risks that concern certain environmental, social, legislative, regulatory and public policy matters ("ESG").

Nominating, Governance and Sustainability Committee

In early 2022 the Board adopted an amended Charter of the Nominating and Governance Committee which added Sustainability as part of the Committee's purpose. The Committee is assigned the following responsibilities:

- Review and discuss and bring to the attention of the Board current and emerging ESG and sustainability policy trends that could impact JLL's business operations, performance, and reputation;
- Review and discuss JLL's implementation of procedures for identifying, assessing, monitoring and managing ESG and sustainability risks related to JLL's business;
- Review and discuss JLL's integration of ESG and sustainability policies, practices and goals into its business strategy and decision making;
- Review JLL's sustainability program and goals and JLL's progress toward achieving those goals; and
- Review in advance and discuss JLL's voluntary ESG and Sustainability Committee.



Our Global Executive Board (GEB) includes senior leaders representing key corporate functions and business line leads. Neil Murray, Global CEO, Work Dynamics, has responsibility for representing 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 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 overseen by the Corporate ESG Board which meets quarterly. It is comprised of the regional sponsors for sustainability and global heads of business lines (such as Work Dynamics and Capital Markets) and support functions (such as Human Resources and Legal), among others, and is chaired by JLL's Global 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 overseeing implementation of the program through training, reporting and the provision of guidance. It regularly reviews strategic and operational decisions related to JLL's sustainability performance and progress against our sustainability program.

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 sustainability 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 coordinate primarily with internal stakeholders across various corporate functions and business lines.

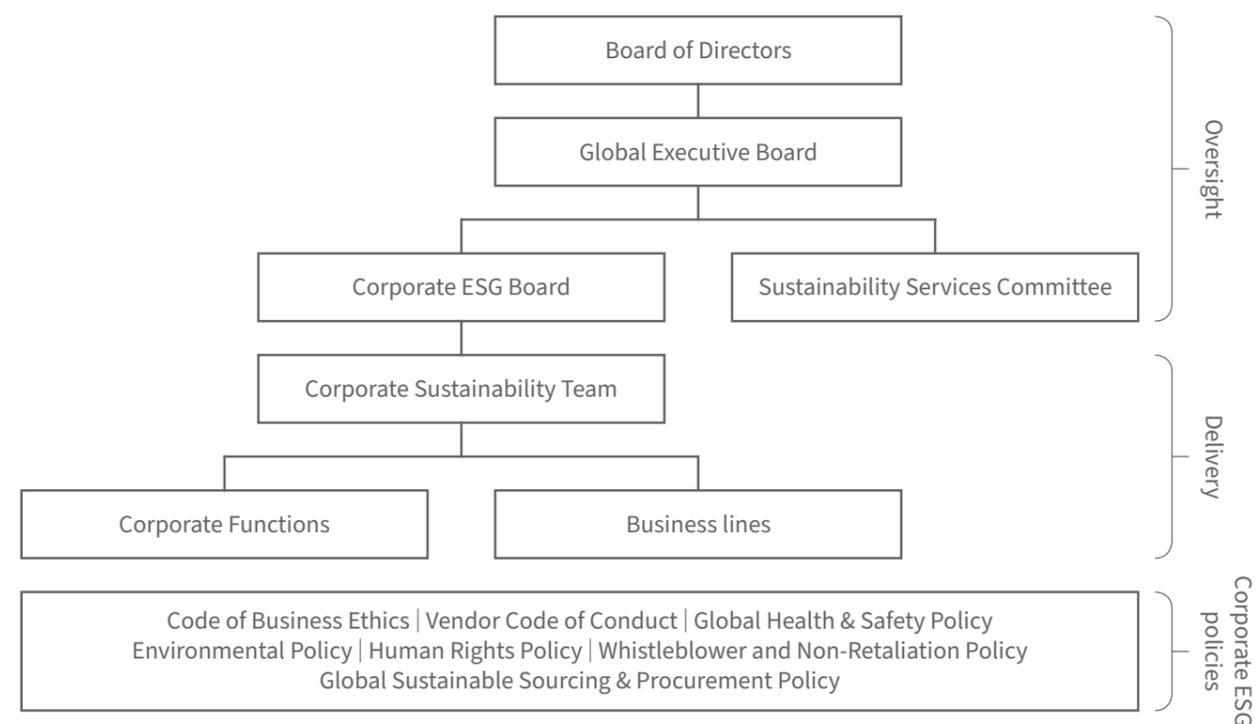
Sustainability governance at LaSalle Investment Management

As one of the world's leading real estate investment managers, LaSalle recognizes that ESG has an essential, material influence on investment performance. We tailor our approach to each fund and each asset, working to protect and enhance financial returns today and in the future.

With this goal in mind, LaSalle has a Global Sustainability Committee (GSC) that is led by LaSalle's dedicated Global Head of ESG, David DeVos. The GSC is comprised of a Regional Taskforce and/or Governance Board in each region (Americas, Asia and Europe) for LaSalle Real Estate Securities, LaSalle Real Estate Debt (Europe and Americas) and Global Partner Solutions, which are each led by LaSalle's Sustainability Officers.

The GSC is responsible for implementing LaSalle's ESG Policy. LaSalle Investment Management publishes its sustainability strategy and progress on the LaSalle website.

Sustainability governance structure



Remuneration

JLL's remuneration package for the Global Executive Board, Global Chief Executive Officer, Global 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.

JLL credit facility

JLL's credit facility aligns with our ESG initiatives and sustainability strategy, including preferential rates linked to achieving our sustainability goals. These measures include reducing greenhouse gas emissions consistent with our science-based target and ensuring JLL occupied buildings over 10,000 square feet obtain sustainability certification by 2030.

Risk management

The purpose of Enterprise Risk Management (ERM) is to identify, assess and prioritize the most significant enterprise risks that have an impact, both positively and negatively, on the achievement of our strategic objectives. The ERM function helps improve management of these risks by driving consistent decision making in governance, strategy and day-to-day operations to maximize short- and long-term value to our stakeholders.

JLL's ERM Framework aligns strategy with risk to drive sustainable performance and helps ensure the short- and long-term success of our organization. Sustainability is a core pillar of JLL's strategy and is therefore a key consideration of our ERM framework. We identify specific sustainability-related risks, such as the threats posed by climate change, and also capture the impact of any risk on our sustainability agenda, such as vendor selection and management.

JLL has developed, and is continuously improving, a consistent global ERM framework which provides information that allows management to understand whether our approach to managing risk needs to be adjusted. This framework is governed by our Global Executive Board (GEB) and coordinated by the Director of Enterprise Risk Management, who sits within our Legal Department.

Based on the execution of the ERM program the top risks are communicated to the GEB and the full Board of Directors on a semi-annual basis, plus on an ad-hoc basis as required. The purpose of these reports is to provide insight into JLL's most important risks. Our ERM reporting is designed to:

- improve our understanding of the most significant short- and long-term risks facing our organization;
- improve decision making in governance, strategy, objective setting and day-to-day operations;
- define actions needed to mitigate the impact and/or likelihood of significant risks impacting JLL; and
- assign ownership for those actions.

Our Global Internal Audit function and Audit Committee maintain oversight of the ERM program to ensure it is fit for purpose. Our Global Internal Audit function also aligns its assurance activities with the identified enterprise risks.

The Director of Enterprise Risk Management is also part of a working group responsible for the implementation and disclosure of climate-related risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) for purposes of enhancing our ERM Framework and informing our risk management strategy. You can read about how JLL is addressing the recommendations of the TCFD in our standalone [TCFD report](#) that is available to download from our website.

JLL's sustainability materiality assessment complements the ERM processes, enabling further engagement with internal executives. More details can be found on page [17](#).

Ethics and compliance

We work to the highest standards of ethical business and have developed a comprehensive ethics and compliance framework which enables us to navigate increasingly complex regulatory requirements. Ethical behavior is critical to our ability to fulfil our purpose and uphold our reputation.

Good governance and integrity are not just good for business; they provide tangible financial benefits to shareholders and confidence to the communities in which we operate. According to Ethisphere's Ethics Index, the listed 2022 World's Most Ethical Companies® honorees outperformed a comparable index of large cap companies by 24.6 percentage points from January 2017 to January 2022. Ethisphere refers to this as the Ethics Premium.

External recognition

JLL has been recognized as one of the 2022 World's Most Ethical Companies® by the Ethisphere Institute. The award was based on an assessment of the strength of our governance, leadership, ethical culture, compliance program and environmental and social impact. We have also held Ethics Inside Certification from Ethisphere, based on an in-depth biannual review of our program, continuously since 2008.

“We are honored to be included in the Ethisphere Institute's 2022 list of World's Most Ethical Companies® for the 15th consecutive year,” said Alan Tse, JLL Global Chief Legal Officer. “Ethics is one of JLL's core values and we take pride in this external recognition of the strength of our program and the commitment of our leaders.”

Our Code of Business Ethics is the cornerstone of our Ethics Everywhere program and, together with our Vendor Code of Conduct (collectively referred to as the “Codes”), provides the foundation for the way we conduct our business. Available to download from our website, the Codes set out the ethical expectations we have for all those who work for, and with, us. They are central to our purpose and makes us all responsible for creating a culture grounded in trust, fairness and accountability.

Every year we undertake an annual exercise to provide assurance that our people have read, understood and subsequently certified to our Code of Business Ethics. In 2021 we achieved a 92% certification rate. In 2022 we plan to launch a new, refreshed Code of Ethics and Vendor Code of Conduct, which have been designed to be simpler, clearer and easier to read in order to foster greater engagement and understanding.

JLL's Ethics Everywhere program establishes the operating framework to enhance our ethical culture and maintain compliance with the Codes. It provides guidance and direction to help our employees follow the spirit of our Code of Business Ethics and includes 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. 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.

Our Ethics Everywhere program empowers our people to speak up and raise integrity concerns with confidence, and without fear of retaliation. We provide multiple mechanisms to encourage people to raise ethics and compliance questions, make suggestions or report allegations of misconduct, including an external, independent reporting helpline to facilitate anonymous reporting.

The unequivocal commitment of our senior leadership, regular risk assessments, robust policies and controls, training and communication are all components of our risk mitigation strategy. In 2021 we conducted a broad reaching, top-down and bottom-up risk assessment to ensure we are prioritizing our most significant risks and have the necessary resources in place. We reviewed our known ethical and compliance risks, identified new and emerging risks, and updated our risk mitigation plans.

JLL office: London, UK



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 Helpline, our independently administered anonymous whistleblower helpline and online reporting function. 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 thoroughly 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. In 2021, we delivered approximately 250,000 training sessions on a broad range of ethics and compliance topics to a population equal to approximately 90% of our total workforce. We also launched 'Ask Ethics', a self-service platform designed to support employees with their legal, ethical and compliance-related queries. It features written 'scenarios' that tell employees how to react, links to more information, names of individuals to contact for more advice, and a reporting link which connects them to our Ethics Helpline.

We monitor the effectiveness of our compliance framework by tracking the number of reported matters and confirmed violations. In 2021, we investigated 1,108 matters, equivalent to 11.3 matters per 1,000 employees. Of these matters, 59% resulted in action being taken, ranging from additional training to termination of employment. Full details can be found in our annual Ethics Everywhere Annual Report.

Annual ethics reporting

JLL publishes an Ethics Everywhere Annual Report that is available to download from our website.

The report provides an overview of our Ethics Everywhere program, which includes key performance indicators relating to total and substantiated ethics matters, incidents by category and actions taken following investigations.

The 2021 report will be available to download from our [website](#).

Industry collaboration

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

Furthermore, LaSalle Investment Management has been a signatory of the UN Principles for Responsible Investment (PRI) since 2009 and has made a commitment to report on the progress toward the Six Principles of the PRI. LaSalle has achieved strong scores across the board for the past five years in a row.



JLL office: London, UK



Talk to us about sustainability

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

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Chief Sustainability Officer

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This 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 report 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.

About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. JLL shapes the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$16.6 billion in 2020, operations in over 80 countries and a global workforce of more than 91,000 as of March 31, 2021. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.



| ESG annexes

Annex A: Data qualifying notes

About this report

The following notes provide details around definitions, re-statements and the methodologies pertaining to the data in our 2021 Global Sustainability Report. These notes should be read alongside the data summary in these Annexes, as well as relevant indicators throughout the report.

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

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, although due to the decentralized nature of our organization, this remains one of our biggest challenges. The information presented in this report represents the best information available at the time of publication.

Scope

This report spans JLL's services and operations across three geographic business segments; the Americas (AM); Europe, the Middle East and Africa (EMEA); and Asia Pacific (APAC); as well as the global activities of LaSalle Investment Management (LaSalle).

LaSalle has published detailed information on their sustainability approach and performance on their website.

Coverage for our issue areas is as follows:

Climate action: The coverage of energy & resources data represents 99% of our global offices. In 2021, the data relating to our operations represented 397 sites that we occupied and 32,251 office-based staff. Where we refer to 'offices', this relates to JLL's corporate space, unless otherwise indicated.

Healthy spaces: In 2021, we collected data from all relevant business lines globally, as well as the global activities of LaSalle Investment Management. In 2021, our health and safety data covers approximately 80% of our business.

Inclusive places: The coverage of employee data represents 97% 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 activities represents 100% of our global operations.

Financials

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

Climate action

Carbon footprint – 2021 methodology updates and restatements

In 2021, we made methodological updates that have resulted in a re-baselining of our emissions and us restating previous years' inventories. The updates are as follows:

- JLL reconfigured its carbon reporting around base building energy usage and has undertaken a process of re-assignment of most base building electricity and gas usage from Scope 1 or 2 to Scope 3. This decision was made in instances where JLL is deemed to not have operational control and/or influence over the servicing and usage of base building equipment, in line with our 'organizational boundaries' as set out below. Where JLL occupies the whole building and/or has authority to significantly influence the operation of the building, these emissions continue to be accounted for as either Scope 1 or 2.
- An error was identified in the calculation of JLL's client emissions (categorised under 'Use of Sold Product'). This resulted in an increase in our 2018 baseline client emissions of 22%. Client emissions have been restated for 2018-2020 following the correction.
- Emissions figures have been restated where better quality, or more complete, data have been identified.

Basis of reporting: 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.

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, ESP (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 tonnes (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), and 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).

Methodology by scope

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).
- Accruals are turned on in ESP for mobile liquid fuels, fleet, and gaseous fuels.
- No estimates are made for Scope 1 fuels.

- France Fleet vehicles are leased for a period of 4 years assuming a distance travelled of 80,000 km. Their use includes personal travel plus work travel. To calculate work use we annualized consumption to 20,000 km * (5 days/7 days) = 14280 km per vehicle.

Scope 2:

Location-based:

- Purchased and estimated electricity consumption data has been multiplied by country level IEA emission factors (including heat and steam) to convert kWh to metric tons of CO₂e. The only exception to this is Australia and the United States,

where state-based emission factors are used (NGA Factors in Australia and eGRID in the United States).

- 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 AM, APAC and EMEA based on kWh/ m². In 2021, 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.

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.

- 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 2021 we have included validated green energy/ REC purchases only in our global portfolio. Our intentions are to use higher-quality residual mix factors where available, and we plan to implement this when we migrate our data to our new energy management platform, Canopy, before the end of 2022.
- All other assets revert to location-based emission factors as permitted in the GHG protocol guidance.

Scope 3:

- Natural gas for US and Canada sites: In 2021, we identified sites in the US and Canada that use gas, but where billing information is not available. We created gas estimates for base building usage (Scope 3) using JLL's average gas consumption per m² and applied this to the occupied area for these sites to create estimated gas usage.
- Data centres: The emissions from our data centre services were calculated using energy consumption data from our data centres in each region. Consumption has been multiplied by IEA country specific emission factors.
- Purchased goods and services: Emissions have been calculated based on global procurement spend over a variety of procurement categories. Spend figures have been multiplied by spend emission factors from the GHG protocol's Scope 3 evaluator tool. In 2021, JLL began transitioning some of its 'operations' spend to

Work Dynamics, and as a result, this data was incomplete at the time of reporting. We have therefore used an accrued 2020 spend for this small portion of missing data. Where primary purchased goods and services data has been collected (e.g. data centre consumption and business travel), emissions have not been calculated via spend, to prevent double counting.

- Employee commuting 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 2,039 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 2021 business travel data consists of both actual and estimated data. For countries that could not provide data, we estimated travel emissions based on an internal benchmark of emissions per headcount. In 2021, we further estimated for US travel booked outside of our TMC contract, based on MTCO₂e/\$ of spend.
- Fuel and energy related emissions (FERA):

- Well-to-tank (WTT) fuels: These emissions 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.
- Transport & Distribution losses (T&D): These emissions were calculated using IEA T&D emissions factors, applied to JLL's Scope 2 electricity consumption.
- Waste: As JLL occupies only leased space, collecting waste generation data is challenging and we have had to resort to estimations. Waste consumption was estimated based upon offices that were able to provide the required information. This has then been used as a proxy for all offices globally based on the size of the office. Emissions for waste have been calculated using UK government emissions factors.
- Client emissions: Emissions are estimated based on intensity benchmarks (kWh/\$ of delivered services) derived from client properties managed by our facility and property and asset management teams (IFM and PAM). As JLL has influence over these client properties, the emissions have been determined as a Scope 3 impact of JLL's. This intensity was calculated where revenue and energy consumption data were available, and then applied to total global revenue from these services. We are currently working on transitioning to an improved methodology, which will enable us to account for the renewable energy used by clients.

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 litres 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.

Water: As JLL occupies only leased space, collecting water consumption data is challenging and as such, our reported value is heavily estimated. Water consumption was estimated based upon offices that were able to provide the required information. This has then been used as a proxy for all offices globally based on the size of the office. Prior to 2019, headcount was used to estimate water usage.

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

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

Healthy spaces

JLL offices with a sustainability certificate: this includes certificates related to both base-building and fit-out. Where both have been achieved for one site, only one certificate is counted. In 2021, we have excluded any mandatory certificates e.g. Nabers

certificates, as well as any WELL pre-certifications. Figures are correct as of 12/31/2021.

Health and Safety: 2020 figures have been re-stated to represent the most accurate information at the time of publication.

Inclusive places

Corporate charitable contributions as % of pre-tax profit: We state only corporate contributions (including the value of donated employee time) as a percentage of pre-tax profit. In 2021, we have moved to a calculation which uses a three-year trailing average of pre-tax profit, this is to facilitate budget planning. 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.

Annex B: Data summary

JLL 2021 Global Sustainability Report				
About JLL	2021	2020	2019	2018
Corporate facts				
Portfolio size of managed properties worldwide (billion square feet)	5.5	5.4	5.0	4.6
Private and public property equity investments managed by LaSalle Investment Management (billion \$)	76.6	68.9	67.6	60.5
Corporate offices	328	337	339	299
Countries (with a corporate office)	53	52	51	52
Countries (where we provide services)	80	80	80	80
Employees	98,200	90,000	93,000	90,000
Corporate office employees	32,251	28,295	31,959	30,026
Employees, Americas	39,353	33,084	31,744	30,991
Employees, Asia Pacific	42,204	41,027	41,700	42,223
Employees, EMEA	16,633	14,798	16,258	13,154
Key financials				
Revenue (million \$)	19,367	16,590	18,000	16,318
Net income attributable to common shareholders (million \$)	961.6	402.5	534.4	484
Diluted earnings per share (\$)	18.47	7.7	10.87	10.54
Adjusted EBITDA (million \$)	1,497	860	1,116	953
Climate action				
Energy and sustainability services				
Capacity of client renewable energy – installed or consented (MW)	132	67	146	326
Capacity of client renewable energy – planning and feasibility (MW)	1,016	602	907	575
Averted emissions from client renewable energy – installed or consented (metric tons CO _{2e})	65,301	20,627	112,674	239,749
Averted emissions from client renewable energy – planning and feasibility (metric tons CO _{2e})	458,808	287,919	687,759	425,677
Buildings on JLL's sustainability data platforms	86,372	51,696	69,550	80,234
LaSalle sustainable property investing				
LaSalle UNPRI performance (UN Principles for Responsible Investment) ¹	TBC	A+	A+	A+
LaSalle GRESB performance (Global Real Estate Sustainability Benchmark) ²	14 green stars	9 green stars	9 green stars	8 green stars
LaSalle GRESB performance – number of 5-star ratings	5	1	NA	NA

Climate action – continued	2021	2020	2019	2018
Energy and resource use				
Total emissions (metric tons CO ₂ e) ³	20,932,897	19,304,043	18,364,290	18,206,755
Scope 1: Fleet (mobile fuels and mileage)	28,548	23,073	30,264	31,164
Scope 1: Natural gas	252	1,104	1,169	489
Scope 1: Office fuels	2	6	6	79
Scope 2 (Location-based): Electricity (inc. heat and steam)	9,468	11,321	13,438	12,431
Scope 2 (Market-based): Electricity (inc. heat and steam)	7,910	11,321	13,288	12,261
Scope 3.1: Purchased goods and services	302,238	302,225	404,420	407,789
Scope 3.1: Data centres	880	1,096	1,420	1,608
Scope 3.3: Transmission and distribution	2,206	1,819	2,174	2,254
Scope 3.3: Well to tank	7,751	6,121	7,758	8,028
Scope 3.5: Waste	330	157	319	372
Scope 3.6: Business travel inc. hotels	22,765	16,278	71,670	76,740
Scope 3.7: Employee commuting	54,956	56,819	90,816	86,969
Scope 3.7: Employee homeworking	49,681	42,451	14,180	13,482
Scope 3.8: Base building electricity (inc. heat and steam)	11,399	11,279	12,821	15,978
Scope 3.8: Natural gas	3,194	2,721	2,196	1,807
Scope 3.11: Client emissions	20,440,784	18,827,573	17,711,789	17,547,735
Outside of scope: CO ₂ emissions from bioethanol (mtCO ₂)	195	52	17	112
Scope 1 and 2 emissions by region (metric tons CO ₂ e): Americas	22,697	NA	NA	NA
Scope 1 and 2 emissions by region (metric tons CO ₂ e): EMEA	9,958	NA	NA	NA
Scope 1 and 2 emissions by region (metric tons CO ₂ e): APAC	4,057	NA	NA	NA
Rented area (square feet)	4,884,437	4,854,942	4,974,800	4,254,743
Total energy consumption (MWh) ⁴	152,520	138,320	158,528	162,699
Energy consumption: Electricity (inc. heat and steam) ⁴	27,263	29,150	33,509	29,447
Energy consumption: Natural gas ⁴	1,375	2,457	2,835	2,658
Energy consumption: Stationary fuels ⁴	10	23	26	353
Energy consumption: Fleet (mobile fuels and mileage)	123,872	106,690	122,158	130,241
Energy consumption from electricity per square foot of rented floor area (MWh/sq.ft)	0.0056	0.0060	NA	NA

	2021	2020	2019	2018
Energy and resource use – continued				
Renewable energy used (MWh) ⁵	7,194	361	117	NA
Renewable energy used: Americas ⁵	1,731	361	117	NA
Renewable energy used: EMEA ⁵	5,463	0	0	NA
Renewable energy used: APAC ⁵	0	0	0	NA
CDP Climate Change Score (previously disclosure score from CDP Supplier Program)	A	B	B	C
CDP Water Score	C	C	C	NA
CDP Supplier Engagement Rating	A	A	D	NA
Total estimated waste (metric tons)	1,471	1,799	4,532	7,453
Estimated waste to landfill	672	275	2,849	3,526
Estimated combusted waste	79	347	241	617
Estimated recycled waste	662	1,077	1,340	3,218
Estimated composted waste	57	100	102	93
Total estimated water consumption (m ³)	207,065	255,088	287,198	217,739
Estimated water consumption: Americas	109,510	140,847	NA	NA
Estimated water consumption: EMEA	55,931	62,241	NA	NA
Estimated water consumption: APAC	41,623	52,000	NA	NA
Healthy spaces				
Healthy and sustainable buildings				
JLL offices with a sustainable building certificate	97	79	72	59
JLL offices with a sustainable building certificate (%)	26%	21%	16%	14%
JLL offices >10k ft ² with a sustainability certificate (%)	45%	41%	41%	39%
Total LEED certifications	59	40	38	33
Total BREEAM certifications	11	12	10	10
Total WELL certifications	3	2	2	2
Total other certifications	21	31	28	20
Client sustainable building certifications – LEED	126	60	79	111
Client sustainable building certifications – Green Star	84	138	108	129
Client sustainable building certifications – WELL	121	46	4	6
Clients sustainable building certifications – Other ¹²	58	44	7	5
Total client sustainable building certifications ¹²	389	295	240	254
Number of GRESB submissions achieved for client projects	93	55	34	84

	2021	2020	2019	2018
Health and safety				
Lost time incident rate (LTIR) ⁶	0.29	0.21	0.20	0.18
Total recordable incident rate (TRIR) ⁶	0.48	0.49	0.64	0.56
Days away, restricted duty and transfer (DART) rate ⁶	0.30	0.26	0.26	0.24
Experience modification rate	0.49	0.53	0.56	0.51
Incident severity rate (average days lost per 100 people)	1.93	5.12	NA	NA
Number of staff fatalities	0	0	0	2
Sustainable procurement				
Number of buyers across all locations who have received training on sustainable procurement	193	442	NA	NA
Regions that have adopted level 2 of the Sustainable Procurement Framework	2	2	NA	NA
Diverse supplier spend (billion \$)	1.97	0.94	1.71	1.03
Inclusive places				
Diversity and inclusion				
Employees under 18	0.02%	0.02%	0.04%	0.01%
Employees age 18-29	18%	17%	19%	23%
Employees age 30-39	33%	34%	33%	32%
Employees age 40-49	23%	23%	22%	22%
Employees age 50-59	17%	17%	17%	16%
Employees age 60-69	8%	8%	8%	6%
Employees 70+	0.5%	0.4%	0.4%	0.3%
Board members (% female)	42%	33%	33%	40%
Independent board members (% female)	45%	36%	36%	44%
Management as a proportion of total employees (%)	18%	19%	18%	19%
Top management level (% female)	21%	18%	17%	15%
Management (% female)	33%	27%	26%	25%
Junior management (% female)	36%	36%	37%	36%
Non management (% female)	35%	35%	35%	35%
All Management (% female)	35%	35%	35%	34%
All staff (% female)	35%	35%	35%	35%
US staff (% White)	66%	67.5%	NA	NA
US staff (% Hispanic or Latino)	12%	11.4%	NA	NA

	2021	2020	2019	2018
Diversity and inclusion – continued				
US staff (% Black or African American)	9%	8.6%	NA	NA
US staff (% Asian)	5%	5.1%	NA	NA
US staff (% two or more races)	2%	1.6%	NA	NA
US staff (% Native American)	0.4%	0.4%	NA	NA
US staff (% Native Hawaiian or Other Pacific Islander)	0.3%	0.4%	NA	NA
US staff (% not specified)	5%	5%	NA	NA
US staff – all management (% White)	63%	75.9%	NA	NA
US staff – all management (% Hispanic or Latino)	13%	8.4%	NA	NA
US staff – all management (% Black or African American)	10%	5.3%	NA	NA
US staff – all management (% Asian)	6%	4.9%	NA	NA
US staff – all management (% two or more races)	2%	0.8%	NA	NA
US staff – all management (% Native American)	0.4%	0.4%	NA	NA
US staff – all management (% Native Hawaiian or Other Pacific Islander)	0.4%	0.3%	NA	NA
US staff – all management (% not specified)	5%	4%	NA	NA
Personal and career development				
Training and development spend per employee (\$) ¹²	182	148	242	NA
Total voluntary attrition	19%	NA	NA	NA
Employee voluntary attrition (males)	18%	14%	19%	20%
Employee voluntary attrition (females)	20%	14%	21%	22%
Completion rate for Global Employee Engagement Survey	67%	65%	46%	No survey
Employees who feel positive about this company's commitment to sustainability (%)	71%	75%	63%	No survey
Embedded sustainability in core real estate services				
Positions with a functional responsibility for sustainability – services (FTE) ⁷	448	249	889	684
Overall sustainability training hours (attendee numbers × training duration) ⁸	24,008	28,920	46,843	44,625
Employee community time contributions				
Employee time donated (days) incl. volunteering and other time donations ¹²	4,229	7,959	12,467	12,245
Number of employees volunteering	6,906	6,964	9,692	4,816

	2021	2020	2019	2018
Charitable contributions				
Total charitable contribution, including corporate donations, employee donations and value of donated employee time (\$)	8,901,290	7,726,398	11,081,002	8,346,272
Total corporate contribution (\$)	7,586,574	6,110,206	10,450,948	7,586,771
Corporate charitable cash contributions (\$)	5,873,152	4,146,386	7,089,023	4,694,830
Value of community affairs management costs (\$)	597,502	656,663	630,001	445,239
Value of corporate in-kind philanthropic contributions (\$)	162,948	257,501	157,963	185,866
Value of corporate donated employee time (\$)	952,972	1,049,656	2,573,961	2,260,836
Employee cash contributions (\$)	1,314,716	1,616,192	630,055	759,501
Charitable gifts (%) ⁹	27%	NA	NA	NA
Community investment (%) ⁹	60%	NA	NA	NA
Commercial Initiatives in the community (%) ⁹	13%	NA	NA	NA
Number of organizations that benefited from community contributions ¹²	842	485	1,048	373
Corporate philanthropic contribution (% of pre-tax profit) ¹⁰	1.20%	1.15%	1.50%	1.07%
Alignment of community activities to JLL's 6 priority Sustainable Development Goals ¹¹	51%	NA	NA	NA
Ethics				
Number of JLL ethics officers	31	31	28	31
Actions taken from ethics violations (% of total matters)	59%	51%	58%	59%
Employees who received in-person training on all ethics topics including anti-corruption	34,814	18,745	4,649	15,884
Employees who received online training on all ethics topics	69,807	42,990	50,573	21,179
% of total workforce trained on business ethics issues	90%	67%	59%	NA
Total ethics matters	1108	1118	1148	1,095
Ethics matters per 1,000 employees	11.3	12.2	12.0	12.0
Total actions	650	574	665	641
Notes				
1. 2021 PRI survey results have been delayed until June 2022.				
2. 2018 and 2019 figures have been restated with the most accurate information at the time of reporting.				
3. In 2021, JLL underwent a re-baselining exercise, and hence many figures for 2018-2020 have been restated. Please see '2021 methodology updates and restatements' section in our Annex A for more information.				
4. Historical data related to energy consumption has been re-stated in-line with an updated methodology. Please see Annex A for more information.				
5. 2020 and 2019 renewable energy figures relate to consumption of bioethanol only.				
6. 2021 figures have been calculated with an improved method. 2020 figures have been re-stated in line with this change.				
7. For 2021 we are reporting JLL's newly defined 'Core' client-facing sustainability staff. The 2020 figure is re-stated with HSSE staff removed to align with the new definition.				
8. Data includes training related to: sustainability; diversity and inclusion; employee well-being.				
9. 2021 is the first year we are reporting this information. Where we are unable to categorise donations, these amounts have been excluded.				
10. In 2021, we have moved to a calculation which uses a three-year trailing average of pre-tax profit, this is to facilitate budget planning.				
11. 2021 is the first year we are reporting this information.				
12. These figures have been re-stated from an earlier version of this report following data corrections.				

Certifications ¹			
Country/Region/ Business	Health and Safety	Environmental Management	Quality
PDS Australia	AS/NZS 4801:2001	ISO14001:2015	ISO9001:2015
	ISO45001:2018		
IFM Australia	ISO45001:2018	ISO14001:2015	ISO9001:2015
PAM India	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM Singapore	ISO45001:2018	ISO14001:2015	ISO9001:2015
PDS Singapore ²	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL Hong Kong ³	ISO45001:2018	ISO14001:2015	ISO9001:2015
IFM EMEA	ISO45001:2018		ISO9001:2015
JLL Ireland ⁴			ISO9001:2015
Integral UK	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL UK ⁵		ISO14001:2015	ISO9001:2015
Tetris UK	ISO45001:2018		
Tetris South Africa		ISO14001:2015	
IFM North America ⁶	ISO45001:2018	ISO14001:2015	
IFM Colombia	ISO45001:2018	ISO14001:2015	ISO9001:2015
JLL Spain ⁷	ISO45001:2018	ISO14001:2015	ISO9001:2015

Notes

1. Certifications correct as of May 2022
2. Includes: Project Management, Contractor Management and Design Services for commercial, industrial, retail, hospitality and education construction projects
3. JLL Limited for design and provision of facilities management services
4. JLL (Ireland) for property management services. Including: investment, valuation, sales, leasing and property management of office, retail and industrial property, residential sales and lettings.
5. Certification for PDS, Property Asset Management, National Markets, Advisory, Corporate Solutions, Tetris Hotels, Residential, Research and Central Office London Markets.
6. For JLL corporate activities and IFM client services.
7. For consulting real estate services, appraisals, leasing, asset administration and management.

Annex C: Assurance statement

Assurance Statement



INDEPENDENT AUDIT OPINION

Toitū carbon certification

TO THE DIRECTORS OF THE TOITŪ ENVIROCARE BOARD

Responsible Party: Jones Lang LaSalle (JLL) Incorporated.

Toitū Carbon Programme: Verification only

Audit Criteria: Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard.
ISO14064 Part 3 2019

GHG Protocol scope 2 guidance.
ISO14064 Part 1 2018 used for NCR classification only

Registered address: 200 East Randolph Drive, Chicago, IL 60601 USA.

Inventory period: 01/01/2021 to 31/12/2021

GHG Assertion: 2022 03 17 JLL Carbon Footprint 2021 (Release 1)

We have reviewed the responsible party's greenhouse gas assertion.

RESPONSIBLE PARTY'S RESPONSIBILITIES

The Board of Directors of the Responsible Party is responsible for the preparation of an inventory report which gives a true and fair view of the greenhouse gas (GHG) emissions of the Responsible Party in accordance with the audit criteria.

VERIFIERS' RESPONSIBILITIES

It is our responsibility to express to you an independent opinion on the overall total reported GHG emissions, within the defined organisation boundary, as contained within the inventory report presented by the Board of Directors of the Responsible Party. Our verification was undertaken as agreed in the contract which defines the scope, objectives, criteria and level of assurance of the verification.

BASIS OF VERIFICATION OPINION

Our responsibility is to express an assurance opinion on the GHG statement based on the evidence we have obtained. We conducted our assurance engagement as agreed in the Contract which defines the scope, objectives, criteria and level of assurance of the verification.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

VERIFICATION

We have undertaken a verification engagement relating to the Greenhouse Gas Emissions Inventory Report of the organisation listed at the top of this statement and described in the emissions inventory report for the period stated above.

The Inventory Report provides information about the greenhouse gas emissions of the organisation for the defined measurement period and is based on historical information.

VERIFICATION STRATEGY

Our verification strategy used a combined data and controls testing approach. Evidence-gathering procedures included but were not limited to:

- activities to inspect the completeness of the inventory;
- interviews of site personnel to confirm operational behaviour and standard operating procedures;
- sampling of fuel records to confirm accuracy of source data into calculations;
- recalculation of emissions;
- analytical procedures between production and energy consumption.

The data examined during the verification was historical in nature.

QUALIFICATIONS TO VERIFICATION OPINION

The following qualifications have been raised in relation to the verification opinion:

The market based emissions reported have used grid average location based emission factors for non renewable tariffs; rather than a tariff specific or residual mix emissions factors.

Due to Covid 19 no site visits were undertaken.

VERIFICATION LEVEL OF ASSURANCE

EMISSIONS - VERIFICATION LIMITED ASSURANCE

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the emissions, removals and storage defined in the inventory report:

- do not comply with with criteria defined in the contract; and
- do not provide a true and fair view of the emissions inventory of the Responsible Party for the stated inventory period.

Verified by:		Authorised by:	
Name:	Glenn Cargill	Name:	Steve Smith
Position:	Lead Verifier	Position:	Technical Reviewer
Signature:		Signature:	
Date verification audit:	25/03/2022	Date authorised:	29/03/2022

Extract from Verification Report

VERIFIED EMISSIONS TOTALS

The following emissions totals have been verified:

Location based emissions summary by scope		Units
Scope 1	28,802	tCO ₂ e
Scope 2	9,468	tCO ₂ e
Scope 3	N/A	tCO ₂ e
Scope 3 mandatory	N/A	tCO ₂ e
Scope 3 additional	N/A	tCO ₂ e
Scope 3 one-off	N/A	tCO ₂ e
Total inventory	38,270	tCO₂e

Location based emissions summary by category		Units
Category 1	28,802	tCO ₂ e
Category 2	9,468	tCO ₂ e
Category 3	N/A	tCO ₂ e
Category 4	N/A	tCO ₂ e
Category 5	N/A	tCO ₂ e
Category 6	N/A	tCO ₂ e
Total inventory	38,270	tCO₂e

Market based emissions summary by scope		Units
Scope 1	28,802	tCO ₂ e
Scope 2	7,910	tCO ₂ e
Scope 3	N/A	tCO ₂ e
Scope 3 mandatory	N/A	tCO ₂ e
Scope 3 additional	N/A	tCO ₂ e
Scope 3 one-off	N/A	tCO ₂ e
Total inventory	36,713	tCO₂e

Market based emissions summary by category		Units
Category 1	28,802	tCO ₂ e
Category 2	7,910	tCO ₂ e
Category 3	N/A	tCO ₂ e
Category 4	N/A	tCO ₂ e
Category 5	N/A	tCO ₂ e
Category 6	N/A	tCO ₂ e
Total inventory	36,713	tCO₂e

Statement of use

JLL has reported the information cited in this GRI content index for the period January 1st 2021 to December 31st 2021 with reference to the GRI Standards (GRI 1: Foundation 2021).

Annex D: GRI content index

GRI Standard	Disclosure	Location
General disclosures		
Governance	2-1 Organizational details	Jones Land LaSalle Incorporated Annual Report on Form 10-K, pages 3–7
	2-2 Entities included in the organization’s sustainability reporting	Jones Land LaSalle Incorporated. See data qualifying notes, page 82
	2-3 Reporting period, frequency and contact point	Our annual sustainability report covers the calendar year, and is aligned with our financial reporting. This report was published in June 2022. Please see page 80 for contact points.
	2-4 Restatements of information	Data qualifying notes, pages 82-83
	2-5 External assurance	Assurance Statement, pages 91-92
	2-6 Activities, value chain and other business relationships	Jones Land LaSalle Incorporated Annual Report on Form 10-K, pages 4 – 12. See also responsible procurement, page 58
	2-7 Employees	Jones Land LaSalle Incorporated Annual Report on Form 10-K, page 24 and Data summary, page 84
	2-9 Governance structure and composition	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, pages 13-31 Governance, page 76
	2-10 Nomination and selection of the highest governance body	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, pages 13-31 Governance, page 76
	2-11 Chair of the highest governance body	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 21
	2-12 Role of the highest governance body in overseeing the management of impacts	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, pages 13-31 Governance, page 77 , and stakeholder engagement, page 18
	2-13 Delegation of responsibility for managing impacts	Governance page 77
	2-14 Role of the highest governance body in sustainability reporting	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 21
	2-15 Conflicts of interest	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 21
	2-16 Communication of critical concerns	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 26
	2-17 Collective knowledge of the highest governance body	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 23
	2-18 Evaluation of the performance of the highest governance body	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 24
	2-19 Remuneration policies	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 27
	2-20 Process to determine remuneration	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, pages 27-30, and 34-48
	2-21 Annual total compensation ratio	Notice of 2022 Annual Meeting of Shareholders and Proxy Statement, page 60
	2-22 Statement on sustainable development strategy	Introduction from our CEO, page 4
	2-23 Policy commitments	Governance, page 77 Our policies are available to download from jll.com/sustainability
	2-24 Embedding policy commitments	Governance, page 77 , Responsible procurement, page 58 , Health, safety and security, page 49 , Energy and carbon, page 31

GRI Standard	Disclosure	Location
General disclosures		
	2-25 Processes to remediate negative impacts	Stakeholder engagement page 18
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and compliance, page 78
	2-27 Compliance with laws and regulations	Jones Land LaSalle Incorporated Annual Report on Form 10-K, page 105
Governance	2-28 Membership associations	<p>JLL engages actively with many industry associations, other membership associations, and national or international advocacy organizations both globally and locally, such as:</p> <ul style="list-style-type: none"> - Business for Innovative Climate and Energy Policy - Caring for Climate - CDP - Ceres - Clinton Global Initiative's PACENOW Coalition - CoreNet Global - EcoVadis - Electronic Industry Citizenship Council - Ethisphere Institute - Global Real Estate Sustainability Benchmark - Global Reporting Initiative - Greenprint / Urban Land Institute - International Integrated Reporting Council - NAZCA: Non-State Actor Zone for Climate Action - Women's Business Enterprise National Council USA - New York Stock Exchange Governance Council - Sustainability Accounting Standards Board - United Nations Global Compact - United Nations Principles for Responsible Investment - US Environmental Protector Agency ENERGY STAR - World Economic Forum Partnering Against Corruption Initiative - World Green Building Council (Strategic Advisory Board member) - Australia Green Building Council - Dutch Green Building Council - India Green Building Council - Irish Green Building Council - Polish Green Building Council - Russian Green Building Council - UK Green Building Council - US Green Building Council
	2-29 Approach to stakeholder engagement	Stakeholder engagement, page 18
	2-30 Collective bargaining agreements	JLL employees are free to join or participate in a worker's association or union in accordance with local law. Generally we are not able to report this information in majority of the countries we operate in due to labor union memberships being considered a private matter of the employee. The exception is approximately 3,100 property maintenance employees in the United States, 78% of whom are reimbursable.

GRI Standard	Disclosure	Location
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality, page 17
	3-2 List of material topics	Material sustainability issues, page 17
Economic performance		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	JLL TCFD 2022 Report
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics & compliance, page 78
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics Everywhere Annual Report
	205-3 Confirmed incidents of corruption and actions taken	Ethics Everywhere Annual Report
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy & climate, page 31
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Data summary, page 85
	302-2 Energy consumption outside of the organization	Data summary, page 85
	302-3 Energy intensity	Data summary, page 85
	302-4 Reduction of energy consumption	Data summary, page 85
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water, page 45
GRI 303: Water and Effluents 2018	303-5 Water consumption	Data summary, page 86
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Natural capital and pollution, page 45
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Natural capital and pollution, page 45

GRI Standard	Disclosure	Location
Material topics		
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy & climate, page 31
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Data summary, page 85
	305-2 Energy indirect (Scope 2) GHG emissions	Data summary, page 85
	305-3 Other indirect (Scope 3) GHG emissions	Data summary, page 85
	305-5 Reduction of GHG emissions	Climate action, page 32
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste & circularity, page 44
GRI 306: Waste 2020	306-3 Waste generated	Data summary, page 86
Supplier environmental assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible procurement, page 58
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible procurement, page 59
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee engagement, page 68
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Data summary, page 88
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health, safety and security, page 49

GRI Standard	Disclosure	Location
Material topics		
Emissions		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, safety and security, page 49
	403-2 Hazard identification, risk assessment, and incident investigation	Health, safety and security, page 50
	403-3 Occupational health services	Health, safety and security, page 50
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, safety and security, page 50
	403-5 Worker training on occupational health and safety	Health, safety and security, page 50
	403-6 Promotion of worker health	Health, safety and security, page 57
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, safety and security, page 49
	403-8 Workers covered by an occupational health and safety management system	Health, safety and security, page 49
	403-9 Work-related injuries	Data summary, page 87
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee engagement, page 68
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Data summary, page 88
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee engagement, page 68
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee engagement, page 68
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, equity & inclusion, page 63
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Data summary, pages 87
	405-2 Ratio of basic salary and remuneration of women to men	JLL's Gender & Ethnicity Pay Gap Report (UK)
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Community engagement, page 69
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community engagement, page 69

GRI Standard	Disclosure	Location
Material topics		
Supplier social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible procurement, page 58
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible procurement, page 58

Annex E: World Economic Forum Common Metrics

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Governance	Setting purpose	The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues.	Yes			2021 Annual Report – pg. 5
	Governance body composition (Board of Directors)	Competencies relating to economic, environmental and social topics	Yes			2022 Proxy Statement – pg.15
		Executive or non-executive	Yes			2022 Proxy Statement – pg.10
		Independence	Yes			2022 Proxy Statement – pg.10
		Tenure	Yes			2021 Proxy Statement – pg.10
		Number of the individual's other significant positions held	Yes			2022 Proxy Statement – pg.16-19
		Nature of those commitments	Yes			2022 Proxy Statement – pg.16-19
		Gender	Yes			2022 Proxy Statement – pg.16-19
		Membership of under-represented social groups	Yes			2022 Proxy Statement – pg.15
		Stakeholder representation	Yes			2022 Proxy Statement – pg.29
	Material issues impacting stakeholders	A list of material topics	Yes			2021 Global Sustainability Report – pg. 17
		How the topics were identified	Yes			2021 Global Sustainability Report – pg. 17
		How stakeholders were engaged	Yes			2021 Global Sustainability Report – pg. 17

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Governance	Anti-corruption	% of governance body members who received training on anti-corruption, broken down by region	No		We do not track training for governance body members as a group.	
		% of employees who received training on anti-corruption, broken down by region	Yes	16% of the population received anticorruption training: APAC: 10% EMEA: 4% AMER: 1% No region: 1%	Includes ethics training, which covers anticorruption topics. Single topics included are Antibribery, AML, Gifts, Fraud, Fair Competition, Reporting Suspicious Activity.	
		% of business partners who received training on anti-corruption, broken down by region	No		We do not track training for these individuals as a group.	
		Total number and nature of incidents of corruption confirmed during current year, but related to previous years	No		Our public report on ethics matters (https://www.jll.co.uk/content/dam/jll-com/documents/pdf/company-information/ethics-everywhere-annual-report.pdf) discloses helpline statistics by category. We do not break out incidents of corruption separately.	
		Total number and nature of incidents of corruption confirmed during current year, related to this year.	No		Our public report on ethics matters (https://www.jll.co.uk/content/dam/jll-com/documents/pdf/company-information/ethics-everywhere-annual-report.pdf) discloses helpline statistics by category. We do not break out incidents of corruption separately.	
		Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	Yes			To be reported in our 2021 Ethics Everywhere Report, published on the JLL website in 2022.
	Protected ethics advice and reporting mechanisms	Description of internal and external mechanisms for seeking advice about ethical and lawful behavior and organizational integrity	Yes			To be reported in our 2021 Ethics Everywhere Report, published on the JLL website in 2022.
		Description of internal and external mechanisms for reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	Yes			To be reported in our 2021 Ethics Everywhere Report, published on the JLL website in 2022.

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Governance	Integrating risk and opportunity into business process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks)	Yes			2021 Annual Report – pg. 29-33
		The company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes.	No		We will increase our reporting on risk in the coming years, including through our standalone TCFD report which will be published shortly on our website.	
Planet	Greenhouse gas emissions	For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tons of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Yes			2021 Global Sustainability Report – pg. 32
		Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions. where appropriate	Yes			2021 Global Sustainability Report – pg. 32
	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).	Yes			Our standalone TCFD report will be published shortly on our website.
	Land use and ecological sensitivity	Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA)	Yes	Sites within Protected Areas: 1 site, covering an area of 0.006ha Sites adjacent to Protected Areas: 238 sites with 10km of a protected area/KBA, covering an area of 2.65ha		2021 Global Sustainability Report – Pg. 45
	Water consumption and withdrawal in water-stressed areas	Report for operations where material: megaliters of water withdrawn, megaliters of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool.	Yes (partially)			2021 Global Sustainability Report – pg. 45
Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.		No		As a professional services firm, JLL does not use water outside of regular office use.		

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
People	Diversity and inclusion (%)	Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Yes			2021 Global Sustainability Report, Data Summary – pg. 87-88
	Pay equality (%)	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Yes	Women to men (average wage): EMEA: 0.72 APAC: 1 Americas: 1 Minor to major ethnic group (POC to White – average wage): US only: 0.90		
	Wage level (%)	Ratios of standard entry level wage by gender compared to local minimum wage.	Yes	Given for females and males, respectively. Australia: 1.89, 2.05 China (Mainland) 2.82, 2.77 France: 1.84, 1.87 Germany: 1.54, 1.72 Japan: 2.11, 2.14 United Kingdom: 1.56, 1.70 United States: 3.63, 3.61	We report this for our 8 largest markets by revenue, with the exception of India, which has been excluded due to the level of variation in minimum wage across region and job-type. Sources for minimum wages are as follows. China: As minimum wage varies regionally, we have used the highest minimum wage for 2020, according to SGS.com. All other countries: OECD – Real minimum wages in 2020 constant prices, at 2020 USD exchange rates.	
		Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	Yes			2022 Proxy Statement – pg.60
	Risk of incidents of child, forced or compulsory labor	An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Yes (partially)			Modern Slavery Statement – pg.4

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
People	Health and safety (%)	The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.	Yes (partially)	0 fatalities as a result of work-related injury, 0 high-consequence work-related injuries*; there were 356 recordable accidents (rate = 0.48); main types of work-related injury were: 1. slip, trip & fall on same level. 2. cut from knife of sharp edge. 3. fall from height; there were 149,614,012 hours worked	*There were no employee accidents with life changing injuries recorded.	
		An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	No		We do not currently report this but will consider doing so in the future.	
	Skills for the future	Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).	Yes	Average hours of training per person: Male: 8.52 Female: 8.03 People Managers: 9.97 Building Operations: 12.84 Business Support: 7.47 Executive Leadership: 2.5 Management: 8.63 Producer: 3.18 Professional: 8.53 Specialist: 7.8		
Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).		Yes			2021 Global Sustainability Report, Data Summary – pg. 88	
Prosperity	Absolute number and rate of employment	Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Yes (partially)	Total new hires in 2021: 31,710		
		Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	No		We currently report attrition figures rather than turnover.	

WEF Common Metrics (Core)						
Pillar	Core metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Prosperity	Economic contribution	Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by: Revenues; Operating costs; Employee wages and benefits; Payments to providers of capital; Payments to government; Community investment	Yes			Included in quarterly earning reports, available on the JLL website.
		Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.	Yes			Included in quarterly earning reports, available on the JLL website.
	Financial investment contribution	Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.	Yes			2021 Annual Report – pg. 63-64
		Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	Yes			2021 Annual Report – pg. 45
	Total R&D expenses	Total costs related to research and development.	No			
Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Yes (partially)			2021 Annual Report – pg. 95	

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Governance	Purpose-led management	How the company's stated purpose is embedded in company strategies, policies and goals	Yes			2021 Annual Report – pg. 5
	Progress against strategic milestones	Disclosure of the material strategic economic, environmental and social milestones expected to be achieved in the following year, such milestones achieved from the previous year, and how those milestones are expected to or have contributed to long-term value.	Yes (partially)			2021 Global Sustainability Report – pg. 13
	Remuneration	How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental and social topics, as connected to the company's stated purpose, strategy and long-term value	No		We do not currently report this but will consider doing so in the future.	
		Remuneration policies for the highest governance body and senior executives for the following types of remuneration: Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses and deferred or vested shares; Sign-on bonuses or recruitment incentive payments; Termination payments; Clawbacks; Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives and all other employees	Yes			2022 Proxy Statement – pg. 34-60
	Alignment of strategy and policies to lobbying	The significant issues that are the focus of the company's participation in public policy development and lobbying; the company's strategy relevant to these areas of focus; and any differences between its lobbying positions and its purpose, stated policies, goals or other public positions	No		JLL does not conduct any lobbying and does very little in the way of public policy development.	

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Governance	Monetary losses from unethical behavior	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice or violations of other related industry laws or regulations.	No		We do not currently report this information, except to the extent that material litigation would be disclosed in our public company filings with the SEC.	
	Economic, environmental and social topics in capital allocation framework	How the highest governance body considers economic, environmental and social issues when overseeing major capital allocation decisions, such as expenditures, acquisitions and divestments.	No		We do not currently report this but will consider doing so in the future.	
Planet	Paris-Aligned GHG emissions	Define and report progress against time-bound science-based GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C. This should include defining a date before 2050 by which you will achieve net-zero greenhouse gas emissions, and interim reduction targets based on the methodologies provided by the Science Based Targets initiative, if applicable.	Yes			2021 Global Sustainability Report – pg. 32-37
	Impact of GHG emissions	Report wherever material along the value chain (GHG Protocol Scope 1, 2 & 3) the valued impact of greenhouse gas emissions.	No		We do not currently report this but will consider doing so in the future.	
		Disclose the estimate of the societal cost of carbon used and the source or basis for this estimate.	No		We do not currently report this but will consider doing so in the future.	

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Planet	Land use and ecological sensitivity	Report for operations (if applicable) and full supply chain (if material): Area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities); Year-on-year change in the area of land used for the production of basic plant, animal or mineral commodities. Note: Supply-chain figures can initially be estimated where necessary based on the mass of each commodity used and the average mass produced per unit of land in different sourcing locations; Percentage of land area in point 1 above or of total plant, animal and mineral commodity inputs by mass or cost, covered by a sustainability certification standard or formalized sustainable management programme. Disclose the certification standards or description of sustainable management programmes along with the percentage of total land area, mass or cost covered by each certification standard/ programme.	No		As a real estate professional services, this metric is not applicable to JLL.	
	Impact of land use and conversion	Report wherever material along the value chain: the valued impact of use of land and conversion of ecosystems.	No		As a real estate professional services, this metric is not applicable to JLL.	
	Impact of freshwater consumption and withdrawal	Report wherever material along the value chain: the valued impact of freshwater consumption and withdrawal.	No		As a real estate professional services, this metric is not applicable to JLL.	
	Air pollution	Report wherever material along the value chain: nitrogen oxides (NOx), sulphur oxides (SOx), particulate matter and other significant air emissions.	No		As a real estate professional services, this metric is not applicable to JLL.	
Wherever possible estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas.		No		As a real estate professional services, this metric is not applicable to JLL.		

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Planet	Impact of air pollution	Report wherever material along the value chain: the valued impact of air pollution, including nitrogen oxides (NOx), sulphur oxides (SOx), particulate matter and other significant air emissions	No		As a real estate professional services, this metric is not applicable to JLL.	
	Nutrients	Estimate and report wherever material along the value chain: metric tonnes of nitrogen, phosphorous and potassium in fertilizer consumed.	No		As a real estate professional services, this metric is not applicable to JLL.	
	Impact of water pollution	Report wherever material along the value chain: the valued impact of water pollution, including excess nutrients, heavy metals and other toxins.	No		As a real estate professional services, this metric is not applicable to JLL.	
	Single-use plastics	Report wherever material along the value chain: estimated metric tonnes of single-use plastic consumed.	No		JLL has set the target of removing single-use plastics from all JLL offices by 2023, and we are working towards establishing the amount and types of single-use plastics used in our offices.	
		Disclose the most significant applications of single-use plastic identified, the quantification approach used and the definition of single-use plastic adopted.	No		JLL has set the target of removing single-use plastics from all JLL offices by 2023, and we are working towards establishing the amount and types of single-use plastics used in our offices.	
	Impact of solid waste disposal	Report wherever material along the value chain, the valued societal impact of solid waste disposal, including plastics and other waste streams	No		We do not currently report this but will consider doing so in the future.	
	Resource circularity	Report the most appropriate resource circularity metric(s) for the whole company and/or at a product, material or site level as applicable. Potential metrics include (but are not limited to) the Circular Transition Indicators (WBCSD), indicators developed by the Ellen MacArthur Foundation and company developed metrics.	No		JLL has a target to adopt circularity principles in our office fit-outs. We will continue to report on this in coming years.	
		Disclose the methodological approach used to calculate the chosen circularity metric(s) and the rationale for the choice of metric(s).	No		JLL has a target to adopt circularity principles in our office fit-outs. We will continue to report on this in coming years.	

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
People	Pay gap (% , #)	Mean pay gap of basic salary and remuneration of full-time relevant employees based on gender (women to men) and indicators of diversity (e.g. BAME to non-BAME) at a company level or by significant location of operation.	Yes	Mean pay gap of basic salary: Women to Men for all JLL: -2227 USD Minor to major ethnic group for US only (POC to White): -8780 USD		
		Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Yes	Australia: 6.7 China (Mainland): 43.1 France: 7.6 Germany: 8.1 Japan: 6.7 India: 50.0 United Kingdom: 12.5 United States: 13.7	Commissions/bonuses not included; only base and allowances	
	Discrimination and harassment incidents (#) and the total amount of monetary losses	Number of discrimination and harassment incidents, status of the incidents and actions taken, and the total amount of monetary losses as a result of legal proceedings associated with: a) law violations; and b) employment discrimination.	Yes (partially)	In 2021, 341 incidents were reported, of which 111 were substantiated. Actions taken include coaching or counseling, training, verbal or written warnings and termination.	We do not currently report the monetary loss information, except to the extent that material litigation would be disclosed in our public company filings with the SEC.	
	Freedom of association and collective bargaining at risk (%)	Percentage of active workforce covered under collective bargaining agreements.	Yes			2021 Annual Report – pg. 24
		An explanation of the assessment performed on suppliers for which the right to freedom of association and collective bargaining is at risk, including measures taken by the organization to address these risks.	No		Our employees do not report being members of any labor unions, with the exception of approximately 3,100 property maintenance employees in the United States, 78% of whom are reimbursable.	

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
People	Human rights review, grievance, impact and modern slavery (#, %)	Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.	No		We do not currently report this but will consider doing so in the future.	
		Number and type of grievances reported with associated impacts related to a salient human rights issue in the reporting period and an explanation on type of impacts.	No		We do not currently report this but will consider doing so in the future.	
		Number and percentage of operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	No		We do not currently report this but will consider doing so in the future.	
	Living wage (%)	Current wages against the living wage for employees and contractors in states and localities where the company is operating.	No		We do not currently report this but will consider doing so in the future.	
	Monetized impacts of work-related incidents on organization (#, \$)	By multiplying the number and type of occupational incidents by the direct costs for employees, employers per incident (including actions and/or fines from regulators, property damage, healthcare costs, compensation costs to employees).	Yes (partially)	Workers' Comp. (for US only, excluding monopolistic states) US Headcount: 31,924 Claim Count: 373 Total Incurred Cost: \$4.4M	Total incurred cost includes: first aid, medical, lost wages and indemnity benefits.	
	Employee well-being	The number of fatalities as a result of work-related ill-health, recordable work-related ill-health injuries, and the main types of work-related ill-health for all employees and workers.	Yes (partially)	Zero JLL employee work-related fatalities recorded in 2021. The main type of work-related ill-health is: incorrect ergonomic posture.	Data related to cases of work-related ill health are collected but we do not currently separate illness from injury data.	2021 Global Sustainability Report – pg. 87
		Percentage of employees participating in “best practice” health and well-being programmes, and b) Absentee rate (AR) of all employees.	Yes (partially)	This is not tracked globally however, 100% of Work Dynamics employees participate in the JLL “best practice” HSSE programmes.		

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
People	Number of unfilled skilled positions (#, %)	Number of unfilled skilled positions (#).	No		JLL does not collect information on unskilled workers.	
		Percentage of unfilled skilled positions for which the company will hire unskilled candidates and train them (%).	No		JLL does not collect information on unskilled workers.	
	Monetized impacts of training – increased earning capacity as a result of training intervention (%, #)	Investment in training as a percentage (%) of payroll.	Yes	0.19%		
		Effectiveness of the training and development through increased revenue, productivity gains, employee engagement and/or internal hire rates.	Yes (partially)	Percentage of positions filled by internal candidates in 2021: 41% (this includes in-line promotions into new roles that do not always get posted as open requisitions).	JLL does not publicly report the remaining information at this time.	
Prosperity	Infrastructure investments and services supported	Extent of development of significant infrastructure investments and services supported.	No		We do not currently report this but will consider doing so in the future.	
		Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	No		We do not currently report this but will consider doing so in the future.	
		Whether these investments and services are commercial, in-kind or pro bono engagements.	No		We do not currently report this but will consider doing so in the future.	
	Significant indirect economic impacts	Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts.	No		We do not currently report this but will consider doing so in the future.	
		Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities (e.g. national and international standards, protocols, policy agendas).	No		We do not currently report this but will consider doing so in the future.	
	Social value generated (%)	Percentage of revenue from products and services designed to deliver specific social benefits or to address specific sustainability challenges.	Yes (partially)			JLL's 2021 Global Sustainability Report – page 113

WEF Common Metrics (Expanded)						
Pillar	Expanded metric	Metric detail	Does JLL disclose?	If yes, is there supporting data?	Comments	Page reference or link
Prosperity	Vitality index	Percentage of gross revenue from product lines added in last three (or five) years calculated as the sales from products that have been launched in the past three (or five) years divided by total sales, supported by narrative that describes how the company innovates to address specific sustainability challenges.	No		We do not currently report this but will consider doing so in the future.	
	Total social investment	Total Social Investment (TSI) sums up a company's resources used for "S" in ESG efforts defined by CECP Valuation Guidance.	No		We do not currently report this but will consider doing so in the future.	
	Additional tax remitted	The total additional global tax collected by the company on behalf of other taxpayers, including VAT and employee-related taxes that are remitted by the company on behalf of customers or employees, by category of taxes.	Yes (partially)			JLL's Annual Report – page 69
	Total tax paid by country for significant locations	Total tax paid and, if reported, additional tax remitted, by country for significant locations.	No		We do not currently report this but will consider doing so in the future.	

Annex F: Sustainability Accounting Standards Board (SASB)

Topic	Accounting Metric	Category	Code	Response
Sustainability				
Services	Revenue from energy and sustainability services.	Quantitative	IF-RS-410a.1	Revenue from sustainability services totalled \$105 million in 2021. These services are embedded within business lines but can be categorised under 3 pillars: Sustainability Consultancy, Sustainable Operations, Sustainable Infrastructure.
	Floor area and (2) number of buildings under management provided with energy and sustainability services.	Quantitative	IF-RS-410a.2	We have developed a number of in-house technology platforms to help us deliver our clients' sustainability objectives. For example, our Portfolio Energy and Environment Reporting System (PEERS), Energy and Sustainability Platform (ESP) and Canopy reflect our commitment to investing in digital, data and information management platforms. In 2021, we featured 86,372 buildings on these platforms, representing a total floor area of 1,804 million sq.ft.
	(1) Floor area and (2) number of buildings under management that obtained an energy rating.	Quantitative	IF-RS-410a.3	In 2021, JLL achieved 2,487 Energy Star ratings for clients, representing 104,289,367 sq.ft of property. Of these, 115 were Energy Star certified, representing a square footage of 58,776,122. In addition to this, we also achieved 131 NABERS ratings for our clients in Australia. In 2021 JLL was an Energy Star Sustained Excellence Award recipient, by the U.S. Environmental Protection Agency, for the tenth consecutive year.
Transparent information and management of conflicts of interest	Brokerage revenue from dual agency transactions.	Quantitative	IF-RS-510a.1	We are unable to report on this at this stage.
	Revenue from transactions associated with appraisal services.	Quantitative	IF-RS-510a.2	Our 2021 valuations revenue was \$369.3m, of which substantially all was associated with appraisal services.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care.	Quantitative	IF-RS-510a.3	From time to time JLL is involved in claims and litigation, all such cases are consistent with a business of our type and size. However, there have been no judgements that have posed a threat to our reputation or financial stability. JLL is committed to uncompromising integrity and high standards of business conduct in everything we do. Ethical practices are inherent in our values, our mission and Beyond strategy: JLL's purpose statement to reimagine real estate and lead our industry into the future. At JLL, we recognize that it is essential that we conduct ourselves at all times in ways that are professional and ethical. We are proud of the global reputation JLL has established-and we are determined to protect and enhance it. The integrity of our brand and of our people represents one of our most valuable assets. We invite you to read our recent Ethics Everywhere Report for more information on the steps we take to ensure we continue to be recognised as one of the World's Most Ethical Companies. For current information on material legal and regulatory proceedings, please refer to JLL's Investor Relations webpage and our Form 10-K report.

Annex G: UN Sustainable Development Goals



Good Health and Well-Being (Healthy spaces)

Most relevant SDG targets

- 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Our influence

We create safe and healthy spaces that promote productivity, well-being, and sustainability for our employees, clients, and the communities in which we operate. JLL offers our employees mental, physical, and financial well-being programs, along with flexible work arrangements and other employee benefit schemes to ensure necessary resources are available and equitably accessible.

JLL targets in support of SDG

- Reduce JLL's Accident Severity Rate (ASR) year on year
- Achieve a safety culture score above industry standard benchmark year on year
- Train 50% of managers on adjusting approach to well-being needs of employees by end of 2023
- Refresh well-being resources and achieve at least 10,000 regular users by end of 2021



Achieve Gender Equality and Empower all Women and Girls (Inclusive places)

Most relevant SDG targets

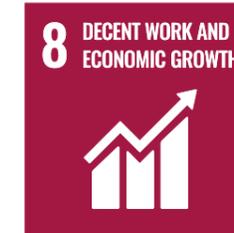
- 5.1 End all forms of discrimination against all women and girls everywhere

Our influence

We drive gender equality at all levels of our business and beyond. JLL supports women's development via leadership and mentor programs and ensures sufficient participation of women in decision making and governance bodies at all levels and business areas. Furthermore, JLL works to embed gender equity in policies and processes including recruitment, remuneration/benefits, training, career advancement, and development reviews. Outside of our direct operations, we look to leverage corporate purchasing and client spend opportunities to advance supplier diversity by purchasing from women-owned businesses.

JLL targets in support of SDG

- Top eight countries by revenue (referred to as the J8) to reach level 3 of the Sustainable Procurement Framework by end of 2023
- Female representation at senior levels (management and leadership bands) of 40% by 2025



Decent Work and Economic Growth (Inclusive places)

Most relevant SDG targets

- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms
- 8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Our influence

JLL conducts our operations with ethics and integrity on top of mind in everything we do. We promote a safe and secure working environment through skills development and well-being resources that contribute to sustained and inclusive economic growth and employment in our local communities.

JLL targets in support of SDG

- Top eight countries by revenue (referred to as the J8) to reach level 3 of the Sustainability Procurement Framework by end of 2023
- Increase employee time in the community to 23,500 days by end of 2023
- Achieve a best-in-class inclusion score of 79 by 2023



Sustainable Cities and Communities (Climate action)

Most relevant SDG targets

- 11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Our influence

We leverage our technological expertise to advise our clients to adopt and implement policies and plans toward inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters. Conversely, we ensure that we also apply similar plans and policies to our own operations that promote sustainable cities and communities.

JLL targets in support of SDG

- Support the transition to a circular economy through piloting zero waste fit outs in each region by end of 2021
- Increase completion of the recommended global onboarding training beyond 50%
- 100% L-band managers complete sustainability training & set goals for their business lines by end of 2022
- 100% of office space > 10,000 sq ft to have a sustainability certification by end 2030
- Remove single-use plastics from all JLL offices by end of 2023
- 100% of JLL offices have waste streaming and recycling programs in place by end of 2023



Responsible Consumption and Production (Climate action)

Most relevant SDG targets

- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

Our influence

JLL applies resource efficiency and circularity principles to everything we do for ourselves and our clients. We are taking immediate action to pursue zero waste in our offices further. Engagement and collaboration with partners are further assisting us in developing additional circularity approaches to apply as a business and provide for our clients, such as in the fit out and decommissioning of office space.

JLL targets in support of SDG

- Support the transition to a circular economy through piloting zero waste fit outs in each region by the end of 2021
- Remove single-use plastics from all JLL offices by end of 2023
- Top eight countries by revenue (referred to as the J8) to reach level 3 of the Sustainable Procurement Framework by end of 2023
- 100% of JLL offices have waste streaming and recycling programs in place by end of 2023
- 100% of JLL offices in high water-stress areas to have water management plans in place by end of 2023



Climate Action (Climate action)

Most relevant SDG targets

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2 Integrate climate change measures into national policies, strategies and planning
- 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Our influence

JLL is committed to taking urgent climate action in line with climate science that accelerates the transition to net zero, enhances performance, mitigates risks, and helps shape a better world. We deliver on this commitment by improving energy efficiency, increasing renewable energy procurement, reducing GHG emissions, and ensuring we are resilient and adaptive to the effects of climate change.

JLL targets in support of SDG

- Achieve net-zero carbon emissions across Scopes 1, 2 and 3 by 2040
- Increase completion of the recommended global onboarding training beyond 50%
- 100% L-band managers complete sustainability training & set goals for their business lines by end of 2022
- Achieve net-zero carbon emissions across all JLL-occupied buildings by end of 2030

Annex H: Stakeholder engagement activities

Stakeholder Group	Our approach to stakeholder engagement	Stakeholders' top priorities	Action taken by JLL in 2021
Investors	<ul style="list-style-type: none"> ■ As a part our targeted outreach we: <ul style="list-style-type: none"> – review investor-led standards (e.g. The International Integrated Reporting Council, Task Force for Climate-related Financial Disclosure (TCFD) and the Sustainability Accounting Standards Board (SASB)); – received input from key investors via annual stakeholder meetings organized by Ceres. ■ We hold regular meetings between JLL Investor Relations and our shareholders, and one-off discussions between shareholders and sustainability teams. ■ We facilitate dialogue between shareholders and JLL management during the annual stockholders meeting and quarterly earnings calls. ■ We publish opinion articles in online ESG publications. ■ We externally report our sustainability performance annually via the firm's Global Sustainability Report, the Annual Report, our TCFD report and CDP. 	<ul style="list-style-type: none"> ■ Diversity and inclusion ■ Adaptation and resilience ■ Good governance and transparency of climate risks and opportunities ■ Healthy buildings ■ Employee wellbeing ■ Innovation and technology ■ Energy consumption and emissions 	<ul style="list-style-type: none"> ■ Completed JLL's first qualitative TCFD assessment and standalone report. As a result of our latest analysis, we anticipate greater opportunities than risks for our business due to our business model, adoption of ambitious targets, and mitigation measures that are planned or already in place. ■ Held an ESG targeted investor webinar, with a particular focus on D&I. ■ Responded to investor inquiries on a variety of sustainability topics through video and phone meetings and email correspondence.
Clients	<ul style="list-style-type: none"> ■ As a part our targeted outreach we: <ul style="list-style-type: none"> – Gather feedback from key clients via annual stakeholder meetings organized by Ceres; – Conduct regular surveys to examine trends, such as the CoreNet Global, JLL Corporate Occupier and investor/Owner surveys; – Participate in one-off discussions with clients that have strong supplier sustainability programs. ■ We provide sustainability information in requests for proposal or supplier questionnaires (e.g., Ecodesk, EcoVadis and CDP). ■ We evaluate our performance at the end of each major project via Client Assignment Satisfaction Surveys and distribute Client Relationship Surveys at the end of each year. ■ We publish thought leadership articles and host webinars. 	<ul style="list-style-type: none"> ■ Diversity and inclusion ■ Business ethics and integrity ■ Energy and climate ■ Innovation and technology ■ Adaptation and resilience ■ Talent attraction and retention ■ Health and safety: <ul style="list-style-type: none"> – Health and safety of JLL employees – Health and safety of third parties – Physical security at JLL managed properties 	<ul style="list-style-type: none"> ■ Initiated the rollout of Canopy, JLL's proprietary sustainability technology and service platform, to improve environmental performance, measurement, tracking and reporting. ■ Started to develop engagement process for meeting scope 3 emissions reduction target. ■ Launched our foundational and targeted sustainability product training to develop our client teams and ensure they have the necessary skills. ■ Continually evaluate new proptech opportunities via JLL Spark to leverage with our clients.

Stakeholder Group	Our approach to stakeholder engagement	Stakeholders' top priorities	Action taken by JLL in 2021
Employees	<ul style="list-style-type: none"> ■ As a part our targeted outreach, we solicited input from employees via rolling online 'pulse' surveys. ■ Provide our staff with education opportunities (e.g. ethics and safety training and introduction to sustainability). ■ Have a range of Employee Resource Groups in place. ■ Have created the Global Sustainability Network where employees can pose questions, share achievements and provide input to our sustainability program. ■ We facilitate dialogue between employees via collaboration tools (e.g., Yammer). 	<ul style="list-style-type: none"> ■ Diversity and inclusion ■ Business ethics and integrity ■ Employee wellbeing ■ Innovation and technology ■ Health, safety and security <ul style="list-style-type: none"> - Health and safety of JLL employees - Health and safety of third parties - Physical security at JLL managed properties 	<ul style="list-style-type: none"> ■ Expanded training programs available through JLL Virtual Learning and MyLearning, to deliver JLL Sustainability Essentials training designed for all employees. ■ Launched MyLearning to provide a more user-friendly learning experience reaching 86,000 employees. The platform provides access to a library courses tailored to individual employees' career goals and job profiles ■ Managed by an external provider to ensure confidentiality of responses, we ran two surveys for all employees in 2021, one in April and the other in October. ■ In the U.S., we hosted the 11th JLL Women's Summit. Our APAC and EMEA regions launched Women in Leadership, a diverse talent development program for senior and mid-career women leaders
Suppliers	<ul style="list-style-type: none"> ■ We host Sustainability Supplier Council events to share our sustainability program and expectations, and invite open dialogue for collaboration and sharing of best practices. ■ We provide sustainability information in requests for proposal or supplier questionnaires (e.g., Ecodesk, EcoVadis and CDP). ■ Developed regional supplier sustainability engagement models based on high-risk categories and suppliers. ■ Incorporated sustainability questions into Jaggaer Supplier Extended Profile. ■ Hold Supplier of Distinction Awards. ■ Have formal Supplier Diversity Programs in the U.S., Canada, and Australia. In EMEA, we have have expanded on our diversity organization memberships by partnering with WEConnect International to drive supplier diversity across all regions where we operate. 	<ul style="list-style-type: none"> ■ Business ethics and integrity ■ Responsible supply chain: <ul style="list-style-type: none"> - Human rights and employment conditions - Health, safety and wellbeing in the supply chain - Sustainable purchasing policies ■ Training and development ■ Talent attraction and retention ■ Enhancing client sustainability through our services 	<ul style="list-style-type: none"> ■ By the end of 2021, we achieved Level 2 in the APAC, and Level 3 in EMEA, therefore we are on track to meet our target for all JLL regions to reach level 3 by the end of 2023. ■ JLL's Sourcing & Procurement team strengthened its team structure, appointing a Global Head of Sustainable Procurement, with resources across all three regions to provide a consistent global approach with sufficient flexibility to adapt to local priorities. ■ Hosted fourth annual Supplier Diversity Executive Summit. Attendees were invited to share and learn best practices, discuss the importance of intentionally driving successful outcomes, and hear about trends in the commercial real estate industry.

Stakeholder Group	Our approach to stakeholder engagement	Stakeholders' top priorities	Action taken by JLL in 2021
NGOs	<ul style="list-style-type: none"> ■ As a part of our targeted outreach we solicited input from NGOs, industry bodies, academic institutions, etc., via annual stakeholder meetings organized by Ceres. ■ Participate in regular discussions with Ceres regarding our sustainability reporting and strategy. ■ Engage with CDP and DJSI year-on-year analysis and annual feedback sessions. ■ Seek annual certifications and awards schemes (e.g., Ethics Inside, EnergyStar, GRESB). ■ We publish thought leadership reports and articles. ■ Attend conferences and events to share our sustainability program, track industry best practices, and invite open dialogue for collaboration. ■ Participate on boards and advisory councils (e.g., World Green Building Council, World Economic Forum, and Ceres). 	<ul style="list-style-type: none"> ■ Diversity and inclusion ■ Business ethics and integrity ■ Innovation and technology ■ Climate risk ■ Talent attraction and retention ■ Responsible supply chain ■ Circularity ■ Other external stakeholders ■ Energy consumption and emissions ■ Business ethics and integrity ■ Training and development ■ Climate risk ■ Employee wellbeing 	<ul style="list-style-type: none"> ■ We committed to a net-zero future: <ul style="list-style-type: none"> – In May 2021, JLL became a signatory to The Climate Pledge – In October 2021, the SBTi certified our commitment to reduce absolute scopes 1, 2 and 3 emissions 51% by 2030, and 95% by 2040 with no more than 5% offsets. This placed JLL among a select group of companies worldwide recognized for aligning its net-zero commitments with climate science. ■ Partnered with the World Economic Forum and the Forum's Real Estate CEO community to publish the Green Building Principles: The Action Plan for Net-Zero Carbon. The report provides a clear sequence of steps to deliver net-zero carbon buildings along with globally applicable guidance on implementation. ■ Continued our sponsorship of Bloomberg Green, a platform across Bloomberg communication channels that elevates climate data and solutions focused content. We leverage this platform as a further means to raise awareness, share best practice, and galvanize action.
Communities	<ul style="list-style-type: none"> ■ Facilitate local volunteering efforts and held JLL's first global communities week. ■ Support charitable contributions, which includes corporate cash contributions, in-kind donations, management costs, the value and employee time and employee contributions ■ Manage a global foundation aligned with our sustainability program to positively contribute to our communities and society ■ Provide internship opportunities for minorities and other disadvantaged groups 	<ul style="list-style-type: none"> ■ Business ethics and integrity ■ Talent attraction and retention ■ Diversity and inclusion ■ Responsible supply chain ■ Energy consumption and emissions 	<ul style="list-style-type: none"> ■ Hosted our first annual Communities Week ■ Identified a global platform to track and manage our global corporate giving and volunteer efforts ■ Established the JLL Foundation to support early-stage innovation in the battle against climate change.