

A photograph of a city skyline with several tall buildings, some with glass facades, and a large, leafy tree in the foreground. The sky is clear and blue.

Climate action

A photograph of a modern office interior. The space is bright and open, with large windows, wooden tables, and several large green plants. A curved wooden table is in the foreground, and a wall of greenery is visible on the right.

Healthy spaces

A photograph of a diverse group of people sitting around a table in a meeting room. One man is in a wheelchair. They are engaged in conversation, and the room has large windows and a potted plant.

Inclusive places

A message from our CEO

Welcome to our 2021 Global Sustainability Report summary. 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 provide best-in-class service to our clients, and to drive strong and profitable long-term growth. In support of this, we have increased our investment in our sustainability technologies and the upskilling of our people.

2021 was also a significant year for JLL's own sustainability program which we updated to focus on three issue 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.

Determined to be at the forefront of our industry's response, in 2021 we had our net-zero carbon target certified by the Science Based Targets initiative (SBTi) to its new [Net-Zero Standard](#), placing JLL among a select group of companies to align its net-zero commitments with climate science. We were also pleased to be one of the few companies to be recognized with a prestigious 'A' rating by [CDP](#) for our efforts to tackle climate change.

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.

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



2021 performance highlights



17% reduction in Scope 1 and 2 emissions

65,301 metric tons CO₂e averted by advising on renewable energy projects



\$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



\$182 invested per employee in training and development



\$1.97bn spent with diverse suppliers



842 organizations supported by charitable contributions



36% of top two management levels are female

Awards and recognition

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 Americas Best Employers for Diversity

Dow Jones Sustainability Index North America
6th successive year

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

Our sustainability program

“Our program is purpose-driven, issues-based and ultimately, impact-assessed and fully aligned to Beyond, JLL’s corporate strategy.

As well as the focus on climate change, the program recognizes the importance of promoting health, safety and wellbeing among our workforce through the buildings we occupy.

The program also puts diversity, equity and inclusion (DEI) front and center. We are determined to create a culture that fosters DEI in all areas of our business.”

Richard Batten
Chief Sustainability Officer



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.

<p>Key issue</p>	 <p>Climate action for sustainable real estate</p>	 <p>Healthy spaces for all people</p>	 <p>Inclusive places for thriving communities</p>
<p>Definition</p>	<p>We take urgent climate action that accelerates the transition to net-zero, enhances performance, mitigates risks and helps shape a better world.</p>	<p>We create safe and healthy spaces that promote productivity, wellbeing and sustainability.</p>	<p>We provide fair and inclusive places that create positive social impact and equal opportunities.</p>
<p>Target areas</p>	<ul style="list-style-type: none"> ■ Achieve net-zero carbon emissions across scopes 1, 2 and 3 by 2040 ■ Achieve sustainability certifications for JLL offices ■ Remove single-use plastics ■ Institute water management plans in all high water-stress areas ■ Support transition to a circular economy through piloting zero waste fitouts ■ Upskill sustainability competencies 	<ul style="list-style-type: none"> ■ Improve the wellbeing of the JLL team ■ Reduce JLL’s Accident Severity Rate and achieve an above industry safety culture score ■ Demonstrate leadership in workplace health, wellbeing and resilience ■ Green and diversify our supply chain globally 	<ul style="list-style-type: none"> ■ Achieve best-in-class inclusion ■ Balance the gender of leadership ■ Expand contribution of employee time in the community ■ Donate at least 1% of pre-tax profit to charity annually ■ Align 75% of community activities to JLL’s six priorities
<p>How we deliver impact.</p>			
 <p>Being a responsible business</p>	 <p>Harnessing the power of our people</p>	 <p>Driving change through client solutions</p>	 <p>Advocating for a better real estate sector</p>

[Read more about our program and progress against our targets.](#)

In conversation with our senior leaders



We asked three of our senior leaders for their views on the importance of sustainability for JLL and our stakeholders.

Guy Grainger

Global Head of Sustainability
Services and ESG

“Technology plays a crucial role supporting our clients with their sustainability goals. We have a dedicated sustainability leadership team in our JLL Technologies business focusing on developing and integrating new technology solutions. We’re also continuously investing in our data platform, 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 Adams

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

“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.”

Neil Murray

Global CEO, Work Dynamics

“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. 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.”

Our Return on Sustainability

By far the greatest contribution we can make to shaping the future of real estate for a better world is to deliver sustainability services that support our clients’ ambitions. Through our services, we deliver financial, environmental and social returns beyond our own operational footprint.

Our clients require innovative solutions, and we have invested heavily in the continued development of products to provide globally scalable services that meet surging demand from occupiers, owners, developers and investors.

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.

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

Climate action for sustainable real estate

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



We have committed to a SBTi approved target to reduce absolute Scope 1, 2 and 3 emissions by 51% by 2030, and 95% by 2040, from a 2018 base year. 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, from client emissions from JLL-managed space.

This is important, as it sets the framework for us to collaborate and cooperate with clients who are increasingly setting their own net-zero carbon commitments. As the findings from our most recent TCFD analysis demonstrate, this is translating into demand for sustainability services and advice across the real estate industry.

We incorporate best-in-class sustainable building standards for our offices to help reduce our environmental footprint and support broader health and wellbeing goals. Achieving our net-zero commitment will also demand new approaches to the management of waste and circularity, water and require action to mitigate climate-related impacts from the built environment on nature and biodiversity.

Case Study

Proptech helps the Big Apple get smart

JLL Technologies has partnered with New York City on a landmark Proptech Piloting Program to identify, assess and trial innovative proptech solutions in City-owned real estate assets. JLL Technologies was chosen for its extensive experience working in the public sector, with start-ups, and 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.

[Read more](#)

Case Study

Fast track to net-zero

JLL supported Orchard Street Investment 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. Orchard Street's accelerated timetable to achieve net-zero carbon emissions for corporate and landlord emissions and refurbishments by 2030, and by 2040 for occupier emissions and fitouts makes it among the first real estate managers in the UK to target these earlier dates.

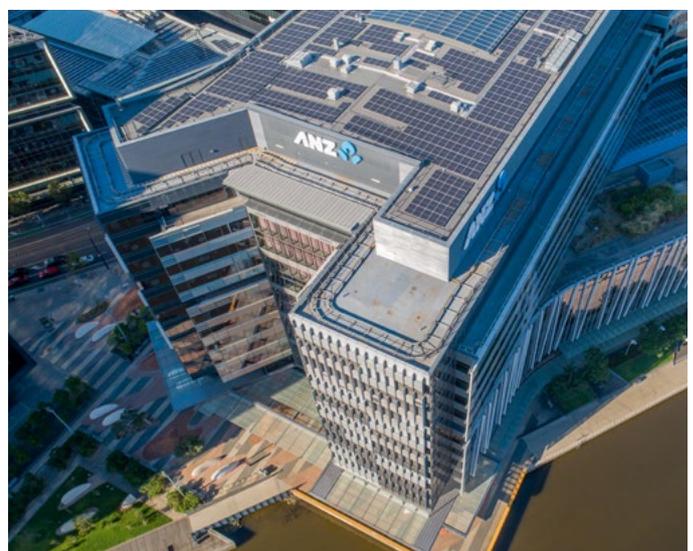
[Read more](#)

Case Study

Solar powers ANZ climate goals

In 2021, we were proud to support ANZ when the existing 140kW solar power generation system on their global headquarters was due for a major upgrade. JLL developed a feasibility report and was engaged to deliver and manage the project that will support the bank's ambitious target to power 100% of its Australian operations by renewable energy by 2025. The new system comprises more than 1,170 340W solar panels with an approximate area of 2,000 m². The majority of the energy generated is used by the building, with a minimal amount being exported to the grid.

[Read more](#)



Healthy spaces for all people

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



The pandemic has accelerated the transition to new work habits, and this presents a significant opportunity to create healthy buildings that benefit JLL, and our clients. Sustainability and wellbeing are at the heart of our projects, including our own occupied offices. We are creating new workplaces that utilize the latest technology for seamless connectivity and improved employee wellbeing.

Given that we manage more than five billion square feet of space on behalf of clients, and with an annual procurement spend of approximately \$10 billion, our commitment to health and safety extends to those who work in JLL managed space or conduct their business on behalf of JLL.

Our responsible procurement framework sets out our road map to ensure a sustainable, inclusive, and ethical supply chain, and share best practice among our clients and partners.

Case Study

Hybrid working takes shape

The pandemic has accelerated the move to a more hybrid workplace. Experience / Anywhere is our solution to support employees, no matter where they work. It provides easy access to resources, tools, and events that help employees to be more productive and address their wellbeing. Following a pilot, participating 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.

[Read more](#)

Case Study

A first in wellbeing for Embassy REIT

JLL's sustainability team used its expertise to steer Embassy REIT through the WELL Portfolio Score certification process, making it the first organization in India to achieve the rating, and one of the top 40 such portfolios globally to receive this recognition. 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 in terms of area and number of people impacted.

[Read more](#)

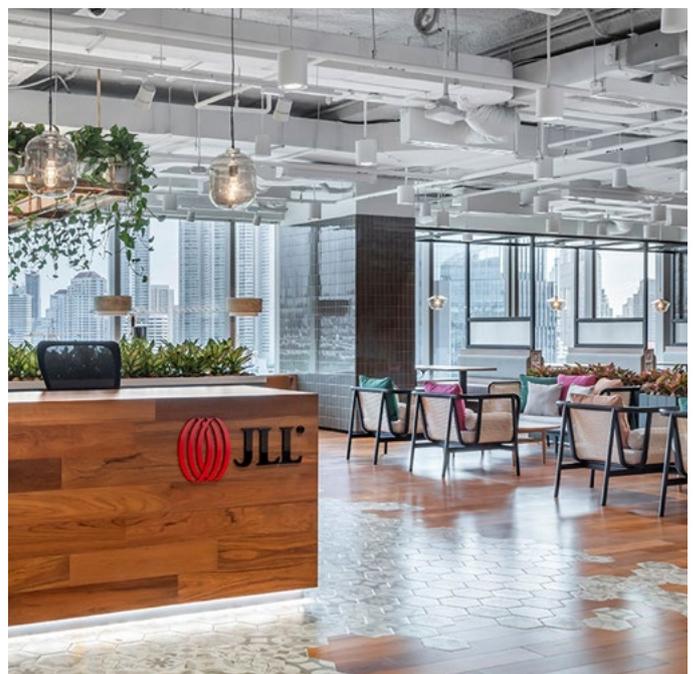
Case Study

Leading by Design

Our new offices in Casablanca are the first JLL occupied offices to comply with the Tétris Sustainability Code, a set of sustainability principles aimed at limiting our impact on the environment and promoting the wellbeing of occupiers. Wellbeing was also a key driver behind the design of our new Perth office. The project was designed and constructed to achieve a Gold WELL certification and 5-star Green Star rating – currently the only office space in Perth to achieve this.

Our new office in Bangkok features a variety of work settings that give employees the freedom to choose where they wish to work, collaborate and interact. The office was awarded WELL Precertification and is on track to become the one the first offices in Thailand to receive WELL and LEED certifications.

[Read more](#)



Inclusive places for thriving communities

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



At JLL, we foster a diverse and inclusive culture where talent can flourish, and where employees, regardless of their background, identity or circumstance should feel valued, accepted and supported to succeed at work. This extends to our supply chain, where we promote inclusivity through supplier diversity and our commitment to human and labor rights.

Employee engagement is a prerequisite to building an inclusive workplace. Competitive rewards and recognition that deliver on our employees' ambitions, coupled with training and development to support personal and career progression all contribute to a motivated and engaged workforce.

Our commitment to promoting inclusion extends to the communities around us. Our community engagement program encourages our employees to get involved by leveraging their core skills, volunteering and fundraising to support those in need.

Case Study

Building Pride in Poland

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, equity and inclusion. Pride Poland has taken a leading role in working to increase the visibility of LGBT+ people and raising awareness of the challenges the LGBT+ community face. 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.

[Read more](#)

Case Study

JLL Global Communities Week 2021

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. 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.

[Read more](#)



Case Study

Sustainable and inclusive dining

Our JLL / Tétris team in Portugal donated nearly 2,500 hours of time to help non-profit organization CRESCER realize its ambitions to create a restaurant that has sustainability at its heart. With 182 covers in a relaxed environment, it's delivering a social return: by providing employment and training to 75 people from disadvantaged backgrounds, per year. Tétris, supply chain partners and subcontractors additionally donated €22,700 to the project. Not only has it won a major award for contributing towards ending homelessness, but also top TV show The Fixers lent a hand. [Click here to play the episode.](#)

[Read more](#)



Talk to us about sustainability

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

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Download the full JLL 2021 Global Sustainability Report on our website: [jll.com/sustainability](https://www.jll.com/sustainability)

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.