A better world is a **Net Zero** world.

JLL Global Sustainability Report 2020



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About JLL

JLL is a leading professional services firm that specializes in real estate and investment management.

We shape the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. As a Fortune 200 company, we help real estate owners, occupiers and investors achieve their business ambitions. In 2020, we had revenue of $16.6 billion and fee revenue of $6.1 billion, managed 5.4 billion square feet of space (501 million square meters) and completed an average of 36,200 leasing transactions for landlord and tenant clients, representing 922 million square feet of space (85.6 million square meters). At the end of 2020, we had over 380 offices and operations in more than 80 countries, and a global workforce of more than 90,000 people.

We provide services for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit entities, public-private partnerships and 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.

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

Key Financial Information

	2020	2019	2018
Gross Revenue (USD millions)	16,589.9	17,983.2	16,318.4
Net income attributable to common shareholders (USD millions)	402.5	534.4	484.1
Diluted earnings per share (USD)	7.70	10.87	10.54
Adjusted EBITDA (USD millions)	859.6	1,116.1	953.2



About this report

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

The 2020 Scope 1 and 2 energy and carbon emissions data in this report has been third-party assured by Achilles. All data in this report has undergone internal verification by our Global Sustainability team. Through the data collection process, we occasionally identify better quality historical data. We are continuously working to improve our data quality, which remains one of our biggest challenges despite significant improvements. The information presented in this report represents the best information available at the time of publication. All financial figures are reported in U.S. dollars.

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

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

Performance Highlights

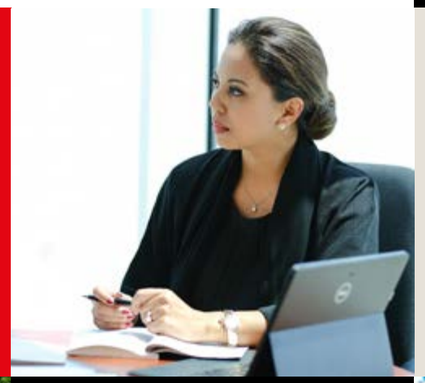
20,627
Metric tons CO_2e averted by advising on renewable energy projects

Awards and recognition

In 2020, we earned numerous awards and recognitions that reflect our commitment to sustainability, the quality of the services we provide to our clients, the integrity of our people and our desirability as a place to work.

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

7,959
days of employee time contributed to community causes



35%
Of global workforce are women

Perfect score on the Human Rights Campaign Foundation's Corporate Equality Index, 7th successive year

2020 ENERGY STAR Partner of the Year–Sustained Excellence Award, 9th successive year

World's Most Ethical Companies, Ethisphere Institute, 14th successive year



$7.7m
Contributions to community causes



Dow Jones Sustainability Index North America, 5th successive year

Bloomberg Gender-Equality Index, 2nd successive year

Signatory to the United Nations Standards of Conduct For Business: Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex People

79
JLL offices with sustainable building certifications



Achieved

295
sustainable building certifications for clients

LaSalle

2020 Best Place to Work in Money Management, Pensions and Investments, 5th successive year

2020 ENERGY STAR Partner of the Year, 2nd successive year



Introduction from our CEO

Welcome to our 2020 Global Sustainability Report. In many ways 2020 was one of the most difficult years in recent history. The COVID-19 pandemic changed the way we live, the way we work and the way we socialize.

We endured tests big and small, as we faced seemingly endless personal and professional challenges. From a JLL perspective, we can be proud of how our more than 90,000 people around the world responded to the pandemic. We supported one another, our clients and our communities and worked to ensure that we were rapidly adapting to changing circumstances around the world.

As we emerge from this global crisis, sustainability has become more important than ever. We must take actions that create a positive impact not only today but also in the future. There is a strong and direct correlation between our environmental, social and governance performance and the long-term health and success of our people, our business and our communities. We address this by putting into action our sustainability strategy, Building a Better Tomorrow. Through it, we are working to ensure the built environment evolves and adapts in a way that is both sustainable and equitable.

Some view climate change as the single biggest challenge to our long-term future. With real estate and infrastructure responsible for close to 40% of global carbon emissions and with the net zero carbon market transformation truly underway, I am proud that JLL is leading the way with our wide-ranging commitments to sustainability. Our goal to achieve enterprise-wide net zero carbon emissions by 2040 is most ambitious. We are including in this goal not just our own operations around the world, but also all of the sites we manage for our clients and our extensive global corporate supply chain. This is a substantial and significant commitment which visibly demonstrates JLL's determination and clarity of purpose in shaping the future of real estate for a better world. For us, a better world means a sustainable world.

In a related move, JLL also signed The Climate Pledge putting us alongside Amazon, Global Optimism and several other prominent signatories in committing to being net zero by 2040–ten years ahead of the Paris Agreement. All of which adds further momentum and stringency to our focus on mitigating climate change, building on our existing science-based target for reducing carbon emissions and earlier key steps, such as signing the World Green Building Council's Net Zero Carbon Buildings Commitment during 2020.

To deliver on our net zero commitment we will need to be fully equipped to guide our clients on their own journeys. As a core global strategic priority, we are embedding and growing sustainability products and services across all our business lines.

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

In addition to significantly progressing our commitments toward sustainability throughout 2020, we accelerated our journey to becoming the industry leader in technology and data and further intensified our focus on promoting diversity and inclusion in all areas of our business. JLL closed the year with resilient financial performance, laying the foundation to support strong and sustained profitable growth over the next decade, guided by our purpose of shaping the future of real estate for a better world.

While this past year has proven that circumstances can change rapidly, there is growing hope that the COVID-19 pandemic can soon be brought under control. Many countries are making progress with vaccination efforts and beginning to plan for reopening their economies and societies. We expect business and economic activity to recover strongly through the second half of 2021, with momentum building through subsequent years.

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

Thank you for your continued interest in JLL.

–Christian Ulbrich

The impact of COVID-19 on sustainability

Since early 2020, many of us were confined to our homes in various stages of lockdown, looking forward to the return to some sense of normalcy.

And as I write this, as one country begins to emerge another seems to be subsumed by another phase or variant of the virus. But as the world recovers from COVID-19, as indeed it will, it is essential that the critical choices facing businesses, governments and investors are viewed through a sustainable, equitable lens. At JLL, we are committed to emerging from the pandemic stronger and more sustainable than ever.

COVID-19 has shown just how important sustainability is for the future. It has given us a once-in-a-generation opportunity to ensure that short-term emergency and recovery measures help increase resiliency through sustainable policies and practices. At JLL, we are proud to commit to being net zero by 2040, allowing us to meet the aims of the Paris Agreement ten years ahead of schedule. To deliver this commitment, 95% of our 2018 baseline greenhouse gas emissions will be fully abated and any residual offsets will be limited to no more than 5% of that baseline. This commitment also enables us to sign the Climate Pledge alongside Amazon and others.

Just as we have reaffirmed our commitment to a sustainable future, we have also doubled our efforts to support our clients throughout the pandemic. Our people have worked, and indeed are still working, in often highly challenging circumstances to support our clients, helping them maintain essential operations through the worst of COVID-19. Through our product offerings, research and on the ground assistance, we have been able to help clients respond to the pandemic, re-enter their marketplaces and plan for the next-normal in a post-pandemic era.

As an organization we also supported one another. We placed an emphasis on employee wellbeing, providing a range of resources to help our people navigate a challenging time, including tips for self-care and stress management, the Headspace app, resources for working caregivers, information about employee assistance programs, wellbeing webinars and other initiatives.

Despite the many challenges faced throughout 2020, our people also worked to give back to their local communities wherever possible. Throughout 2020, we gave more than $7 million in charitable contributions and our employees volunteered nearly 8,000 days of their time. Through CaterCares we funded one million meals with Feeding America, the US's largest hunger relief organization. Our people also sewed masks, donated wireless devices to low-income families, gifted hand sanitizer, delivered meals to homeless shelters and so much more. Throughout it all, JLL has remained committed to making a positive impact on the communities we serve, whether through our dayto-day work or in company-wide efforts.

With the pandemic still raging in so many parts of the world, it is too early to assess the full implications of COVID-19, but we know that we will emerge stronger than ever. Through the pandemic our teams have successfully helped our clients to prepare, respond, re-enter and reshape the future of work, supported one another through the worst periods and donated time and money to their communities whenever possible. No matter what the future holds, we will continue to shape the future of real estate for a better world.

If you would like to read more about JLL's response to COVID-19, please visit our JLL Real Stories site.

–Richard Batten
Global Chief Sustainability Officer

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In conversation with our

senior leaders



Mary Bilbrey
Global Chief Human Resources Officer



Neil Murray
Global CEO, Work Dynamics



Guy Grainger
Global Head of Sustainability Services & ESG

In the wake of COVID-19, how do you think attitudes towards sustainability will change?

Mary: More than ever, employees and candidates expect purpose-driven actions from their employers. So sustainability has become a talent imperative; the companies that realize this and take meaningful actions to drive change will be those that can attract the best talent.

Guy: The pandemic has exposed the fragility of the global system and allowed people a moment to stop, reflect and reassess their impact on the world we live in.

Neil: The events of the last year have made us all more aware of what it means to be human and of the fragility of the world around us. Sustainability has been an abstract concept for many but I hope now it will be viewed as a very real responsibility for us all.

Health and wellbeing in the workplace has never been more important. How do you think sustainability will contribute to a safer, healthier work environment for our people and our clients?

Mary: The experiences of the last year have made it clear, wellbeing will be at the forefront of the future workplace. Employees are looking to their employers not only to provide an environment that fosters wellbeing with clean air, natural light, environmentally friendly amenities and the like; they are looking to employers to support their mental, physical and financial health as well as to foster their sense of belonging. Companies who are the most successful navigating the future workplace will be those that continue to elevate how they care for their people.

Guy: Whether it is breathing cleaner air or creating an environment where respect and openness are important values, workplaces need to be curated in a way which provides people with motivation to be there and ultimately, to be more productive.

Neil: Sustainability is embedded into JLL's culture and is fundamental to all we do for our clients. This is reflected not only in our own climate commitments, but it is also at the core of all the products and services we create for our clients. For us, a sustainable world is a healthy world.

With sustainability becoming more mainstream, how will that impact service delivery to clients?

Guy: It is now important to measure impact, particularly in the built environment, so that organizations can assess success criteria not only in terms of financial return, but also on environmental and social KPIs.

Neil: JLL has been partnering with clients on solutions such as renewable energy supplies and portfolio management for some time. Over the last year, clients, particularly those with some of the largest real estate portfolios, have looked increasingly to JLL to meet their sustainability goals. Although we are on a journey to provide a complete end-to-end, enterprise-wide offer, there is no organization as well positioned and committed as JLL to deliver holistic, sustainable solutions at scale.

Technology is a core part of JLL's business strategy, how do you think it will influence our approach to sustainability in the future?

Guy: Technology will enable us to collect and aggregate data from buildings all over the world and is critical to improving efficiency and reducing unnecessary energy demand.

Neil: The pace of technology is moving faster than anyone could have anticipated. Today, we are able to collect and analyze data at a rate that allows us to make adjustments at a near real time rate. 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.

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

Mary: To continue our journey toward a more diverse and inclusive workplace, which is core to our purpose of shaping the future of real estate for a better world. Our diversity inspires our innovation and empowers our success. We have made progress but know we have more work to do.

Guy: We will lead our people and our clients on a path to operate with zero harmful emissions to the environment whilst consciously improving their social impact on the world.

Neil: We continue to evolve as a company and a strategic real estate partner. Taking it back to our purpose-driven strategy, we remain focused on a culture of sustainability and creating positive, healthy, and inclusive spaces for our people, our clients, and our communities to thrive.

Addressing the challenge of climate change

Climate change continued unabated in 2020, with the planet registering the second highest global temperature on record[1]. Despite a 7% reduction in global fossil fuel emissions due to COVID-19 lockdowns and coinciding diminished economic output, carbon dioxide levels increased in the atmosphere, setting a new historical record. In 2020 the average temperature across Earth was 1.25°C higher than pre-industrial levels, bringing the world dangerously close to the 1.5°C threshold needed to avert a climate catastrophe.

The 2018 Special Report on the impacts of global warming released by the Intergovernmental Panel on Climate Change (IPCC) states that greenhouse gas emissions need to be reduced by nearly half over the next eleven years to limit the most severe impacts of global warming. These impacts include crop failure, increased spread of insect–borne diseases and other viruses, extreme storms and flooding and life-threatening heat.

At a country level, climate ambition is falling short and putting the world on a dangerous track toward unchecked warming. Despite record temperature and emission levels, recent climate targets submitted to the United Nations as part of the Paris Agreement will reduce global warming by less than 1°C.

To counter political inaction and geopolitical roadblocks, it has become increasingly important for corporations to take a leading role in the climate crisis. At JLL, we are committed to reducing our emissions and doing our part to achieve the 1.5°C target needed to avert the worst outcomes of global warming.

The built environment is estimated to account for approximately 38% of global final energy consumption and nearly 40% of total direct and indirect CO_2 emissions, meaning JLL can have a significant impact through the work we do with our clients and our people as well as in our workplaces and communities.

We recognize that the systemic nature of global warming requires that change be introduced across all levels of our organization, which is why we have committed to achieve net zero emissions by 2040 by eliminating carbon emissions across all areas of our operations. We have also set an aggressive science-based target for carbon reduction that addresses our Scopes 1 and 2 emissions and our Scope 3 emissions and have joined the World Green Building Council's Net Zero Carbon Buildings Commitment for our leased offices, which will ensure JLL-occupied buildings are carbon neutral by 2030.

Climate change is the defining issue of our time and it is important that we are doing our part to ensure there is a viable future for our people, our clients and our communities. At JLL, we are shaping the future of real estate for a better world.

[1] NOAA National Centers for Environmental Information, State of the Climate: Global Climate Report for Annual 2020, published online January 2021

JLL Net Zero 2040 Commitment

We will achieve net zero emissions by 2040 by eliminating carbon emissions across all areas of operations including our Scopes 1 and 2 emissions, and our Scope 3 emissions, which includes our clients, our corporate supply chain and operational activities. Our partnership with our clients is fundamental, as over 95% of our emissions are from our client portfolios.

Our net zero by 2040 trajectory will require all our clients to be on a decarbonization journey. Helping our clients achieve this is a key pillar of our business strategy. We are making significant investments in sustainability services and capabilities using the breadth and strength of our global platform to partner with our clients in truly moving the needle on real estate carbon reduction and sustainability.

> By enhancing its climate goal to achieve net-zero emissions by 2040 across all areas of operation, including its clients and supply chain, JLL has demonstrated the level of corporate ambition necessary to reach the sector- and economy-wide reductions needed to stabilize the climate.
>
> **Mindy Lubber,**
> CEO and President, Ceres

The Climate Pledge

We believe that climate change demands urgent and universal action. Because of this JLL is proud to sign The Climate Pledge. We stand with Amazon, Global Optimism and the other signatories in a commitment to being net zero carbon by 2040, ten years ahead of the Paris Agreement. Companies with a combined annual revenue of more than over $1.4 trillion and more than five million total employees have signed the Pledge.

JLL's Net Zero 2040 Commitment addresses the three criteria of The Climate Pledge. As a signatory, we will:

- measure and report greenhouse gas emissions on a regular basis,
- implement decarbonization strategies in line with the Paris Agreement through real business change and innovations, including efficiency improvements, renewable energy, materials reductions, and other carbon emission elimination strategies; and
- take actions to neutralize any remaining emissions with additional, quantifiable, real, permanent and socially beneficial offsets to achieve net zero annual carbon emissions by 2040.

By joining The Climate Pledge, JLL is reinforcing its commitment to sustainability and strengthening a community of business leaders dedicated to sharing knowledge, ideas and best practices.

THE CLIMATE PLEDGE Paris... 10 years Early

JLL science-based target

In making our Net Zero 2040 Commitment none of our existing climate commitments change. Our 2040 target reinforces JLL's commitment to taking a leadership position on climate action and supporting our advocacy efforts towards Race to Zero.

In 2020, the Science Based Targets initiative (SBTi) formally approved our ambitious plan to reduce our absolute Scopes 1 and 2 GHG emissions by 68% by 2034 from a 2018 base year. The target covers emissions from our more than 380 offices in over 40 countries and our engineering fleet, including company cars. Additionally, we committed to reducing our Scope 3 GHG emissions from the space we manage on behalf of our clients by 53% per square foot by 2034 from a 2018 base year. The target has been developed in accordance with the SBTi's absolute-reduction approach and is aligned to a 1.5°C emissions pathway based on the IPCC Fifth Assessment Report RCP2.6 subcategory.

SCIENCE BASED TARGETS

JLL's science-based target

Scope	Target reduction	2034 target	2018 baseline	2020 performance	% change
Scopes 1 and 2 Emissions	68% reduction by 2034 from a 2018 base year	19,091 metric tons of CO_2e	59,659 metric tons of CO_2e	45,523 metric tons of CO_2e	-23.7%
Scope 3	53% reduction per ft^2 by 2034 from a 2018 base year	0.00139[2] metric tons of CO_2e/ft^2	0.00301 metric tons of CO_2e/ft^2	0.00266 metric tons of CO_2e/ft^2	-11%

JLL Net Zero Carbon Building Commitment

In 2020, JLL signed up to the World Green Building Council's Net Zero Carbon Buildings Commitment. Under the terms of the Commitment, we have pledged to only occupy offices which are net zero carbon in operation by 2030.

The majority of reductions in our offices' emissions will be achieved through the implementation of measures to deliver our net zero commitment and science-based target. Any residual emissions will be addressed through the purchase of eligible carbon offsets. However, we will seek to minimize the purchase of offsets by increasing our use of renewable energy and improving the energy efficiency of our office portfolio.

WORLD GREEN BUILDING COUNCIL ADVANCING NET ZERO

[2] This figure has been restated from the previous year's report, following a methodology correction.

Emissions reduction strategy

We have begun to map out detailed emissions reductions pathways on a year-by-year basis through to 2040. To deliver our carbon commitments, 95% of our 2018 baseline GHG emissions will be fully abated and any residual offsets required will be limited to no more than 5% of that baseline.

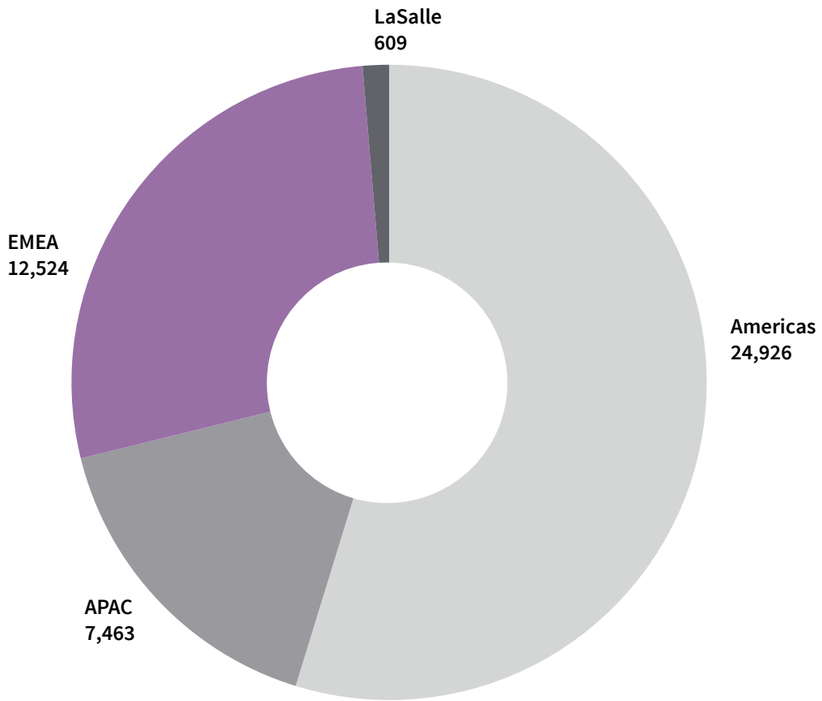
Scopes 1 and 2:

- Office efficiency: Driving energy efficiency in our existing office portfolio and taking on highly efficient office space at lease events.
- Electric vehicles: Shifting our fleet to low and no-emissions vehicles.
- Use of renewable energy: Moving our offices onto renewable energy wherever possible and reducing our use of non-renewable energy.
- Purchasing of Renewable Energy Certificates (RECs): Purchasing RECs or equivalent measures in those markets where renewable energy is unavailable.

Scope 3:

- Partnering with clients: Invest in net zero carbon products, develop innovative tools and support our clients decarbonize their portfolios by 2040.
- Employee and business travel: Minimize the use of business travel by using technology solutions for collaborative working. Support employees in reducing emissions from commuting.
- Procurement: Work with our suppliers to reduce the emissions in our supply chain.
- Employee home working: Engage with employees and provide them with necessary tools to minimize emissions from home working

2020 Scope 1 and 2 Emissions by Region (metric tons CO_2e)



Task Force on Climate-related Financial Disclosures

In 2019, JLL agreed to adopt the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), which support the assessment, pricing and management of climate risk. The recommendations are structured around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management and metrics, and targets. We completed our first TCFD disclosure in 2020. The disclosure was published in our 2019 Global Sustainability Report and can be viewed here.

We have and will continue to use the TCFD recommendations to further understand and increase the transparency of JLL's climate-related risks and opportunities. This will allow us to better prepare for the impending shift to the low-carbon economy and the challenges of climate change in ways that are most beneficial to our clients, people, communities and investors.

Learn more about our TCFD disclosure here.

2020 Carbon Footprint

GHG protocol scope	Category	Total (mt CO_2e)
Scope 1	**Total Scope 1**	**24,215**
	Fleet: Fuels	22,733
	Offices: Natural gas	1,476
	Offices: Fuels	6
Scope 2	**Total Scope 2**	**21,308**
	Offices: Electricity (incl. heat and steam)	21,308
Scope 3	**Total Scope 3**	**14,800,407**
	Data centers	1,419
	Purchased goods and services	302,225
	Employee commuting	56,819
	Business travel	16,278
	JLL fleet (WTT)	6,034
	JLL offices (T&D)	3,344
	Waste	157
	Client Emissions[3]	14,368,807
	Home working[4]	42,451
	Natural gas	2,873
Outside scope	**Total outside scope**	**52**
	Fleet: Outside scope	52
Total carbon footprint		**14,845,930**

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

[4] Calculated for the first time in 2020.

How we create value


JLL Frankfurt, Germany

Sustainability is 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.

We know that our business activities are connected to both positive and negative impacts on the environment and society, in various ways along our value chain. Through Beyond, our strategic vision, and our corporate sustainability strategy, we are striving to increase these positive contributions and minimize the negative effects of our business activities. To do this we are developing a deep understanding of how our operations, across the entire value chain, impact people and the planet. We are working to fully integrate this thinking into our business strategies and reporting to ensure that we are always improving and creating shared value.

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

Interview with Karen Brennan

Global Chief Financial Officer



Tell us more about your role.

As Global Chief Financial Officer at JLL, I am a strategic partner to our Global Chief Executive Officer and the Global Executive Board and extensively involved in decision-making on how to grow JLL in a way that is profitable, while delivering on behalf of our shareholders and stakeholders, including our employees and clients. A big part of my role is telling our story externally and making sure people understand what it is JLL does and what we have to offer, as well as what is important to us and what our values are as an organization.

How does sustainability impact or shape your role?

From a pure CFO perspective, if you're looking at the financial impact of sustainability, there are both opportunities and risks. In my job, I help the team evaluate strategic objectives, ensuring we are investing in growth opportunities that are good for our business. Sustainability is a top priority. I am also focused on ensuring everything we do ties back to our corporate purpose of shaping the future of real estate for a better world.

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

I am excited about our net zero commitment and taking concrete steps to start mapping out what the future looks like given our commitment, as well as planning how we will partner with our clients to help them achieve their own carbon reduction objectives. In the future, I would like to see us introduce change that is both incremental but also outside of the box, and ensure we are participating in and hosting different forums to discuss our net zero commitment. As a business, we need to ensure these discussions include a range of stakeholders from inside and outside the business. A growing percentage of our more than 90,000 employees around the world understand the importance of sustainability and want to get involved and it's imperative we give them the opportunities to do so.

Our business model

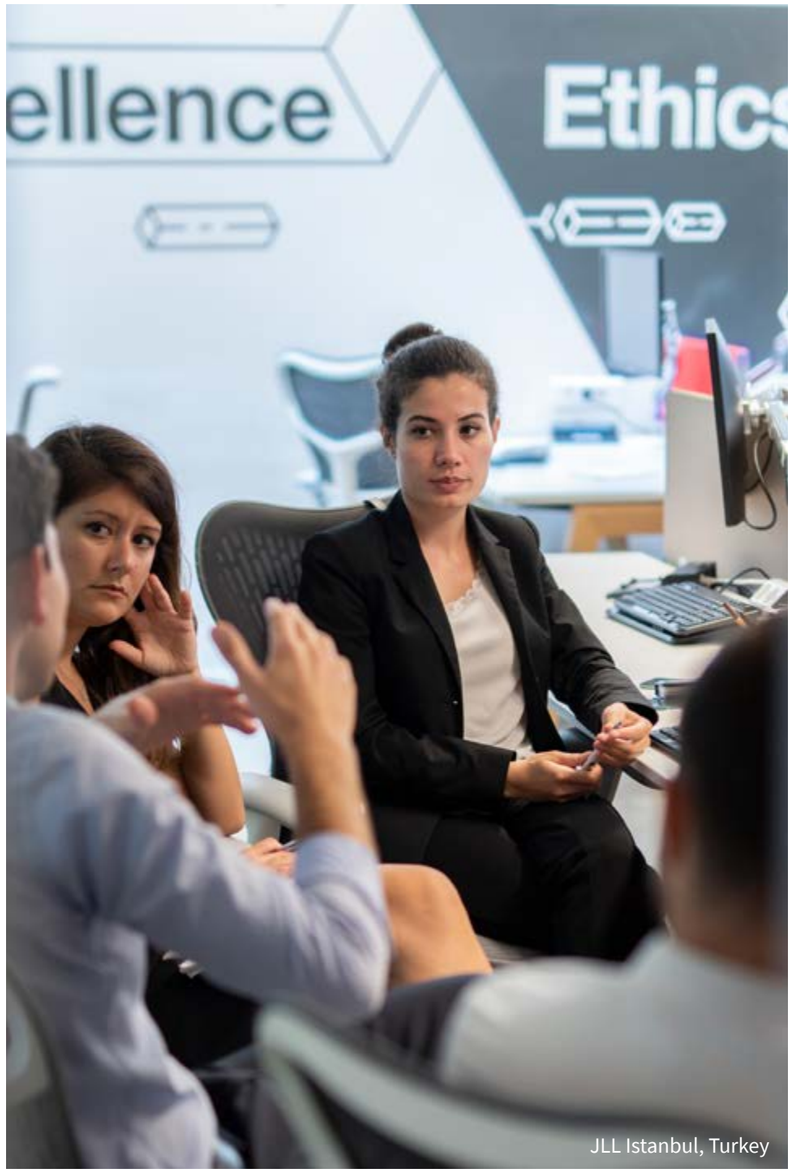
Beyond has been developed in collaboration between the JLL's Global Executive Board and senior leadership to ensure broad support and smooth implementation across JLL. Beyond draws on our research into five key macro trends for our industry: the ongoing rise in investment allocations to real estate,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

We have designed our business model to (i) create value for our clients, shareholders and employees, (ii) establish high-quality relationships with the suppliers we engage and the communities in which we operate, and (iii) respond to macroeconomic trends impacting the real estate sector. Based on our intimate knowledge of local real estate and capital markets worldwide, 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.

Our value creation model 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.



JLL Istanbul, Turkey

Examples of our influence

Economic	• Profits • Taxes • Employment opportunities • Returns for clients
Social	• Wages and benefits • Health and safety • Skills development and training • Supply chain opportunities for SMEs and social enterprises • Contributing to local communities • Employee health and wellbeing • Sustainable inclusive societies and urban development
Environment	• GHG emissions • Resource use (water, energy, materials) • Waste and circular economy • Energy and sustainability services to clients along the full property lifecycle • Renewables advisory services • Socio–economic impact advice to clients

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

External environments

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

Integrated Reporting

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

Shaping the future of real estate for a better world

Sustainability is about taking actions that create a positive impact not only today, but also in the future.

Together with our people, clients, suppliers and communities we are working to drive disruptive and impactful change by embedding sustainability into everything we do. Through our corporate strategy, we are able to deliver transformative changes for our business and the wider world.

Our purpose

Our purpose is to shape the future of real estate for a better world. Staying true to our purpose reinforces our values of teamwork, ethics and excellence, and focuses our efforts on addressing the interests and ambitions of our clients and all our stakeholders. It exemplifies our commitment to the highest standards of environmental, social and corporate governance, and to a more sustainable, diverse and inclusive future. Our purpose guides our strategic growth vision and informs our response to the macrotrends prevalent in the real estate industry.

Ultimate responsibility for promoting awareness and ensuring adherence to our values and purpose across the enterprise is held by the JLL Global Executive Board (GEB) and is endorsed by our Board of Directors.

Our sustainability strategy

Through our corporate sustainability program, Building a Better Tomorrow, we are committed to new ways of partnering with our stakeholders to achieve our shared ambitions for a sustainable future. We do this by embedding sustainability into everything we do through our sustainability framework. The program is predicated on four key Pillars: Clients, People, Workplaces and Communities.

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

The implementation of our sustainability program across JLL is supported by a global governance structure for sustainability that is reflective of all parts of the business. This is outlined in detail on page 29.

Our sustainability program is deeply embedded in the U.S., the U.K., Australia, France, Germany, Greater China, India, Japan and in our LaSalle business. These countries have led the way in driving meaningful change in our operations around the world. In 2020, we began formal engagement with the next tranche of countries in order to further roll-out Building a Better Tomorrow across the business. These countries include Singapore, Portugal, Spain, Italy, Ireland, Netherlands, Poland, Brazil, Mexico and Canada. Overseen by JLL's three regional CEOs, the relevant country CEOs are responsible for overseeing the successful implementation of the sustainability program in our key markets, including appointment of further resources as required. By driving all of our sustainability and corporate responsibility activities through Building a Better Tomorrow, we aim to deliver consistency, best practice and direction globally.

The materiality process

Garnering input from key stakeholders on the issues considered most important to our business is a key dimension of JLL's strategy and target development process. Our approach includes data driven analysis of issue areas and structured engagement with our employees and external constituents. The findings inform the JLL sustainability framework, strategy, targets and KPIs, ensuring that we are effectively addressing our most relevant impacts, opportunities and stakeholder expectations.

JLL undertakes materiality reviews periodically, alternating between in-depth assessments and lighter-touch updates. The details of previous reviews are covered in our part Global Sustainability Reports, available on our website.

Originally planned for late 2021, the COVID-19 pandemic led us to accelerate the timeline of our materiality review to December 2020. We wanted to determine whether the significant upheaval of 2020 led to changes in the issues perceived to be important to our business and, if so, how should these changes be reflected in our strategy.

Through the use of an external platform, the result was a more data-driven analysis of current and emerging external sustainability risks, including broader peer analysis and the consideration of a wider number of sustainability issues.

In addition to the industry and peer benchmarking, we conducted a survey with internal stakeholders, including employees and leaders from all regions, as well as external stakeholders including clients, investors, and NGO representatives. We followed up the surveys with interviews of a select number of individuals representing both internal and external views.

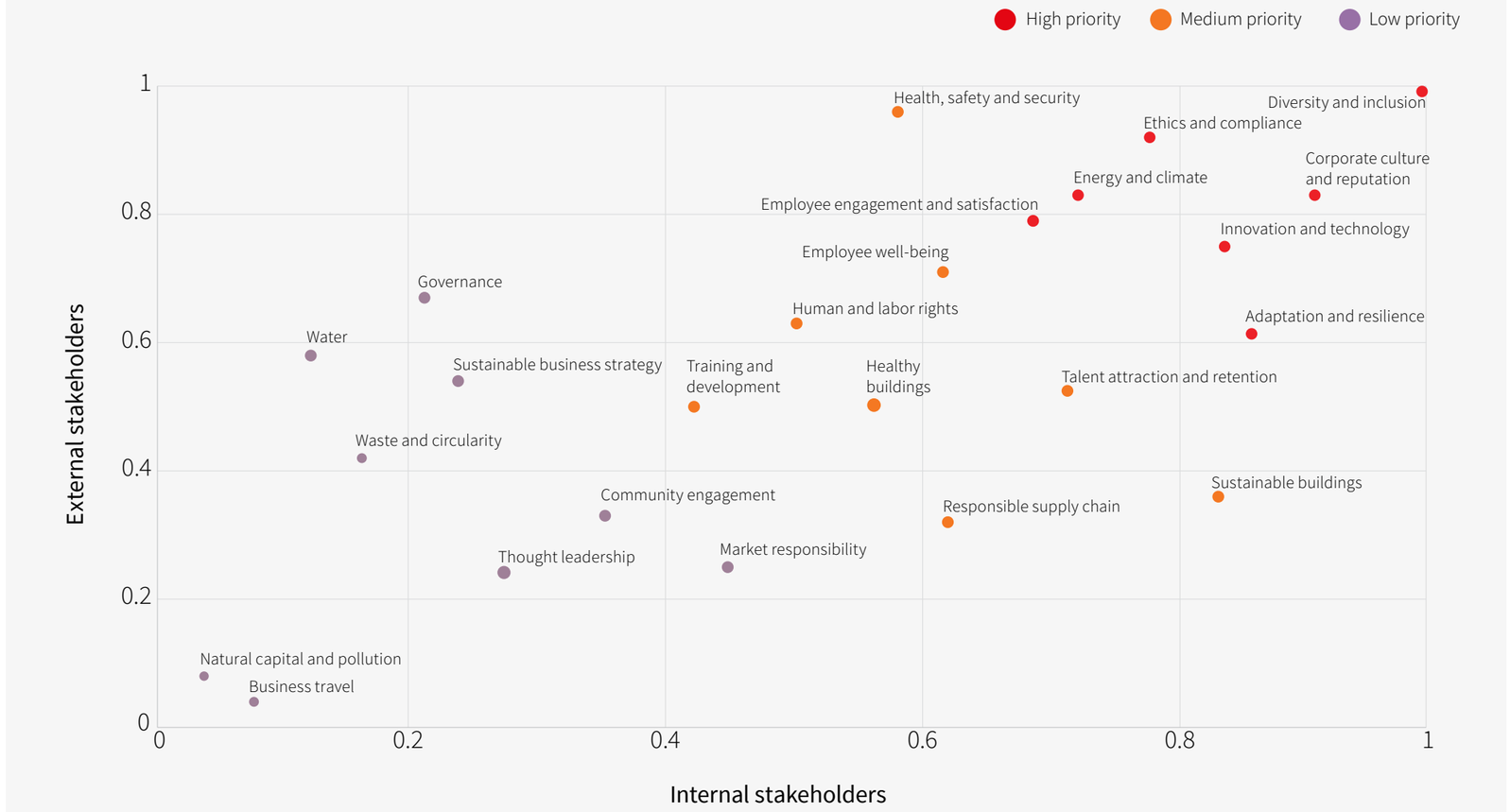
The results identified several issues that had shifted in terms of their importance to JLL or our external stakeholders since our 2019 refresh, as illustrated.

Our material issues and approach

Of the ESG issues assessed, the results of our 2020 materiality review showed a marked movement in the 'S' issues compared to our 2019 review. Most significantly was diversity and inclusion, identified by both internal and external stakeholders as the most material issue to our business. Diversity and inclusion was followed by ethics and compliance, corporate culture and reputation, innovation and technology, energy and climate, employee engagement and satisfaction, and adaptation and resilience, all of which are reflected in the matrix. While all issues in the matrix are material, the graphic depicts their relative importance according to our stakeholders and market reporting and benchmarking.

Our strategy and approach to each material issue is regularly evaluated to ensure that we are responding appropriately to these key issues and that we have effectively identified priority areas for action over the short-,medium- and long-term. As such, the findings of our latest review are a core component of the evolution of our strategy, as well as advancing our approach to climate risk through TCFD reporting. Please see Annex F for a full list of our material issues.

Materiality Matrix



Looking to the future

In line with our commitment to the UN Sustainable Development Goals, we are working towards transitioning to a more impact–focused program. This involves using positive impact as a north star when developing new initiatives and improving existing ones.

An effective sustainability framework should evolve to respond to changes taking place inside and outside the business and continue to drive our sustainability progress. JLL's purpose and the timeline of our full materiality review has provided us with an opportunity to assess the structure of our framework.

Currently, we are exploring what an evolved framework could look like. Any changes we make will not impact our strategy and targets, but rather help drive our performance and make it easier for our internal and external audiences to understand and engage with our sustainability program.

The review will also encompass how we address the challenges related to climate change, an elevated priority for JLL. We believe that addressing climate risks and opportunities cuts across aspects of our whole program, and creating initiatives and actions designed to mitigate risk and seize opportunities requires increased focus.

By continuously evolving and expanding our sustainability strategy, we can ensure that JLL is shaping the future of real estate for a better world. We will review the JLL's sustainability framework throughout 2021.



"JLL has shown tremendous climate leadership and innovation, demonstrating the role leading organizations can take to drive net zero action. In 2020, JLL became a signatory of the World Green Building Council's Net Zero Carbon Buildings Commitment, they have since leveraged this ambition by signing The Climate Pledge, committing to achieving net zero carbon emission across all areas of JLL's operations by 2040. We are honored to have JLL as a member of our Corporate Advisory Board, and value their contribution to advancing sustainable buildings for everyone, everywhere."

Cristina Gamboa
CEO, World Green Building Council

Our sustainability targets

Below are JLL's sustainability targets. Green, yellow or red status indicates whether we have completed, are on track to complete or are behind the stated target, respectively.

Our existing targets

Pillar	Target	Status
Clients	Reduce Scope 3 GHG emissions from the use of sold products 53% per square foot by 2034 from a 2018 base year.	
Clients	Support the transition to a circular economy through piloting zero waste fits outs in each region by the end of 2021.	
Clients	Demonstrate thought leadership in workplace health, wellbeing and resilience.	
Clients	Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by end of 2020.	
People	Improve gender balance of leadership in our 8 largest countries by revenue by 2021.	
People	Achieve a best-in-class inclusion score of 79 by 2023.	
People	Achieve at least 10,000 users of our newly developed Well-Being resources by end of 2020.	
People	Reduce employee lost time injury frequency rate by 10% off of the two prior performance periods by 2020.	
Workplaces	Set a science-based target for JLL's global Scope 1 and 2 emissions, and an accompanying Scope 3 target by 2020.	
Workplaces	Science-based target: Reduce absolute Scopes 1 and 2 emissions by 68% by 2034 from a 2018 baseline year.	
Workplaces	100% of office space >10,000 ft^2 to have a sustainability certification by 2030.	
Workplaces	Sustainable procurement framework to adopted globally by 2020.	
Workplaces	Set ambitious new sustainability requirements for our global office portfolio by 2020.	
Workplaces	Remove single-use plastics from all JLL offices by 2023.	
Communities	Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020.	

Our new targets

Pillar	Target
Clients	Increase completion of the recommended global onboarding training beyond 50%.
Clients	100% L-band managers undertake sustainability training and set goals for their business lines by end of 2022.
People	Reduce JLL's Accident Severity Rate (ASR) year on year.
People	Achieve a safety culture score above the industry standard benchmark year on year.
People	Continue to improve gender balance of leadership across the organization.
People	Train 50% of managers on adjusting approach to well-being needs of employees by end of 2023.
People	Refresh well-being resources and achieve at least 10,000 regular users by end of 2021.
Workplaces	100% of JLL offices have waste streaming and recycling programs in place by end of 2023.
Workplaces	100% of JLL offices in high water-stress areas to have water management plans in place by end of 2023.
Workplaces	Top eight countries by revenue (referred to as the J8) to reach level 3 of the Sustainable Procurement Framework by end of 2023.
Communities	Donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis.
Communities	Align 75% of communities activities to JLL's 6 priority Sustainable Development Goals by end of 2022.
Communities	Increase employee time in the community[5] to 23,500 days by end of 2023.

Key

Completed On Track Behind

[5] Includes volunteering, supervising work experience, fundraising and secondments to charitable organisations

UN Sustainable Development Goals

The SDGs are the blueprint to achieve a better, fair and more sustainable future for all, and they continue to provide guidance on our actions across our four Pillars.

Below are the ways the SDGs influence our work within the four Pillars of Building a Better Tomorrow:

- raising awareness of the SDGs within our core service lines and advancing the opportunities identified in the value chain assessments,
- expanding the Workplaces Pillar to address new impact areas such as waste and circularity, to ensure that we are fully addressing our core SDGs,
- reviewing our areas of focus within the People Pillar and collecting more comprehensive data to measure progress against our targets; and
- focusing action in our Communities programs on our key SDGs with a new goal to align 75% of communities activities to JLL's six priority SDGs by end of 2022.

Partnerships for the Goals, SDG 17, continues to be an important component in delivering against our key SDGs. This includes collaboration with our suppliers, clients and industry organizations to share knowledge, best practices and drive innovation. No one business can do this alone, and we are committed to working together with our peers to deliver industry-wide change.

JLL's Material SDGs





Our contribution to the SDGs

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

		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
Generating lasting value for our Clients	Embedded sustainability in core real estate services	✓		✓	✓	✓	✓
	Specialist energy and sustainability advice	✓		✓	✓	✓	✓
	LaSalle sustainable property investing	✓		✓	✓	✓	✓
Engaging our People	Health and safety	✓		✓			
	Health and safety		✓	✓			
	Personal and career development			✓			
	Rewards and recognition			✓			
	Health and well-being	✓					
Transforming our Workplaces	Energy				✓	✓	✓
	Waste and circularity				✓	✓	
	Water				✓	✓	
	Health and sustainability buildings	✓			✓	✓	✓
	Business travel						✓
	Sustainable procurement	✓	✓	✓	✓	✓	✓
Supporting our Communities	Employee volunteering	✓	✓	✓	✓	✓	✓
	Charitable contributions	✓	✓	✓	✓	✓	✓

Stakeholder Engagement

We define stakeholders as those individuals, groups or organizations who can affect or be affected by JLL's business activities.

We continue to leverage our relationships with Ceres, the World Green Building Council (WGBC) and local Green Building Councils and WEF to ensure we are responding to our stakeholders' priorities and expectation. Through these organizations as well as WEF's Alliance of CEO Climate Leaders, of which CEO Christian Ulbrich is a member, we are an active participant in the Road to Net Zero initiatives in the lead up to the next United Nations Climate Change Conference of the Parties, COP26.

As part of this effort, JLL was appointed as the built environment sector and infrastructure lead alongside Arup to drive the net zero carbon systems transformation within the sector. We are working with multiple stakeholder groups to map out the landscape of the sector and recommend ways forward. The aim is to encourage bold actions from stakeholders, scale up and highlight existing commitments, and help with advocacy outreach on climate change ahead of COP26.

JLL also continued its 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 reach out stakeholders and advocate for change. More details about our partnership with Bloomberg Green can be found on page 20.

In April 2020, and again in 2021, we held stakeholder discussions, facilitated by Ceres, to review our progress to date and proposed future targets. These engagements with JLL clients, shareholders, academics and non-profit organizations are a valuable component of our strategic direction.

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

- providing greater detail on achieving our science-based target, particularly scope 3,
- setting a net zero carbon target for 2040,
- highlighting examples of risks and opportunities in TCFD reporting and include a worse-case scenario in the evaluation,
- collaborating with our supply chain more intentionally,
- expanding diversity and inclusion goals to move beyond gender; and
- actively assessing client and community needs in the short–and long-term resulting from the COVID-19 pandemic, and provide guidance and thought leadership on these issues.

Specific detail on our stakeholder engagement activities can be found in the Annex F of this report.

Stakeholders are able to engage JLL directly via the contact information provided on JLL.com. For matters relating specifically to JLL's sustainability performance, please refer to the Contacts page of this report.

> "The World Economic Forum brings together leaders across society to address the world's most pressing challenges. As a Strategic Partner company, JLL Co-Chairs the Forum's Real Estate Industry community and provides direction and thought leadership on the Future of Real Estate initiative, helping to shape liveable, sustainable, resilient and affordable buildings, cities and communities around the world."
>
> **Jeff Merritt**
> Head of IOT and Urban Transformation; Member of the Executive Committee, World Economic Forum



Investor Relations

Interest and engagement in ESG within our investor community continues to grow. We have responded with greater ESG content in our quarterly analyst calls, as well as direct inquiry response and individual firm dialogue. In addition, we remain committed to transparency through our TCFD (see: TCFD section) and SASB (see: Annex H) reporting, which have led to more meaningful dialogue with our shareholder investors and helped strengthen our external ESG messaging and thought leadership.



Interview with Chris Stent

Global Head of Investor Relations and Corporate Finance



How does ESG impact or shape your role?

ESG issues have grown in importance and relevance over the last five to ten years, and I see this trend accelerating in the future driven by institutional investors. The pandemic brought into sharp focus the world's interconnectedness. There is growing recognition that organizations must go beyond what is simply good for business; to be focused on what is good for the environment, what is good for the larger community and what is good for others. This is all part of the idea of corporate citizenship and the rising role of not only shareholders, but also stakeholders and all those entities that have a vested interest in an organization.

The pandemic has really demonstrated the important role everyone—individuals, companies, governments, public and private institutions—has in making the world a better place. Because of that, we've seen an acceleration of the importance of ESG.

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

JLL has ambitious sustainability goals, and we have a track record of achieving and exceeding many of those targets. More broadly with 40% of carbon emissions coming from the built environment, JLL can affect meaningful change on a broad scale, especially since we manage 5.4 billion square feet of space around the world, more than 1,100 times the amount we occupy ourselves.

Our ability to set industry leading targets speaks to our opportunity and our ambitions. The leadership we have shown and particularly the resources we're bringing to the challenge allows JLL to be uniquely positioned to seize the moment and enact meaningful change.

Task Force on Climate-related Financial Disclosures

Executive summary

JLL adopted the TCFD recommendations in June 2019 to gain a clearer understanding of the financial impacts of climate change to our business, and to provide greater transparency to our investors and the market.

Our first TCFD report, a qualitative analysis, was published in June 2020 as part of our 2019 Global Sustainability Report and we committed to iterate our work and issue findings as the science and analysis warrant.

In that initial assessment, we identified two scenarios based on the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs). The two pairs of models we focused on were: a best-case scenario (RCP2.6) where the global average temperature increases by less than 2°C from preindustrial levels, and an intermediate scenario (RCP6.0), where temperatures increase between 2° and 3.7°C by the end of the century.

The results of what we consider our Phase 1 analysis, showed greater opportunities than risks, primarily through the expansion of offerings and technology investments, to help our clients transition to a low-carbon economy. We also recognized the need to modify certain internal processes to formally consider relevant climate-related risks and opportunities in decision making and create specific impact criteria related to sustainability. Lastly, we agreed our Phase 2 analysis, and the attention of this report, would be to evaluate the climate risks of JLL's specific property locations.

Phase 2

This analysis is a qualitative assessment focused on direct physical climate risk related to certain JLL's leased properties. It does not consider the transitional risks arising from the shift to a low-carbon economy. We considered the risks to our locations from both chronic (e.g. temperature, precipitation patterns or sea level rise) and acute (e.g. extreme weather events like storms and wildfires) climate drivers. We explicitly measured the hazard that a location, not a specific asset, will be exposed to between the years 2020-2050, applying a longer time frame to assess potential impacts than those customarily used in our required disclosures or in our lease holds.

Based on stakeholder input, we added the worst-case scenario of RCP 8.5 to our analysis, where temperatures would increase more than 5°C by the end of the century. Our approach, described in more detail in the Methodology section, was to leverage climate science models for in-depth scenario analysis of the headquarter locations of JLL's top eight countries by revenue, referred to as the J8: Australia, China, France, Germany, India, Japan, U.K., and the U.S.

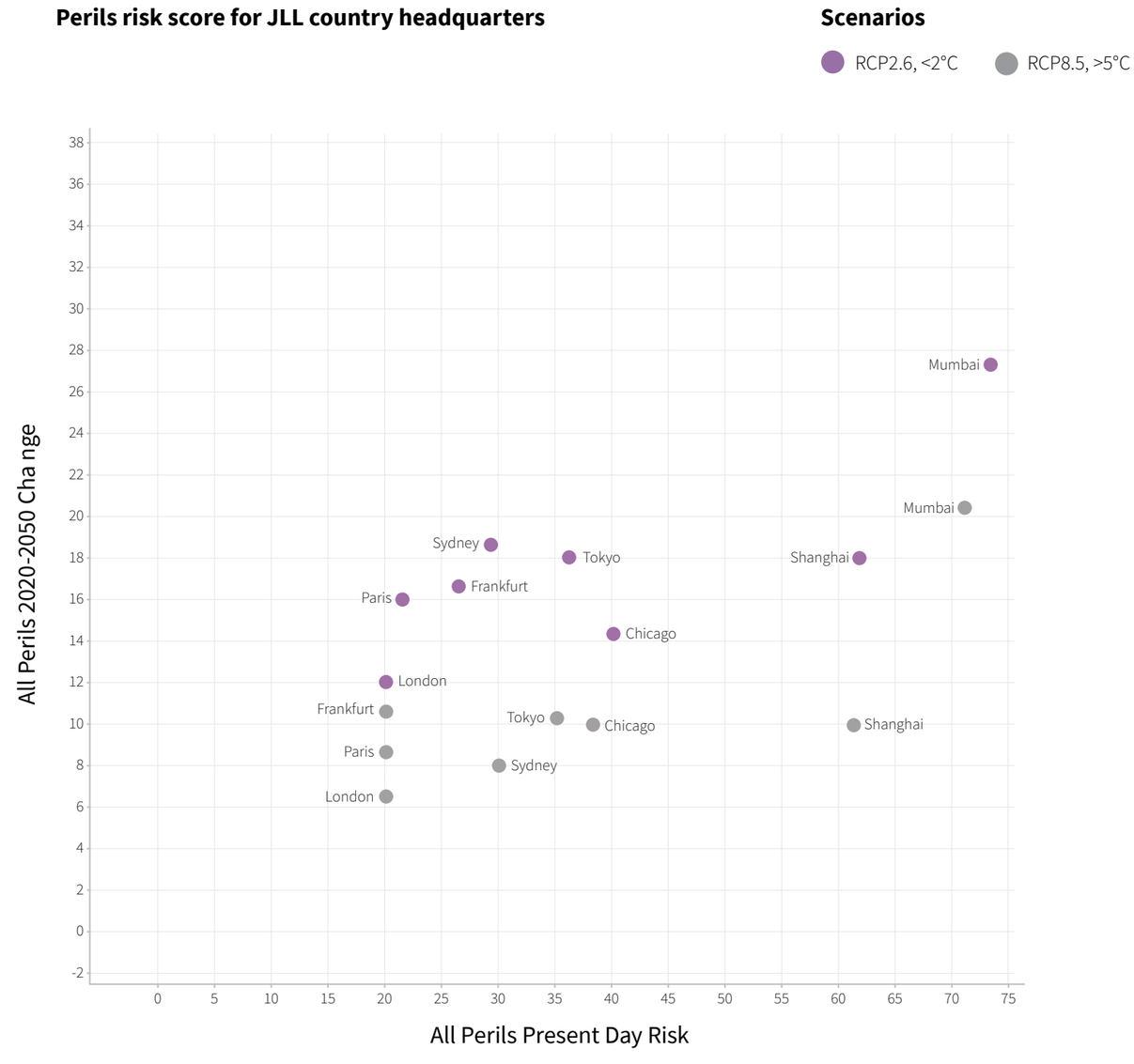
The key findings of our Phase 2 risk analysis of the eight locations show:

- strong climate signals of not only a warming and drying climate in all locations, but also evidence of the shift to more extreme swings of acute weather events,
- the impacts are potentially significant and varied across geographies, and they intensify with increasing temperature, although most locations remain at manageable risk; and
- of the eight locations, Mumbai, Shanghai, and to a lesser degree Tokyo and Sydney, are predicted to be less stable, warranting further evaluation to determine asset level and market resilience.

In assessing the risk and exposure to the eight unique locations, we evaluated six perils independently. This enabled a more in-depth view of the underlying drivers of change. Our conclusions at the individual peril level were also reflected in graphs below where all perils are combined into a single view. The level of climate risk is shown in two dimensions: the present-day level of risk, and how quickly that risk changes over time (2020-2050). Plotting the locations on the graph below reflects the climate risk under the best-case scenario of <2°C (RCP2.6) and worst-case scenario of >5°C (RCP8.5).

The table below shows the combined Perils Risk Score of JLL's headquarters locations in its top eight countries by revenue, present day and change over time relative to all JLL office locations globally.

Perils risk score for JLL country headquarters



Methodology

JLL evaluated climate physical risk in our J8 headquarters offices. JLL partnered with climate consulting firm Jupiter Intel to provide scientific climate data for this analysis.

JLL J8 Office Headquarter Locations, listed alphabetically, by country:

Country	City	Property Name / Address
Australia	Sydney	420 George Street
China	Shanghai	HKRI, Tower 1
France	Paris	Rue La Boetie
Germany	Frankfurt	Bockenheimer Strasse 55
India	Mumbai	One BKC
Japan	Tokyo	Prudential Tower
U.K.	London	30 Warwick Street
U.S.	Chicago	Aon-200 East Randolph

The perils that are evaluated as part of this report include:

	Peril	Definition
Acute	Extreme flood: fluvial and coastal storm surge and sea level rise, depth in meters, 100-year	Depth of the water (in meters) at the 100-year return period due to riverine (inland) flooding as well as coastal flooding from the combined effects of storm surge and sea-level rise.
	Precipitation: (pluvial flood), 100-year (in mm)	Maximum daily total water equivalent precipitation (mm) experienced at the 100-year return period based on the mean of the precipitation distribution from global climate models (GCMs), which model climate.
	Wind: wind speed in km/hour, 100-year return period	Maximum one-minute sustained wind speed (km/hr) experienced at the 100-year return period.
Chronic	Heat: days exceeding 35°C or 95°F	Days per year with temperature >35°C or 95°F based on the mean of the high temperature distribution from GCMs.
	Flood: tidal inundation depth	Annual depth of the water (in meters) in coastal areas due to high tides based on mean projections of tidal inundations and sea-level rise.
	Fire probability (%)	The maximum value, found across all months, of the probability of a wildfire occurring at some point in an individual month within 100km of the location, based on the means of several parameters from GCMs. For example, if the probability of a wildfire is 5% at any time in July, 20% in August, 10% in September, and 0% in other months, return is 20%.
	Drought (months)	Months per year where the rolling three-month or six-month average drought index, is below two based on the means of several parameters from GCMs.

Very Low Low Medium High Very High

Risk bands: The risks were rated on a 5-point scale according to the absolute metric of each peril, and color coded accordingly.

13

Analysis

Scope: For each office location, a thorough risk analysis across all perils was conducted. We include the key findings and highlight those perils that pose potential risk to business continuity. We evaluated risk under scenarios RCP2.6, RCP4.5 and RCP8.5, and across the years 2030, 2040 and 2050, using the average of 1986-2005 (labelled with the midpoint year, 1995, in figures) as the baseline.



Australia

Risk analysis headquarters location: 420 George Street, Sydney

Sydney-420 George Street		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0	0	0	0	n/a	0	0	0	n/a	0	0	0	n/a
Precipitation (mm)	222.05	232.7	232.5	229.2	3.2%	213.4	220.5	233.2	5.0%	217.3	234.6	246	11.0%
Heat (Nb. Days)	0.32	0.531	0.621	0.693	116.6%	0.516	0.609	0.655	104.7%	0.605	0.723	0.933	191.6%
Fire (% Probability)	4.0%	6.9%	7.1%	7.2%	80.0%	7.7%	7.9%	7.9%	97.5%	7.7%	7.9%	8.0%	100.0%
Drought (months)	0.06	0.198	0.237	0.25	316.6%	0.172	0.202	0.253	321.7%	0.171	0.218	0.298	396.7%
Wind (km/hr for 1 min)	127.86	125.7	126.2	126.1	-1.4%	127.5	126.7	127.1	-0.6%	125.8	127	126.9	0.8%

Assessment

Regardless of scenario and period, the Sydney headquarters location is consistently at a high to very high risk of disruptive precipitation and wind events, respectively. While the risk remains high, the extreme wind maximum sustained speed slightly declines over time.

Under 4.5 and 8.5 scenarios, drought exposure will begin to increase in 2030, reaching medium band in 2050, translating to an almost four-fold jump compared to the baseline. This is the most dramatic change in drought of all locations and while the heat risk shows low, likely due to its coastal location, it is exacerbated by the steady rise in temperature. Direct flood risk, as well as direct fire risk, are both low in the immediate location of the office throughout all scenarios and across the assessment period. Yet it is worth noting that indirect risk to business from flooding and fire may be elevated in the wider area, affecting staff and society at large.

Based on our assessment, the Sydney office presents medium risk and requires further due diligence to determine asset level and market resilience

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

China

Risk analysis future headquarters location: HKRI Tower, Shanghai

Shanghai–HKRI, Tower 1		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	5.25	5.62	5.71	5.88	12.0%	5.62	5.83	5.9	12.4%	5.65	5.85	6.01	14.5%
Precipitation (mm)	246.13	291.9	285.71	280.08	13.8%	278.86	284.15	283.58	15.2%	273.39	280.15	291.85	18.6%
Heat (Nb.Days)	14.66	21.51	23.64	25.21	72.0%	21.66	23.07	25.12	71.4%	22.75	26.17	29.54	101.5%
Fire (%Probability)	4.0%	7.0%	7.0%	7.0%	75.0%	7.0%	7.0%	7.0%	75.0%	7.0%	7.0%	7.0%	75.0%
Drought (months)	0.1	0.22	0.29	0.27	170.0%	0.18	0.19	0.24	140.0%	0.21	0.24	0.26	160.0%
Wind (km/hr for 1 min)	172.8	171.6	171.15	172.35	-0.3%	171.82	173.73	171.93	-0.5%	170.69	172.11	170.9	-1.1%

Assessment

The Shanghai office is one of the locations with a great number of risks across most perils, both chronic and acute. The city is located on the southern estuary of the Yangtze River, with the Huangpu River flowing through it. With a population of 27 million as of 2020, it is the most populous urban area in China and the third most populous city proper in the world. Given its location, Shanghai is particularly vulnerable to acute risk related to extreme flooding, inclusive of sea level rise, and precipitation, which can produce flash floods. Wind, in addition to the unique risks it poses, amplifies the chance of flooding by increasing the likelihood of storm surges. Shanghai's very flat topography enhances how far inland storm surge waters can reach.

Shanghai is also vulnerable to chronic climate risk related to heat with the number of days over 95°F almost doubling across the three climate scenarios. Although not in the highest risk category, the percentage increase in drought from the baseline period is its most significant and could have implications for population migration and agriculture, while also being instrumental in the increased probability of fire.

Based on our assessment, the Shanghai location presents medium to high risk and requires further due diligence to determine asset level and market resilience

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

France

Risk analysis headquarters location: Rue La Boetie, Paris

Paris-Rue La Boetie		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0.00	0	0	0	n/a	0	0	0	n/a	0	0	0	n/a
Precipitation (mm)	51.0	53.4	54.0	54.4	6.7%	54.3	54.7	54.0	6.0%	53.2	53.8	55.5	8.8%
Heat (Nb.Days)	0.79	2.03	2.46	2.78	252.8%	2.08	2.3	2.69	241.4%	2.45	3.27	4.35	452.0%
Fire (%Probability)	9.4%	13.0%	13.0%	13.0%	38.3%	13.0%	13.0%	13.0%	38.3%	13.0%	13.0%	13.0%	38.3%
Drought (months)	0.17	0.31	0.39	0.42	154.5%	0.30	0.33	0.29	75.8%	0.30	0.29	0.34	106.1%
Wind (km/hr for 1 min)	104.20	103.4	103.41	102.55	-1.6%	103.8	104.11	102.98	-1.2%	103.26	103.24	104.38	0.2%

Assessment

The Paris La Boetie office appears to get warmer and dryer across the three climate scenarios but stays within the low to medium risk bands. The consistent warming factors into the growing risk of drought. The medium wind risk is driven by European windstorms, which are expected to stay relatively constant over time in all scenarios.

Based on our assessment, the Paris office location presents low to medium risk.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

Germany

Risk analysis headquarters location: Bockenheimer Landstrasse 55, Frankfurt

Frankfurt–Bockenheimer		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0	0	0	0	n/a	0	0	0	n/a	0	0	0	n/a
Precipitation (mm)	70.53	73.52	75.01	77.27	9.6%	75.01	75.87	76.73	8.8%	75.14	76.05	79.08	12.1%
Heat (Nb.Days)	1.76	3.59	4.13	4.53	157.4%	3.8	4.03	4.84	175.0%	4.3	5.28	6.64	277.3%
Fire (%Probability)	4%	9%	9%	9%	125.0%	9%	9%	9%	125.0%	9%	9%	9%	125.0%
Drought (months)	0.18	0.28	0.31	0.36	100.0%	0.31	0.32	0.3	66.7%	0.29	0.3	0.32	77.8%
Wind (km/hr for 1 min)	101.51	97.81	97.46	97.08	-4.4%	99.02	100.96	100.36	-1.1%	100.43	100.85	100.57	-0.9%

Assessment

The Frankfurt office shows a medium degree of climate risk across precipitation and wind which can lead to flash flooding. In addition, the region appears to experience an increase in dry periods putting upward pressure on heat and fire probability. The location will continue to warm and get drier but remains manageable overall.

Based on our assessment, the Frankfurt office location presents low to medium risk.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

India

Risk analysis headquarters location: One BKC, Mumbai

Mumbai–One BKC		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	3.76	3.986	4.067	4.163	10.7%	4.015	4.176	4.251	13.1%	4.089	4.231	4.375	16.4%
Precipitation (mm)	363.85	414.7	426.5	432	18.7%	385.8	390.6	399.1	9.7%	434.5	449.9	460.7	26.6%
Heat (Nb.Days)	3.9	6.7	8.2	9.3	137.5%	5.1	6.0	7.2	84.9%	6.6	8.8	12.8	228.7%
Fire (%Probability)	48%	53%	53%	53%	10.4%	53%	53%	53%	10.8%	53%	53%	54%	11.5%
Drought (months)	0.14	0.287	0.31	0.412	194.3%	0.335	0.371	0.384	174.3%	0.276	0.37	0.458	227.1%
Wind (km/hr for 1 min)	198.06	196.4	196	196.6	-0.7%	196.2	200.9	199.1	0.5%	200	201.3	202	2.0%

Assessment

Of all the J8 country headquarters locations, the Mumbai office is the one with the greatest number of risks across the majority of perils, both chronic and acute. The second most populous city in India and seventh in the world, Mumbai is a coastal city on the Arabian Sea. Hence, while the most dramatic change over the baseline year of 1995 is heat, Mumbai benefits from ocean effect cooling and the number of days exceeding 35°C is deemed manageable.

The climate risks for this office are most pronounced by the acute risks of water and wind. Even in the better case scenarios of 2.6 and 4.5, extreme flooding-in this case primarily driven by sea-level rise–and precipitation, which can produce flash floods–are strong climate signals and present significant risk in absolute terms. Wind is high in the baseline period and remains high throughout the assessment period. In addition to the unique risks it poses, wind also amplifies the likelihood of storm surges. Fire and drought risks are impacted by consistently rising heat. And, although not in the highest risk category, the significant growth in drought decade over decade could have implications for population migration and agriculture and is instrumental in the increased probability of fire.

Based on our assessment, the Mumbai location presents high risk and requires further due diligence to determine asset level and market resilience.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

Japan

Risk analysis headquarters location: Prudential Tower, Tokyo

Tokyo–Prudential Tower		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0	0	0	0	n/a	0	0	0	n/a	0	0	0	n/a
Precipitation (mm)	268.21	273.7	280.9	282.3	5.3%	281.2	278.8	285.1	6.3%	272.7	279.2	287.8	7.3%
Heat (Nb.Days)	6.4	9.4	10.1	10.5	63.5%	9.0	9.7	10.7	66.8%	10.0	11.4	13.0	102.3%
Fire (%Probability)	0	4.0%	4.1%	4.2%	n/a	4.0%	4.1%	4.2%	n/a	4.0%	4.3%	4.5%	n/a
Drought (months)	0.16	0.208	0.229	0.27	68.8%	0.22	0.245	0.218	36.3%	0.235	0.259	0.31	93.8%
Wind (km/hr for 1 min)	169.25	165.1	163.6	164.7	-2.7%	164.8	165.8	163.5	-3.4%	165.1	164.8	165.3	-2.3%

Assessment

Regardless of scenario and period, the Tokyo location is consistently at a high to very high risk of disruptive precipitation and extreme wind events, respectively. These risks are high in current circumstances and will remain so through to 2050, without a significant percentage change in millimeters of precipitation or maximum sustained wind speeds. In fact, the extreme sustained wind speed slightly declines over time, potentially due to shifting tropical cyclone tracks in the western Pacific.

Tokyo can expect heat risk to increase to medium level, by 2040-2050 under both 2.6 and 4.5 scenarios, and even earlier in the 2030s under the 8.5 scenario. This will be a significant change from current low risk conditions. Similarly, drought risk will rise to medium level, depending on the scenario, around 2040-2050, while fire risk remains low under all scenarios and throughout the model period.

It is worth noting that the zero-risk appearing under Extreme Flood is based on the elevation of the specific location of the asset relative to sea level. Further analysis is needed to examine the effects of extreme flooding on the surrounding area and market.

Based on our assessment, the Tokyo office location presents medium to high risk and requires further evaluation.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

United Kingdom

Risk analysis headquarters location: 30 Warwick Street, London

London–30 Warwick Street		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0	0	0	0	n/a	0	0	0	n/a	0	0	0	n/a
Precipitation (mm)	57.43	61.33	62.27	63.52	10.6%	59.45	61.44	63.57	10.7%	61.08	62.8	65.76	14.5%
Heat (Nb.Days)	0.06	0.252	0.332	0.376	526.7%	0.227	0.278	0.326	443.3%	0.296	0.425	0.601	901.7%
Fire (%Probability)	5.0%	8.0%	8.0%	7.9%	58.0%	8.1%	8.2%	8.1%	62.0%	8.1%	8.0%	8.1%	62.0%
Drought (months)	0.17	0.317	0.365	0.459	170.0%	0.345	0.37	0.354	108.2%	0.339	0.392	0.409	140.6%
Wind (km/hr for 1 min)	117.53	114.6	113.8	114.3	-2.7%	117.1	116.6	116.5	-0.9%	116.8	117	116.1	-1.2%

Assessment

The London Warwick Street office shows a low degree of climate risk across all perils with the exception of drought and wind, which feeds into the consistently high levels of fire probability. However, it is worth noting that the percentage change over the baseline of most perils is substantial, particularly heat. The location will continue to warm and get drier but remains in the low to medium risk bands, overall.

As with Tokyo, the zero-risk appearing under Extreme Flood is based on the elevation of the specific location of the asset relative to sea level. Further analysis is needed to examine the risk of extreme flooding on the surrounding area and market.

Based on our assessment, the London office location presents low risk to medium risk.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

United States

Risk analysis headquarters location: 200 E Randolph St Fl, 43-48, Chicago, Illinois

Chicago–200 East Randolph Dr		SSP2.6				SSP4.5				SSP8.5			
Peril	Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline	2030	2040	2050	% Change 2050 over Baseline
Extreme Flood (m)	0.26	0.31	0.29	0.27	2.3%	0.31	0.29	0.27	2.3%	0.36	0.38	0.41	55.3%
Precipitation (mm)	126.05	140.78	144.9	145.62	15.5%	136.34	142.21	146.8	16.5%	142.54	143.31	146.39	16.1%
Heat (Nb.Days)	9.09	12.76	13.51	14.49	59.4%	12.73	13.81	15.21	67.4%	13.83	15.94	18.32	101.6%
Fire (%Probability)	10%	13%	13%	14%	44.3%	13%	13%	14%	44.3%	13%	14%	14%	44.3%
Drought (months)	0.09	0.18	0.17	0.15	59.6%	0.19	0.2	0.14	48.9%	0.2	0.18	0.22	134.0%
Wind (km/hr for 1 min)	88.22	86.31	86.32	86.07	-2.4%	87.28	86.21	85.51	-3.1%	86.66	87.17	86.9	-1.5%

Assessment

JLL's corporate headquarters, the Chicago office analysis is an example of the increases in more intense swings in precipitation and drought. Climate risks across all perils intensify and the percentage change over the baseline of most perils is substantial. Wind is an outlier in that that while it decreases slightly, it remains of measurable impact. The location will continue to warm and get drier and experience an increase in the intensity of 100-year rainstorms.

Based on our assessment, the Chicago office location presents low to moderate risk.

Peril risk band legend:

- Very Low
- Low
- Medium
- High
- Very High

Looking to the future

The results of this review will be leveraged in JLL's standard enterprise risk management process. It will also guide data-driven quantification of climate risks and opportunities with more detailed and actionable insights, the subject of a future report. In our next phase, we will continue to stress test the building and market resilience of our own operations, evaluate the implications for our clients, while also expanding to include the wider impacts on society, markets and our people.


JLL Headquarters, Chicago, United States

Global sustainability governance

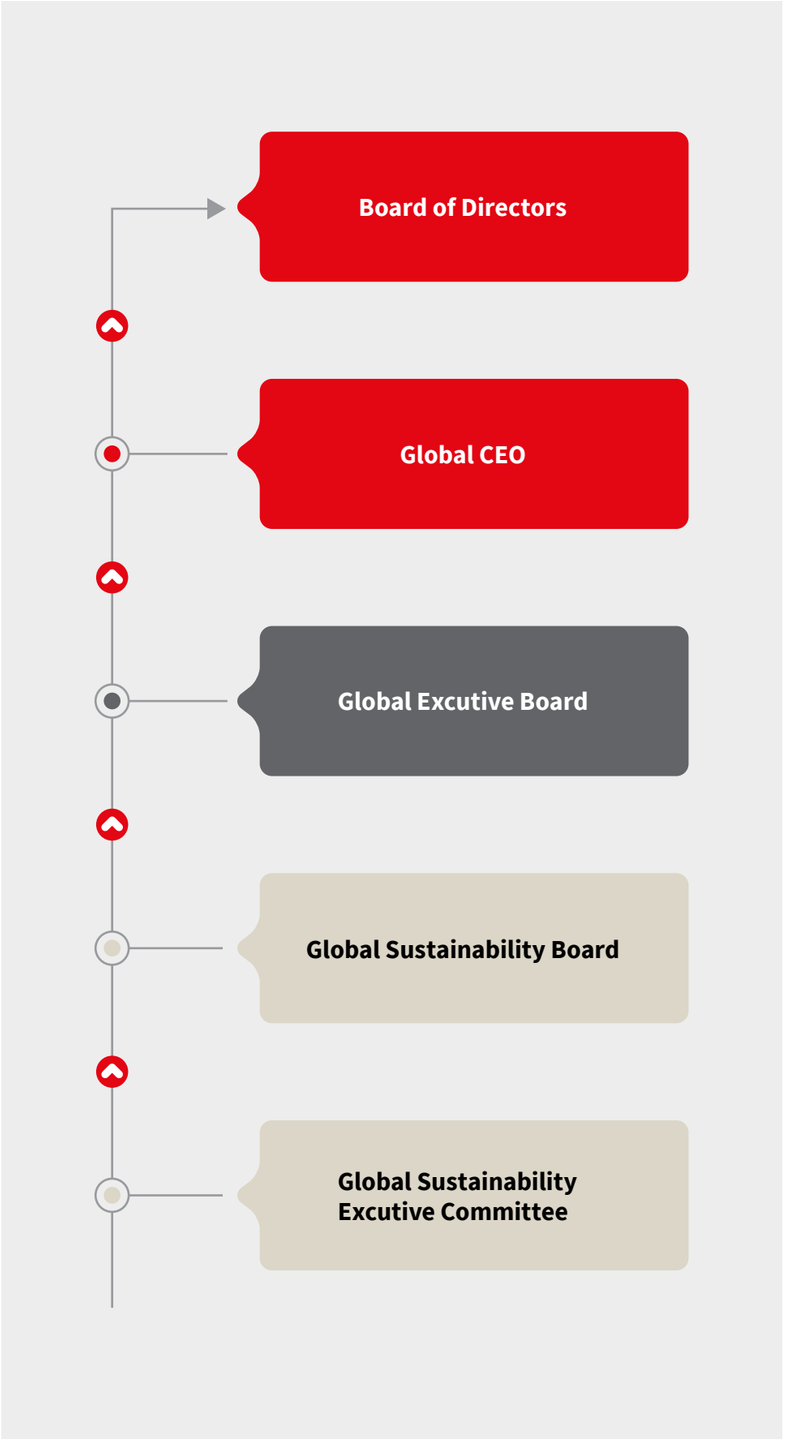
For JLL to achieve our ambition of being a world-leading, sustainable professional services firm, we must focus on embedding the principles of sustainability into our business operations, and into the services we offer our clients.

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

Ultimate responsibility for sustainability within JLL rests with Christian Ulbrich, our Global Chief Executive Officer. Responsibility for representing Global Sustainability within the GEB sits with Neil Murray, Global CEO, Work Dynamics. Together they oversee our sustainability activities. Guy Grainger, Global Head of Sustainability Services and ESG, oversees JLL's external sustainability services, products and strategy and reports directly into Neil Murray. Richard Batten, JLL's Global Chief Sustainability Officer, has day-to-day oversight of JLL's internal sustainability efforts, reporting directly into Guy Grainger.

To ensure we provide industry-leading support and services to our clients, JLL has a designated team of energy and sustainability product management professionals, who are responsible for developing industry-leading products that create differentiated value for our clients, deliver accelerated revenue growth and margin expansion to JLL and help us to shape the future of real estate for a better world. This group works collaboratively to develop and enhance our client offerings and is responsible for scaling up our services in the sustainability space, driving global consistency and best practices and bringing forward new offerings ahead of future client needs. Our efforts to address sustainability within our internal operations are overseen by the Global Sustainability Board (GS Board). The GS Board is responsible for aligning the sustainability interests of JLL with those of our clients, employees and shareholders; developing and monitoring our Building a Better Tomorrow strategy; and overseeing implementation of the program through training, reporting and the provision of guidance.

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



Remuneration

JLL is committed to ensuring our organization effectively manages climate-related risks and issues. As part of this effort, JLL has an employee compensation package that ties monetary rewards to the successful delivery of performance against our global sustainability targets. Those who are entitled to sustainability-related remuneration include the Global Executive Board, Global Chief Executive Officer, Global Chief Sustainability Officer and Global Head of Sustainability Services and ESG. 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.

Roles and responsibilities

In 2020, JLL's Global Sustainability team had a headcount of 11 employees. Reporting into JLL's Global Chief Sustainability Officer, the team is responsible for the delivery of global ESG reporting and communications; the facilitation of the Building a Better Tomorrow strategy globally and delivery of JLL's sustainability targets; and representing JLL in its interactions with external sustainability organizations.

The team is supported by 78 regional and local sustainability implementation roles engaged in delivering JLL's sustainability program across our local operations and coordinates primarily with JLL stakeholders across various support functions, service lines and geographies. Additionally, our employees around the world make many and various contributions to furthering JLL's sustainability ambitions.

In 2020, our sustainability professionals worked with many of our 50 largest clients to drive sustainability improvements in their portfolios. Through Building a Better Tomorrow, we are successfully embedding sustainability into JLL's core real estate service offerings.

JLL Credit Facility

JLL recently amended its bank credit facility to maintain our operating flexibility and support our ongoing growth strategy. Reflecting our commitment to advancing JLL's ESG initiatives and sustainability strategy, the facility includes 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.

Sustainability and risk

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 on a quarterly basis, and the full Board of Directors on a semi-annual basis. The purpose of these reports is to provide an update on the most important risks shaping JLL's performance and direction and 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 Board Audit Committee maintain oversight of the ERM program to ensure it is fit for purpose. Our Global Internal Audit function also aligns its activities with the identified enterprise risks.

The Director of Enterprise Risk Management is also part of a working group responsible for the implementation and gradual disclosure of the potential impact of climate change on JLL's financial performance in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework for purposes of enhancing our ERM Framework and informing our risk management strategy. You can read about how JLL is addressing the recommendations of the TCFD on page 22.

JLL's sustainability materiality assessment complements the ERM processes, enabling further engagement with internal executives. Our latest materiality review was completed in 2020, more details can be found on page 15. This year, we have directly embedded ERM considerations into the materiality matrix. This has allowed us to prioritize our long-term risks and opportunities to generate further business value and set our sustainability strategy.

Sustainability governance at LaSalle Investment Management

As one of the world's leading real estate investment managers, LaSalle recognizes that real estate has a significant impact on the environment and seeks to play a meaningful role in addressing ESG in real estate, in conjunction with delivering superior investment results for its clients. With this goal in mind, LaSalle has a Global Sustainability Committee (GSC) that is led by LaSalle's dedicated Global Head of ESG, David Devos. The GSC is comprised of Energy and Sustainability Taskforces in each region (Americas, Asia and Europe), for LaSalle Real Estate Securities and Global Partner Solutions, which are each led by LaSalle's Sustainability Officers. The GSC is responsible for implementing LaSalle's ESG Policy. LaSalle Investment Management publishes its sustainability strategy and progress on the LaSalle website.

Our Foundations for **sustainability**

JLL Riyadh

The Foundations of our sustainability program encompass our commitment to the highest standards of governance, and our efforts to produce world-class thought leadership and deliver smart, forward-thinking and value enhancing solutions for our clients and for ourselves.

These Foundations are supported by JLL's values of teamwork, ethics and excellence.

Our commitment to good governance and ethics

JLL's corporate governance arrangements are conducted according to the standards of the New York Stock Exchange (NYSE). The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business. We seek to provide all our stakeholders with the highest level of governance including annual voting for Directors, majority voting for Directors, enhanced abilities to call for special meetings and annual advisory voting on executive compensation. For information on our global sustainability governance, please refer to page 29. Additional information about our corporate governance can be found in the Investor Relations section of the JLL website.

Good governance and strong integrity are not just good for business; they provide tangible financial benefits to shareholders and confidence to the communities in which we operate. The Ethisphere® Institute publishes statistics that show exchange-listed 2020 World's Most Ethical Companies outperformed a comparable index of large cap companies over five years by 7.1%. Ethisphere refers to this as the Ethics Premium. JLL has been included on Ethisphere's 'World's Most Ethical Companies' list for 14 consecutive years, and we received Ethics Inside certification from Ethisphere in 2020, which we have held continuously since 2008.

Our Code of Ethics is the cornerstone of our ethics program and provides the foundation for the way we conduct our business. It is central to our purpose and draws on our core values of teamwork, ethics and excellence. Our Ethics Everywhere program establishes the operating framework to enhance our ethical culture and maintain compliance with our Code. This program sets out processes for people to raise ethics and compliance questions, make suggestions or report concerns and establishes mechanisms to detect, investigate and resolve potential violations. The program is supported by our network of Ethics Officers, Ethics Liaisons and Investigators totaling more than 391 people worldwide.

As part of the Ethics Everywhere program, we offer a variety of training programs and ethics awareness campaigns to our global workforce. In 2020, more than 67% of our workforce completed training related to legal, ethics or compliance matters.

In 2020, we investigated 1,118 matters reported through our ethics helpline, equivalent to 12.2 matters per 1,000 employees. Of these matters, 51% resulted in action being taken, ranging from additional training to termination of employment. Additional information can be found on our website and in our 2020 Ethics Everywhere Report, which will be published in summer 2021. JLL is also actively involved in efforts to improve the integrity and transparency of global markets through collaboration with the World Economic Forum Partnering Against Corruption Initiative, Ceres and the Business Ethics Leadership Alliance among other significant programs in which we are involved.

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

Interview with Claire Handley

Chief Ethics and Compliance Officer



How does sustainability or ESG impact or shape your role?

Sustainability and ESG increasingly impact my role. There is a growing global focus—from governments, investors and clients—on how companies take steps to address ESG in their businesses and supply chains. This is an important area for JLL and one where I see there is a real opportunity for us to differentiate ourselves in the market.

From my perspective, we see the biggest impact when it comes to driving our ethical culture and our anti-corruption and human rights agendas. Additionally, I am seeing increased expectations around transparency and corporate reporting. Clients and investors want to see what we're doing and the progress we're making to drive our programs forward.

How has COVID-19 impacted Ethics and Compliance at JLL?

COVID-19 significantly impacted the work we do in the E&C team, particularly in areas such as data privacy. From the start of the pandemic, JLL was being asked if we could take people's temperatures, ask visitors how they were feeling or whether they have been tested for COVID-19. All of this information is personal, sensitive data and, in many countries there are strict laws about what health-related data we're allowed to collect and where that data can be shared. That was a new challenge at the beginning of COVID-19, particularly as local laws were changing rapidly, but the team worked closely with the business to develop new protocols and manage the risk.

In any crisis, ethics and accountability are critical. When there is significant disruption to normal business practices, it becomes increasingly important to elevate ethics and trust, and to encourage employees to live the values of their organization. In 2020 and into 2021, we have focused on promoting our "speak up culture" and working to enhance our ethics investigation processes, adapting to a remote working and to ensuring that our people feel safe raising concerns without fear of retaliation in the workplace.

There has also been a spotlight on corporate citizenship and sustainability throughout the pandemic and for my team this relates to human rights, and our anti-corruption and modern slavery programs. The team have worked hard to ensure our corporate governance practices are strong and that our values are shared and adopted collectively within our supply chain.

Ethics Liaison Program

As part of our commitment to ethical conduct, we have an established Ethics Liaison Program, which is designed to enhance the awareness of ethical issues within our employee population and provide a local contact for confidential reporting.

Ethics Liaisons are trusted, on-site representatives who work to promote awareness of ethics on a regular basis throughout JLL, supported by a robust program of specialized training, communications and collateral material including posters, slides and topical newsletters. Responsibilities of the Liaisons include an ongoing familiarity with JLL's Code of Ethics and Vendor Code of Conduct, willingness to lead training and discussion sessions with colleagues on ethics, and the ability to assist coworkers in reporting suspected misconduct.

The work done by JLL's Ethics Liaisons furthers our strong corporate culture by providing local, on the ground guidance and support to our workforce.

Thought leadership

We know that collaboration brings with it the opportunity for making a difference. We continue to work together with 79 global and local sustainability organizations to develop new ways of thinking around some of the biggest challenges facing our sector. This includes working alongside organizations such as the World Economic Forum, Global Real Estate Sustainability Benchmark (GRESB) and the World Green Building Council (WGBC). The WGBC is a member-based network of local green building councils that aims to make all building and communities sustainable through leadership and market transformation. Since 2016, JLL has served on WGBC's Corporate Advisory Board, a select group of companies that are global leaders in sustainability and help guide WGBC's sustainability strategy and activities. JLL is also a founding member of the International Well Building Institute (IWBI).

Launched in January 2020, Bloomberg Green is the first multi-platform global business news brand built for the climate change era. The real estate industry and its clients have an essential part to play in accelerating the global journey toward net zero in order to mitigate the damaging effects of climate change. Initiatives such as Bloomberg Green are vital to raising awareness, sharing best practice and encouraging collective action. Aligned with our purpose of shaping the future of real estate for a better world, JLL is partnering with Bloomberg Green for a second successive year. In 2019, JLL also joined the Alliance of CEO Climate Leaders, a WEF initiative established to create the market opportunities needed to enact sustainable change. The Alliance of Climate Leaders are committed to driving climate action and delivering on ambitious plans to tackle global warming, while working to meet the goals set forth by the Paris Agreement.

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

JLL has been a signatory of the United Nations Global Compact (UNGC) since 2009. The UNGC is an initiative aimed at supporting responsible business activities by helping businesses align with ten principles concerning human rights, labor, the environment and anti-corruption. This report represents JLL's Communication of Progress on the ten principles of the UNGC. JLL is a signatory of the UNGC's Women's Empowerment Principles and is closely monitoring our contributions toward the Sustainable Development Goals, as set out on page 18.

Global Research at JLL

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

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

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

Throughout 2020, JLL's research largely examined the impact of the pandemic on global real estate markets and the outlook for investors and corporate occupiers in 2021 and beyond. The work conducted by JLL's team of researchers throughout COVID-19 has helped clients respond to the pandemic, re-enter their marketplaces and plan for the post-pandemic era.

Interview with Ben Breslau

Chief Research Officer, Americas



Tell me more about your role?

I am the Chief Research Officer for the Americas for JLL, based in Boston. I also co-chair our Global Research Executive Board. I am accountable for strategy and for our global and America's regional direction for research, which is where we track and analyze real estate markets and all the factors that impact these markets. We are embedded within all our core businesses and markets with experts in each property type, client type and industry type. We are also experts in big important themes such as sustainability.

How does sustainability or ESG impact or shape your role?

Sustainability and ESG is now a part of almost every conversation we have when we talk to clients about market trends and our forecast for where the real estate sector is going. This is incredibly comforting to see because it wasn't always this way. In the past, sustainability was often an afterthought or side conversation. I would say that as far as our work in research to track and analyze real estate markets and advise clients on where they're headed, sustainability and ESG have become a mainstream and consistent part of this conversation. Sustainability is now impacting what we research and how we integrate that research into the rest of the work we do with clients.

We are also dedicating more research resources to sustainability as a core theme for the future. We are working to ensure sustainability research is not conducted in a silo, but rather is embedded throughout all the work we do. We are helping our clients track the market in real time as we have always done but now through the lens of longer-term issues that are becoming more urgent and important, such as sustainability. It is important for us and our clients not to hold sustainability as a separate topic from the way we run our business. It must be integrated as a core insight across all functions, business lines and markets.

Technology and Innovation

We deliver technology-driven solutions that transform the way organizations acquire, manage, operate and experience space—with a focus on the long-term benefit of our people, clients and communities. Across our service lines, we offer and will continue to develop and invest in unique products and services that help us and our clients capture and analyze data, develop and implement workplace technology and visualize real estate innovations. The events of 2020 highlighted how technology is changing the way we work more than ever before. JLL is embracing technology to meet the needs of clients today and to anticipate the opportunities of tomorrow.

Leading the transformation of the industry is core to our growth strategy and reflected in our significant investments. 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, as well as our newly launched data-insights tool, JLL Azara, and workplace experience app, JLL Jet. Visit our website a www.jllt.com to see the full portfolio of technology offerings.

Interview with Yishai Lerner

Co-CEO, JLL Technologies



In the wake of COVID-19, how do you think attitudes towards sustainability will change?

The COVID-19 pandemic rapidly changed everything about how we work and live in a matter of months. Technology enabled that change, which has inspired the CRE industry to think about how we might apply technology with the same sense of urgency to address sustainability in the future of work and space.

Sustainability was an increasing priority prior to the pandemic, but the crisis hastened this trend. The pandemic-driven demand for healthy and more resilient workplaces accelerated sustainability efforts around air quality, tenant experiences, flexible office spaces and more. As investors increasingly focus on social responsibility, there's no turning back—sustainability measures such as these will be table stakes for companies and the buildings in which they operate going forward.

Health and wellbeing in the workplace has never been more important. How do you think sustainability will contribute to a safer, healthier work environment for our people and our clients?

Sustainable business practices and safer, healthier work environments go hand in hand. Upgrading air quality systems with the latest technology, for instance, can help ensure workplace wellbeing during COVID-19 while simultaneously reducing energy consumption and decreasing a building's environmental footprint. Sustainability must be a common theme across all business initiatives, rather than serving as a business initiative in itself.

With sustainability becoming more mainstream, how will that impact service delivery to clients?

Sustainability is a top priority for our clients that touches every part of their business, and that changes how we approach our product and service development. Traditionally, the nature of buildings and the tendency to treat sustainability as a business initiative have driven consulting-centric sustainability offerings. Today, companies increasingly gravitate toward smart, technology-enabled office buildings that reflect their environmental, sustainability, health and wellness initiatives. Modern proptech solutions should lead with sustainability at their core. Taking this approach to service delivery can help us better anticipate and address the broad spectrum of company needs, helping clients optimize building operations and reduce costs, while also achieving their sustainability goals.

Technology is a core part of JLL's business strategy, how do you think it will influence our approach to sustainability in the future?

Digital transformation inspired the real estate industry to embrace data-driven insights, and JLL is leading the way with technologies that empower our clients to tap the power of data. We are exploring how the latest innovations, including AI and automation, can turn CRE data into concrete recommendations. We also continue to partner with JLL Spark portfolio companies, such as Turntide Technologies, to champion proptech solutions that can reduce a building's environmental footprint.

Technology and data are pivotal to sustainability strategy and planning, offering clear, actionable insights that help us chart a path forward and measure success, whether we are working toward JLL's own goal of achieving net zero carbon emissions by 2040 or helping our clients reach their own sustainability targets.

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

JLL will continue to lead on sustainable product solutions, including by example. We are committed to achieving net zero carbon emissions by 2040 across all areas of operations. Our Bangalore CoE office received a WELL Platinum certification this year for the health and wellbeing of clients and colleagues that use the space. It was also the first LEED V4 Platinum certified OPC office space in India, having received a LEED Platinum certification in 2019 for built area performance against energy, water and CO^2. Ultimately, JLL will be the first stop for clients seeking guidance and solutions to reach their sustainability goals.

Building city resiliency with a smarter motor

Electric motors are consuming half of the electricity in the entire world and today about half of that gets wasted.

One of our missions here at JLL is to reduce climate impact. We're working with Turntide Technologies to transform the real estate ecosystem.

Turntide's long-term mission is to replace all the world's motors with intelligent optimal motor systems. Motors consume three or four times more energy than lighting. And today about half of that gets wasted. If we don't solve this problem, we're not going to be able to get to a carbon-free future.

If all the motors and buildings could be replaced with Turntide Technology, it would be the equivalent of 2.3 gigatons of carbon per year not emitted. It would be like adding seven Amazon rainforests to the planet. The only way to make buildings smarter and healthier is through technology.

Watch this video to listen to Yishai Lerner, co-CEO of JLL's technology division, JLL Technologies, talk about JLL Spark's investment in Turntide Technologies, a company that has developed the world's most efficient motor.



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Generating lasting value for our **Clients**

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We help our clients translate their sustainability ambitions into action through our end-to-end suite of sustainability services.

Our clients need us to manage climate risk in their building portfolios and help decarbonize their real estate, from the energy supply they use, the utilization of space, the raw materials, the waste and the embodied carbon.

Increasingly, our clients require innovative and consistent solutions around the world. In 2020, we invested in the continued development of products to provide a broader complement of globally scalable, consistent services to meet a surging demand from investors, occupiers and city leaders. This more comprehensive suite of services is supported by a robust JLL technology platform, enabling greater automation, tracking and management.

Further supporting this strategy is our commitment to training and upskilling our professionals on sustainability-related topics, including climate risk, green building certifications, health and wellbeing, sustainable cities and more. This is how we shape the future of real estate for a better world.



Performance against our existing targets

Target	Status	Commentary	Data
Reduce scope 3 GHG emissions from the use of sold products 53% per square foot by 2034 from a 2018 base year.		Established processes for engaging clients and gathering GHG emissions data, seeing an 11% reduction.	11% reduction from the 2018 baseline
Support the transition to a circular economy through piloting zero waste fits outs in each region by the end of 2021.		The pandemic has resulted in postponing some plans for fit-outs, impacting pilot options. We have completed one pilot successfully but recognize finalizing the additional pilots may bleed into next year.	
Demonstrate thought leadership in workplace health, wellbeing and resilience.		Expanded engagement through global webinars featuring industry and academic experts. Additionally, applied findings from our human experience research, which assessed and analyzed employee preferences related to workplace, health and wellbeing.	
Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by end of 2020.		Successfully incorporated sustainability basics into new hire training. The total hours of broader sustainability training showed a 38% reduction from 2019 primarily due to a significant decrease of in-person training. However, we increased both the depth and breadth of online training content.	28,920 hours of training delivered

Key

Completed On Track Behind

Our new targets

Increase completion of the recommended global onboarding training beyond 50%.
100% L-band managers undertake sustainability training and set goals for their business lines by end of 2022.



JLL helps the U.S. Department of Energy finance sustainability innovation

Solar and wind power installations are a common sight across the U.S. landscape today. That wasn't the case a decade ago, when the U.S. Department of Energy (DoE) Loan Programs Office (LPO) financed the nation's first five utility-scale photovoltaic (PV) solar power projects.

These landmark projects proved the feasibility of the concept and sparked development of the commercial market for utility-scale PV solar power. Over the past decade, utility-scale PV solar power has grown from a new industry primarily located in the Southwest into a mature industry providing a significant new source of clean energy across the nation.

The LPO had to overcome many challenges to establish the financial, technical, legal and environmental experience to fulfil its mission. With passage of the American Recovery and Reinvestment Act (ARRA), the LPO gained $16 billion in capital to lend—within a two-year deadline. The LPO needed to rapidly scale up its operations to deploy its available capital. Then, as the loan portfolio grew, the LPO needed resources and expertise to monitor and manage its loans. Since first-of-their-kind technologies and approaches rarely follow a predictable growth path, the LPO needed proactive management of its increasingly complex portfolio.

The LPO tapped JLL expertise to help the organization develop every aspect of its lending programs. The JLL team invested significant resources as the LPO established standard procedures for everything from financial analyses and management, loan structures and credit policies to risk rating tools, origination practices and more. The team also helped the LPO establish an enterprise risk management framework and supported the LPO's portfolio management operations. To streamline workflows, the JLL team implemented a digital management system that enabled LPO to quickly access loan data and reporting.

With its robust foundation of tested expertise, the LPO has built a strong track record in financing sustainability. The majority of the LPO borrowers are retiring their debt more quickly than projected, and the LPO's cumulative loan default rate is 3%—an outstanding track record for a portfolio of highly innovative enterprises. Since 2010, LPO-financed projects have helped the United States avoid more than 60 million metric tons of carbon dioxide emissions. Its auto manufacturing loans have supported production of more than 20 million EVs, and its energy projects have generated 73,473 gigawatt hours of electricity.



Embedded sustainability advice

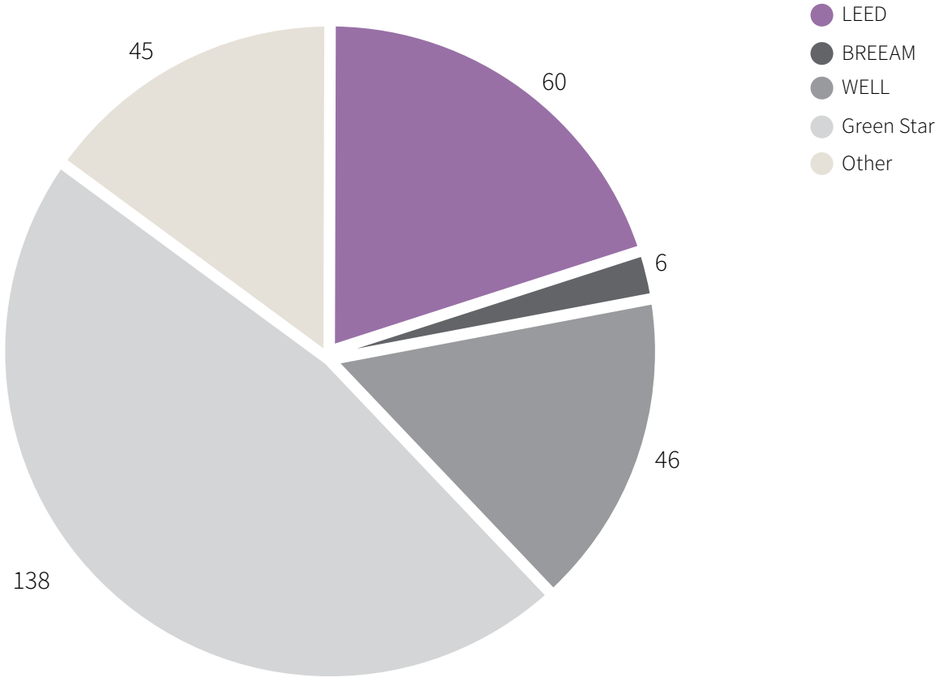
JLL's expertise addresses the entire lifecycle of a building–from its design and planning, through to construction, occupation, management, refurbishment and exit. Our professionals offer advice on how sustainability considerations can be embedded at each of these stages to maximize value for our clients.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

We have a strong record of achieving sustainable building certifications for our clients, increasingly in the area of health and wellbeing. In 2020, we assisted our clients in achieving a total of 295 green building certifications, helping to provide healthy, efficient and productive workplaces for their employees. Sustainable buildings go beyond energy use, extending to sustainably sourced construction materials and the preservation of local habitats, delivering value across social, financial and environmental factors. For further details on our sustainable procurement efforts, please see page 65.

Specialist energy and sustainability advice

JLL provides a range of specialist energy and sustainability services covering the construction, operation and maintenance of clients' facilities, as well as services for occupier experience and engagement, socio-economic impacts and site location. Our objective is to deliver measurable ongoing improvements to client portfolios through the use of technologies and strategic solutions such as portfolio energy management and energy reduction programs. As well as the clear environmental and societal benefits of these activities, they also yield operational and cost efficiencies. JLL continues to invest substantial resources into the training and upskilling of our professionals, and in the development of world-class sustainability solutions for our clients.

2020 Client Sustainable Building Certifications



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Interview with Guy Grainger

Global Head of Sustainability Services and ESG



Tell me more about your role?

In January 2021, I moved from the role of EMEA Chief Executive serving on the Global Executive Board, where sustainability was a component of my role, to a newly created position where sustainability is the one hundred percent focus of what I do.

My role is to oversee the growth of our end-to-end sustainability services globally, to help our clients deliver their roadmaps to net zero carbon and to oversee our own ESG strategy.

How has the pandemic impacted sustainability, either in your work at JLL or through your work with clients?

The last year has amplified the focus on environmental and social issues. In 2021, we are already forecasting that harmful emissions will be at an all-time high, so we are clearly not doing enough either as organizations or individuals to address the problem. With real estate and infrastructure responsible for 40% of global carbon emissions, and with the net zero carbon market transformation truly underway, JLL has the potential to lead the way.

In your opinion, how has JLL most embodied its purpose–we shape the future of real estate for a better world—over the last year?

With the senior leadership commitment to sustainability services and technology, we are really responding to our role in respect of accountability and innovation.

JLL delivers industrial client millions in annual energy cost savings

Together with our clients we aim to drive disruptive and impactful change. By helping our clients take a responsible approach to their operations, we are helping them achieve not only their sustainability objectives but also their financial ones.

In 2007, a Fortune 100 global software-industrial company hired JLL to deliver a broad range of real estate services, spanning facilities, project, portfolio and energy management across their 25 million square feet portfolio of manufacturing, engineering and office spaces in the US, Canada and Mexico.

Since the beginning of their relationship with JLL, the client has been focused on cost optimization across all areas of their operations, including energy and sustainability. They did not want to rely solely on traditional energy conservation measures given the age and stability of their portfolio; they wanted to innovate to achieve aggressive energy savings year-over-year. They needed early access to industry-leading technologies, along with peace-of-mind that these solutions had been properly vetted and could be implemented with minimal risk.

To support the client on these objectives, JLL launched the client's Portfolio Energy and Sustainability Management program, which was designed to help them achieve their cost optimization goals. Through this program, we helped the client to: manage utility bill data across their entire US portfolio, using JLL's proprietary portfolio environmental and energy reporting technology platform; conduct energy audits to identify potential no-cost, low-cost and capital energy conservation measures; execute select energy conservation measures, in partnership with the JLL facilities and project management teams; and evaluate and implement innovative energy-saving technologies, like software-powered motors from Turntide, a JLL Spark investment company; and more.

Since the client's Portfolio Energy and Sustainability Management program launched in 2007, we've helped the client to achieve upwards of $65.3 million in energy cost savings, averaging $4.3 million in savings each year, exceeding the client's energy and sustainability savings target by 1.5 times each year on average. We helped the client execute 2,985 no cost and low-cost energy conservation measures, driving $32.6 million in savings, and 959 energy capital projects, delivering $32.7 million in savings. Additionally, we helped reduce their overall carbon footprint by 3.5%, or 232,674 tons, over the program's lifetime, which is the equivalent of taking more than 180,000 of cars off the road for a year.

$65.3 million

In energy cost savings, averaging $4.3 million in savings each year



Advising clients on renewable energy

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

In 2020, we provided advice on renewable energy projects (either installed or received planning consent) that are estimated to have averted more than 20,627 metric tons of CO_2e. Furthermore, if the renewable energy projects in the planning and feasibility stages we advised on last year achieve planning consent or successful development, there is the potential to avoid more than 287,919 additional metric tons of CO_2e. Due to the multiple-site nature of JLL client programs and the associated time it takes to move a program from contract-to-commercial operations, the CO_2e avoided measurement can fluctuate year to year.

Making the best use of technology

Our commitment to technological innovation extends to our sustainability service offering for our clients. We utilize a number of technology platforms, both in-house and externally sourced, to help deliver our clients' sustainability objectives. These platforms such as JLL Canopy, reflect our commitment to investing in digital, data and information management platforms. By deploying flexible technology solutions, we were able to measure, manage and improve environmental impacts for thousands of buildings included on these platforms in 2020. In 2021, JLL will see further investments to simplify, streamline and enhance our digital capabilities.

Client renewable energy projects 2020

	Installed or consented[6]	Planning and feasibility	Total
Capacity (MW)	67	602	669
Potential averted emissions (metric tons of CO_2e)	20,627	287,919	308,547

[6] Those that received planning consent.



Interview with Cynthia Kantor

Chief Product and Revenue Officer, Work Dynamics

How has COVID-19 impacted sustainability—either in your work at JLL or through your work with clients?

COVID-19 and sustainability are inextricably linked because protecting from COVID-19 is all about health and wellness. When you think about sustainability in the built environment, indoor air quality is hugely important and always has been. The link between the quality of air a human being breathes and their cognitive functioning has long been correlated. However, only now is indoor air quality being recognized for its importance because of the pandemic. COVID-19 is an airborne virus, so it is all about ensuring our people and our clients have clean air, which is a hugely important tenant of sustainability—they're one and the same.

In your opinion, how has JLL most embodied its purpose–we shape the future of real estate for a better world—over the last year?

I think we are doing this in a few ways. First, we are magnifying our ambition around sustainability. We are expanding our sustainability program and finding our voice in leading the discuss on health and wellness in the workplace and in the built environment.

Second, our purpose is only meaningful if we take actions to truly ensure we are embodying our purpose across all areas of our business. Our purpose is about what we do rather than what we say. Whether it is the services we're bringing forward to help solve our clients' sustainability challenges, the services that we commercialize to help our clients create safer, healthier work environments or the services we offer our clients that help them improve employee engagement and human experience, we are focused on taking actions that embody our purpose.

We are shaping the future of real estate for a better world for our clients, our people and everyone else that works, plays and lives in the built environment.

How Metro achieved a $50 million solar power revenue stream

Public and private sectors can't solve the crisis of climate change on their own, but when the two come together massive strides can be taken towards resiliency. The Washington Metropolitan Area Transit Authority (Metro) is the second largest transit system in the United States. Located in the Washington, D.C. region, it owns 91 metro stations with 117 miles of track throughout the District of Columbia, Maryland and Virginia, serving a population of approximately 4 million. It is leveraging its assets and portfolio in innovative ways to achieve the region's clean energy goals.

The District of Columbia offers highly attractive incentive programs for solar energy projects. Metro saw an opportunity to create a valuable new revenue stream, while increasing its impact on regional carbon emissions reductions, by inviting the solar energy industry to bid on generating solar power on Metro-owned property and enlisted JLL to bring the project to market.

The project's financial viability depended on choosing locations covered by the District of Columbia's solar incentives and where interconnection was feasible. The Metro solar project comprises four Metro stations that will have 17 acres of solar photovoltaic panels installed on the garage rooftops and on parking lots with canopies.

Once the project is complete it will be the largest solar project in the region, generating 12.8 MWh of power that will benefit peoples' everyday lives by providing clean power to approximately 1,500 single-family homes.

This is a new and highly significant revenue generating opportunity for Metro, delivering $50 million over a 25-year solar power agreement. It will provide a long-term revenue stream to support the transit authority.

This project provides a blueprint for the transit authority to unlock all of its assets, so that it can help the Washington region achieve its sustainability goals in the Clean Energy DC Plan.

Discover more.



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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 of fund-level personnel. LaSalle's goal is to drive sustainability as an integral component of its business activities on behalf of its clients. Demonstrating its success in this area, in 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.

LaSalle Investment Management's primary objective is to deliver superior investment results for its clients; sustainability best practices are a key component to achieving this objective. LaSalle has a range of tools such as its global Environmental, Social Responsibility and Corporate Governance (ESG) Policy, Due Diligence Guidelines and its GreenGuide, which 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 clients on the sustainability programs within their funds. LaSalle believes that integrating sustainability into its operations not only enhances the performance of its client's investments, but also helps attract sophisticated investors to LaSalle's investment vehicles. At the core of LaSalle's "DTU+E" Investment Strategy are Environmental Factors, a secular demand driver for real estate investors. Like our other secular drivers (Demographics, Technology, Urbanization), our hypothesis is that a broad array of E-Factors will influence real estate usage and investment performance across nearly all countries where LaSalle invests.

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

Greenprint is a worldwide alliance of real estate owners, investors, financial institutions and other industry stakeholders committed to reducing carbon emissions across the global property industry. In 2020, 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 2021.

LaSalle also submitted $17.35 billion in assets under management (AUM) to the Global Real Estate Sustainability Benchmark (GRESB) in 2020. GRESB is an industry driven organization committed to assessing the sustainability performance of real estate portfolios (public, private and direct) around the world. Survey results for LaSalle's submissions provide existing and potential investors with ESG performance information. In 2020, all LaSalle submissions achieved Green Stars, including one 5-Star GRESB rating, five 4-Star GRESB ratings and three 3-Star GRESB ratings. Additionally, more than 75% of AUM submitted to GRESB in 2020 earned either a 4 or 5-star rating. LaSalle is committed to continuously improving its performance.

In 2020, LaSalle enhanced its commitment to reducing its environmental impact and monitoring the effects of climate change on its managed portfolio. 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, LaSalle published its Net Zero Carbon (NZC) Pathway to meet its obligation with the UK Better Building Partnership's Climate Change Commitment.

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



Sixty London Wall (London, UK), Visualization

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Delivering Aurecon's aspirational office

Aurecon is one of the world's leading engineering and infrastructure advisory organizations. The firm's Brisbane office at 25 King Street has earned international acclaim for its sustainability and innovation. The nine-story building is constructed almost entirely of timber and has set new environmental benchmarks across the real estate industry.

Aurecon's office began as an aspiration in 2017 when the firm had a team of 600 employees in Brisbane working from a place that was less than ideal. The firm had envisaged a space that could adapt with the business, one that would embody its culture of ambition and excellence.

As a longstanding adviser to Aurecon on its real estate interests across Australia and Asia, JLL's Tenant Representation team raised the idea of a relocation, presenting the firm with evidence that moving into a new, purpose-built office would deliver its office goals and financial objectives.

To support Aurecon, the JLL team formulated a business strategy and began the process of choosing a developer that could bring bold ideas to build on an ambitious brief prioritizing environmental efficiency and functionality.

The Tenant Representation team engaged with many leading developers, designers and architects. Lendlease, which required a major tenant commitment to commence construction on a site in the Brisbane Showgrounds precinct, was a clear front-runner, eventually securing the deal with promises to set a new benchmark in environmental sustainability.

Lendlease would build the largest cross-laminated timber office building in the southern hemisphere. By the time of completion, it had achieved a 6 Star Green Star rating, 5 Star NABERS Energy rating and WELL Core and Shell rating.

Aurecon committed to 6,500 square meters of the 13,000 square meter building on a ten-year lease. The collaboration gave the firm a unique opportunity to be both the designer and the user of their workplace and to create an office with multiple, much needed collaborative spaces.

Aurecon's decision to relocate was not without its challenges, drawing on a variety of skills sets and experiences within the JLL Australia team to support Aurecon throughout this milestone move.

Our Research and Valuations teams matched the on-the-ground expertise of our Tenant Representation professionals with their unrivaled data and market intelligence. Later, our Capital Markets experts advised on the implications to Aurecon of the building's eventual sale to an Australian fund manager. Lendlease appointed our Leasing experts to secure tenants for the building, as well as our Property Management team to ensure everyone who visits the building has the best possible experience.

Building upon our success in Brisbane, the JLL UK team has been appointed by Landsec to advise on the positioning and leasing strategy of Timber Square, a 350,000 square foot office development in Southwark, London. It is one of the first developments of its scale in the United Kingdom to demonstrate ambitious operational and embodied carbon emissions reduction targets in line with the UKGBC Net Zero Carbon Buildings Framework. The design aims to use half the embodied carbon of a conventional London office, utilizing a partial retention of the existing structure, use of cross-laminated timber and off-site manufacturing techniques. Timber Square will also be a pilot for 'Design for Performance' initiative, which sets operational verifiable energy performance targets.



25 King Street, Brisbane, Australia

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Engaging our **People**

2020 was a year like no other, as JLL employees around the world responded to the COVID-19 pandemic and began adjusting to the new-and next-normal of work, life, education and socialization.

Weathering these challenging conditions, our people showed extraordinary fortitude, flexibility and commitment, as we figured out how to work together as a global, virtual team of more than 90,000 people.

The crisis became a time to reinvent how we engage with our people. We rapidly adjusted to new ways of working, whether at home, hybrid, or on client sites, where our teams supported vital healthcare facilities and other essential services. We offered new tools, training and forums to provide guidance on how to work in the new normal, while enabling employees to continue to connect with each other, learn and grow. We supported our employees and communities in the stand against social and racial injustice and reinforced our resolute commitment to building an inclusive and diverse culture where everybody, virtually and in the workplace, feels like they belong. We redefined our approach to wellbeing and flexibility, and more fundamentally, our ability as an organization to be agile and resilient in the face of challenge.

Throughout it all, we continued to make strong progress against our People Pillar targets for 2020.



Performance against our Current Targets

Target	Status	Commentary	Data
Improve gender balance of leadership in our 8 largest countries by revenue by 2021.		We improved the overall gender balance of our executive leadership by 1%.	17% to 18%
Achieve a best-in-class inclusion score of 79 by 2023.		In 2019, we started with an inclusion score of 75. Over 2020, we surveyed our people two times, achieving scores of 76 and 78.	Average inclusion score of 77
Achieve at least 10,000 users of our newly developed Well-Being resources by end of 2020.		In 2020, we reached over 12,000 people through our wellbeing initiatives.	Over 12,000 people reached
Reduce employee lost time injury frequency rate by 10% off of the two prior performance periods by 2020.		JLL's 2020 Lost Time Injury Rate (LTIR) was 0.10, a 44% reduction from 2018. (0.18). This is a major reduction in our accident rate from a level that was already significantly lower than the US OSHA industry average. Office closures during the COVID pandemic have contributed to the reduced number of work-related injuries so we will need to monitor this closely as employees return to the workplace.	0.10 LTIR

Key

Completed On Track Behind

Our new targets

Reduce JLL's Accident Severity Rate (ASR) year on year.
Achieve a safety culture score above the industry standard benchmark year on year.
Continue to improve gender balance of leadership across the organization.
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.

Our culture of Diversity and Inclusion

Diversity and inclusion (D&I) have always been important to our people, clients, partners and communities. And at JLL, we have always seen D&I as strategic imperatives for the way we do business. Powerful social movements and heightened awareness of the racial and social inequities around the world served as catalysts to deepen our commitment at every level of our organization to our D&I efforts.

At JLL, we succeed through inclusion and celebrate the characteristics that make us unique. This includes ability, education, generation, industry experience and thinking style, along with gender, ethnicity, race, religion and sexual orientation.

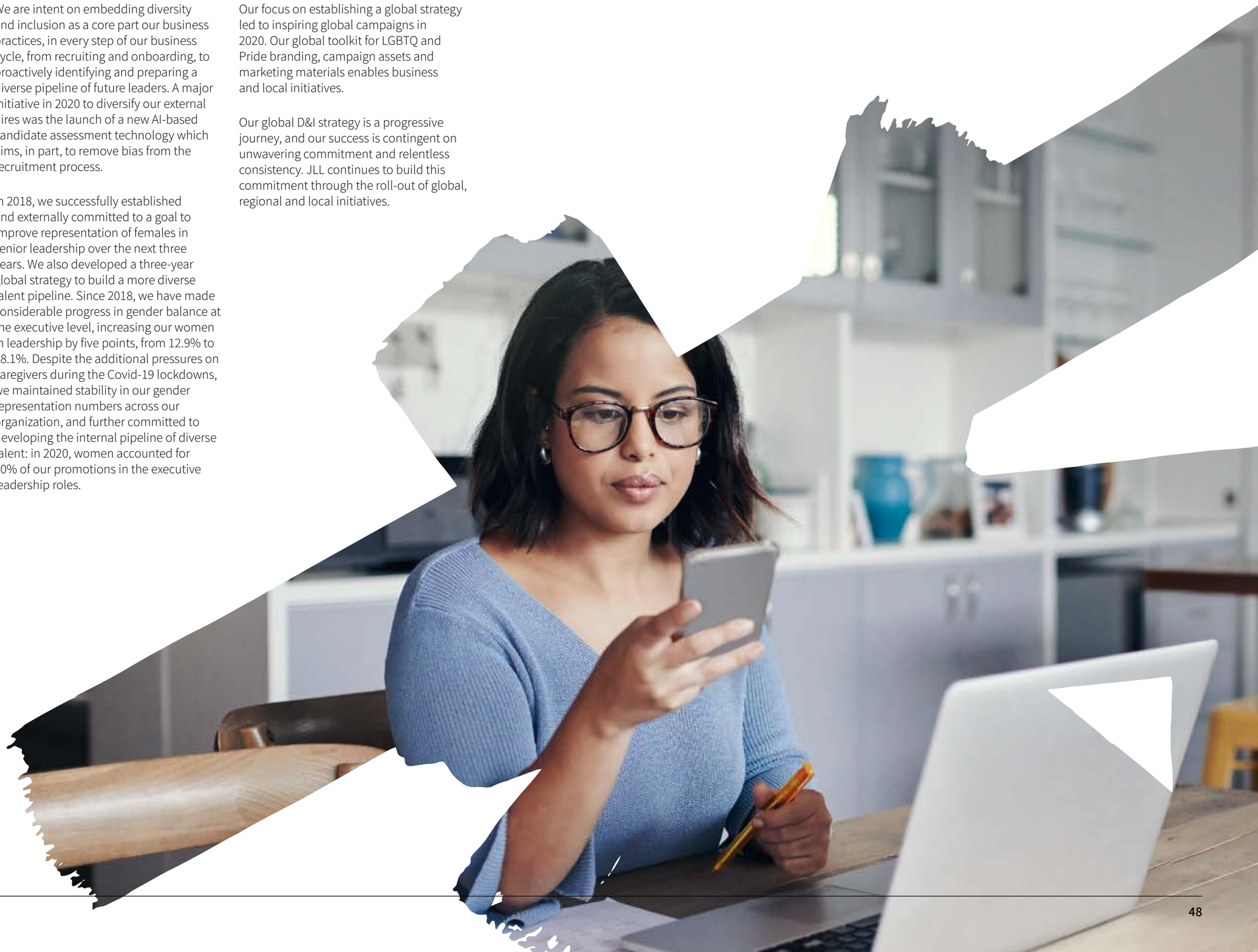
In 2020, we launched an enterprise-wide strategy to embed D&I more deeply into the DNA of our company, focusing on taking a leader-led approach, promoting action on a global, regional and local scale. We engaged external D&I coaches to assist leadership teams in refreshing our strategy based on our desired future outcomes and recognized best practices. We began new initiatives, such as establishing reverse mentoring programs to support candid dialogue, empowering employees to share their experiences with senior leaders. Executive leaders across all our regions committed in various ways to participating and contributing to strengthening our D&I.

We are intent on embedding diversity and inclusion as a core part 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. A major initiative in 2020 to diversify our external hires was the launch of a new AI-based candidate assessment technology which aims, in part, to remove bias from the recruitment process.

In 2018, we successfully established and externally committed to a goal to improve representation of females in senior leadership over the next three years. We also developed a three-year global strategy to build a more diverse talent pipeline. Since 2018, we have made considerable progress in gender balance at the executive level, increasing our women in leadership by five points, from 12.9% to 18.1%. Despite the additional pressures on caregivers during the Covid-19 lockdowns, we maintained stability in our gender representation numbers across our organization, and further committed to developing the internal pipeline of diverse talent: in 2020, women accounted for 50% of our promotions in the executive leadership roles.

Our focus on establishing a global strategy led to inspiring global campaigns in 2020. Our global toolkit for LGBTQ and Pride branding, campaign assets and marketing materials enables business and local initiatives.

Our global D&I strategy is a progressive journey, and our success is contingent on unwavering commitment and relentless consistency. JLL continues to build this commitment through the roll-out of global, regional and local initiatives.



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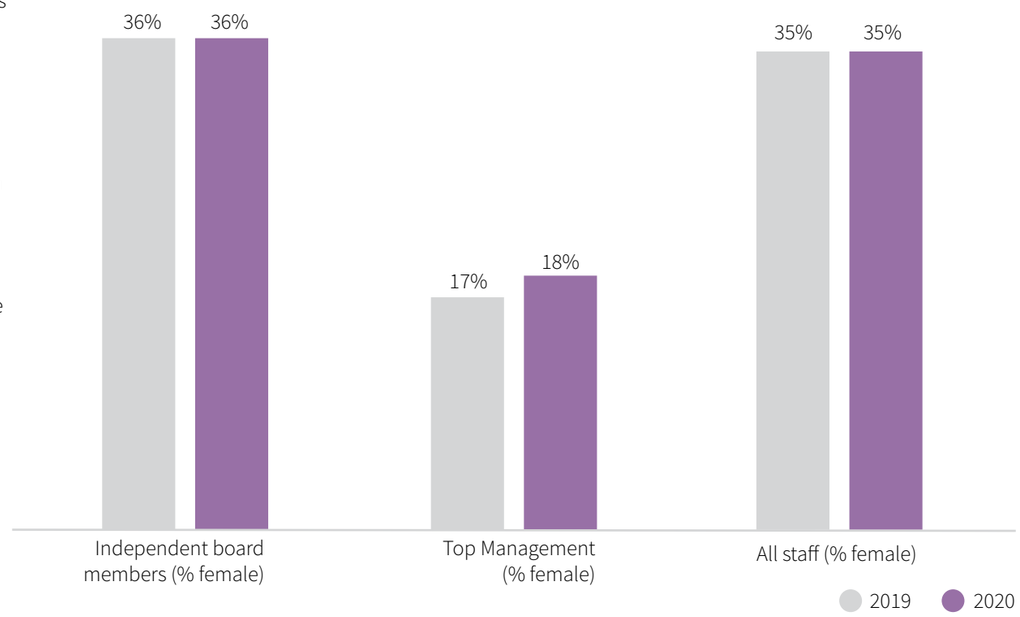
Some examples

- Surveyed our people two times, achieving inclusion scores of 76 and 78 in 2020, an improvement from 75 in 2019.
- Maintained nine Business Resource Groups in the Americas, eight in EMEA and seven in APAC (along with 11 D&I groups in APAC) including a new Parent and Caregivers Experience group to provide a supportive and safe platform to navigate career development alongside caregiving needs, especially made more relevant due to pandemic challenges.
- Expanded our internal team dedicated to D&I initiatives and launched leadership development programs and leadership summits, specifically for high potential women, Black professionals and Latino/Latina professionals.
- Continued training for all employees in unconscious bias, microaggressions and launched the JLL inclusive behaviors program.
- Participated in celebrations around the globe 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.
- Partnered with organizations supporting different aspects of diverse talent including: Best Buddies, Hiring our Heroes, Year Up, Changing the Face of Property, Girls in Property, Women in Property and more.
- Operated apprenticeship programs that focused on recruiting and training diverse talent from underprivileged backgrounds as well as military service members.

In the past year, JLL has received recognition for our work in D&I, including being awarded:

- 9th on Forbes America's Best Employers for Diversity 2020
- Listed on Forbes Americas Best Employers for Women 2020
- Best Places to Work for Disability Inclusion-scored 90% on the Disability Equity Index 2019-2020
- Rated as a Military Friendly Employer 2017-2020
- Top 100 in Stonewall's Diversity Champion Program and top 10 in Stonewall's Top Trans Employers
- Top 100 in Ethos Institute's Diversity Guide

Gender Diversity Performance



Interview with Ingrid Jacobs

Global Head of Diversity and Inclusion



How has Covid-19 impacted sustainability or ESG-either in your work at JLL or through your work with clients?

Because of the stay at home orders, there were a lot of people impacted from an economic standpoint. Many groups and industries were functioning successfully before the pandemic but now have found themselves in a difficult situation economically due to closures and layoffs. Additionally, COVID-19 has caused many challenges from a diversity and inclusion standpoint, particularly related to women in the workplace. Many women, across industries, have had to take on additional work due to school closures and work from home schedules. My hope is that as COVID-19 begins to wane in the future, some of these challenges will dissipate.

In your opinion, how has JLL most embodied its purpose-we shape the future of real estate for a better world-over the last year?

Everyone I have met at JLL has had a sincere interest in wanting to positively impact the parts of the world that the organization touches. That is part of the reason I was drawn to JLL. People who work at our organization are passionate about what they do and feel strongly about real estate. They go above and beyond for our clients, no matter the challenges that may arise—especially during a global pandemic. I am proud of the work our employees did and continue to do in the face of extremely difficult circumstances.

JLL Women Inspire campaign kicks off International Women's Day

For JLL, International Women's Day is not just a day but every day because diversity and inclusion is core to our culture and our purpose of shaping the future of real estate for a better world.

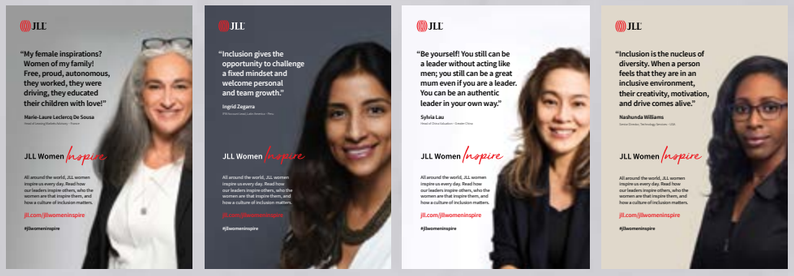
In 2020, JLL launched the "JLL Women Inspire" campaign to elevate and showcase the voices of some of our most senior women leaders by asking them:

- who is a female inspiration/role model to you and why?
- how are you inspiring women to achieve their ambitions at JLL?
- why does inclusion matter to you?

Launched on International Women's Day (March 8, 2020) and then running throughout the year, the focus was on sharing insights from our women leaders across JLL websites, corporate social media platforms, internal communications, events and many other channels.

These inspiring women and allies brought the campaign to life with their insight, leadership and humanity in a genuine, authentic and credible way. "JLL Women Inspire" shines a light on our culture, our respect for and commitment to Diversity and Inclusion and our women leaders around the world. And the strategy created stories that live on past International Women's Day, as the theme of inspirational women always creates relevant, powerful stories.

The vision also helped JLL with its goal to attract and retain diverse talent, engage and inspire employees, drive our culture of belonging and increase the number of women employees around the globe, including more women in our management and leadership band. The campaign lives on today and truly showcases JLL's commitment to Diversity and Inclusion.



Discover more

Developing our talented workforce

Providing strong opportunities to help people grow in their jobs, progress their careers and develop market relevant skills is critical to sustainable business growth and long-term organizational health. In 2020, our challenge was to continue to upskill, train and coach people in an entirely virtual environment.

The newly established Global Learning and Leadership Development team stepped into gear in parallel to the start of the pandemic with the main objectives of accelerating JLL's learning culture growth, delivering a global offer of best-in-class content, revamping learning processes and developing cutting-edge learning analytics, with the additional complexity of succeeding in those objectives virtually.

2020 proved to be a record setting year in globalized learning adoption, highlights include:

- on average, employees spent nine hours in instructor-led and on-demand learning sessions in 2020,
- nearly 100% of employees with access to our online learning took a course, totaling 1.2 million completed courses, 722,000 training hours and more than 80,000 unique learners,
- we pivoted our Real Leadership offering, which focuses on leading self, leading others and leading leaders, to virtual webinars. Real Leadership accounted for nearly 11% of all training and garnered much acclaim: 92.5% favorability on employee feedback surveys; and
- we launched JLL Virtual Learning, in seven languages, with great adoption: nearly 26,000 unique learners watched over 2.6 million videos on hot topics from leadership to D&I to innovation to sustainability, and over 68% of them returned for more.

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In a year marked by stress, distractions and new business challenges, our employees' commitment to their own continued growth and development was remarkable. 2020 provided a foundational roadmap for our global learning and development offering and has successfully set us up for the launch a transformational global Learning Management System in 2021.

Listening to our people

In 2020, our JLL Employee Survey proved to be a critical tool to measure engagement and to check-in on how our employees were feeling and coping during the pandemic, as well as to identify any pressing needs. Managed by an external provider to ensure complete confidentiality of responses, we ran three surveys over the year, in March, May and November.

Over the course of the year, employee participations rates increased from 39% (March) to 53% (May) to 65% (November), with a strong participation rate from both men (62% in November) and women (70% in November).

Benchmarking engagement scores during such an unprecedented year proved quite difficult given the varied circumstances country by country and person by person. Therefore, we used our pulses as a means to get actionable insights for the moment, measuring employee engagement levels during a difficult times, identifying pockets of the organization that struggle with COVID-related issues, discovering ways to help our employees with the re-entry process and gauging how well employees understand and view our evolving business strategy, purpose and commitments to key initiatives. The insights from these surveys have driven some core actions in D&I, wellbeing, safety and career development, to highlight a few.

Embedding a performance culture: Reward and recognition

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

In 2020, we continued to reinforce our performance culture. Despite the uncertainties generated by the pandemic, employees continued to adopt our new technologies to set and track their goals, with more than 60% of our employees using our global performance management system. For the year-end performance and annual review, we had over 92% of our employee's performance rated on our platform and calibrated by their manager and HR teams. Not every business line uses our performance and annual review system, and other types of reviews take place but cannot be calculated or quantified.

Recognition is a key lever for employee retention and engagement. In 2020, we started to take our digital reward platform, Going Beyond, global. After launching in the U.S., this year we piloted the platform with some of our global business units. Going Beyond offers real-time reward opportunities that range from simple digital expression of thank you to larger point-based awards.

Pay Equity is an important topic for us and for our industry. While the requirement to report on the Gender Pay Gap was dropped in the U.K. in 2020 in response to the pandemic, JLL voluntarily completed their reporting and results. 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.



Looking forward

Overall, 2020 was a transformative year for our People strategy. The ability of our teams to pivot in the face of the new reality, and fundamentally reinvent their individual ways of working, delivering and communicating, while maintaining energy and optimism despite the circumstances, was extraordinary. While 2020 finished with much of the world still under the heavy cloud of the pandemic, we see an extraordinary mix of challenges and opportunities, of caution and hope for a better world in 2021. At JLL, we believe that we have adapted our tools, systems, and most importantly, collective mindset to meet the demands of this new reality. The journey ahead as we emerge from the COVID-19 crisis is to build upon our high standard of corporate and social responsibility to our people, clients and communities as we aim to achieve our purpose–to shape the future of real estate for a better world, for all.

JLL drives wellbeing initiatives for employees

Wellbeing has become a top priority at JLL as employees and their families continue to face physical and mental health challenges, increased work demands, caregiving challenges, feelings of isolation and loneliness and so much more as a result of the pandemic.

JLL's Global Chief Human Resources Officer Mary Bilbrey reflected, "We had employee assistance programs, physical wellness sponsorships and community activities we were promoting locally, but we didn't have a collective view across the organization. JLL came together and created one comprehensive, robust global wellbeing site for all our employees around the globe to help our people feel supported, engaged and healthy."

Along with all the local initiatives, JLL's wellbeing employee site provides access to tips for self-care and stress management, resources for working caregivers, information about employee health benefits and assistance programs, wellbeing webinars, and a plethora of other resources. Financial wellbeing and inclusion in the workplace are other important topics JLL highlighted on the site.

Additionally, when re-entering the workplace, JLL knew it had to be a knowledgeable guide to the safety protocols and guidelines for its employees. The sharing of ongoing health, safety and local guideline information with employees across the organization became a key priority for JLL, and we became creative with the use of virtual workplace re-entry videos to note re-entry procedures and features, including our own headquarters' "Step Forward" campaign. We re-opened 300+ JLL offices around the globe, invited our people back, and helped them navigate the space and feel safe, all while remaining flexible to people's needs. Overall, whether with JLL or for our clients, we ensure employee health and safety continues to be first and foremost in organizations' return-to-the-workplace efforts.

The opportunity arose to recalibrate positive relationships between wellness staff and colleagues in other parts of a business. JLL saw different parts of the organization coming together to figure out how we can engage with our employees in a way that feels warm and inviting, so that the workplace doesn't seem a scary place to come back to. Additionally, the pandemic has opened the door to talk about wellbeing and mental health.

Bilbrey reflected, "This is a great opportunity for us to elevate the conversation of wellness—mental wellbeing, physical wellbeing, financial wellbeing, and cultural inclusion. We can openly talk about mental health and inclusion in the workplace as very real parts of doing business. Understanding the individual is a very important lesson that we all learned in 2020. We all experienced the pandemic in very different ways and how we respond to our employees has to have the deepest level of care and attention."

Health and Safety

Leadership commitment to health and safety

JLL is fully committed to creating an environment that unequivocally protects our employees, our clients and our supply partners.

Our safety vision is 'One team S.A.F.E.R together', a global approach to embed safety behaviors throughout JLL and its operations.

In 2020 we reinvigorated JLL's Global Safety and Security Governance Committee (GSSGC). Reporting into the GEB, the GSSGC ensures continued focus on health and safety at a senior level across all business lines within the organization. The GSSGC is supported by a sub-committee of operational subject matter experts from different functions to ensure safety is embedded in all services delivered by JLL.

Having appointed a Global Head of Health and Safety in 2019, our Work Dynamics business has continued to consolidate our Health and Safety teams into a single global function, bringing together more than 450 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.



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Our culture of Health, Safety and Wellbeing

We continue to drive and expand our 'One team S.A.F.E.R. Together' program. This is an ongoing program focused on employees and subcontractors 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

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

Global Safety Week

In 2020 JLL's annual Global Safety Week focused on embedding our theme of "One Team S.A.F.E.R. Together" to promote expected safety behaviors. Activities involved JLL staff, supply 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 employees to sign a safety pledge. More than 11,000 employees signed the pledge.

Safety culture baseline

To measure the strength and maturity of our safety culture and establish a baseline for continual improvement, we 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 safety culture of our organization. Learn more here.

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 and accident or near miss reporting

More than 12,500 JLL employees participated in the 2020 survey, allowing us to better understand our health and safety performance as a global organization. Using data provided in HSL's 2019 Safety Climate Tool Industry Sector Benchmarking Report, which includes data from 130 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 first year running the survey we posted strong results and placed in the 95th percentile in all eight factors compared to all industry averages.

Interview with Mick Moore

Executive Director,
Health, Safety, Security and Environment



How has COVID-19 impacted sustainability-either in your work at JLL or through your work with clients?

The health and safety professionals working at JLL have never been so busy. We were prepared for a country-level or site-level virus outbreak, but not for a pandemic on a global scale.

In some ways COVID-19 has brought us closer together with our clients and closer together as a business. We had to create new Health and Safety policies quickly to try to address the outbreaks that were flaring up in various locations around the world. For instance, at the start of the pandemic we needed to quickly establish a globalized COVID travel policy to ensure we were not putting our people at undue danger from travelling to high-risk areas as they emerged.

In many ways the pandemic has helped us globalize more than ever before because we've had to create policies for dealing with COVID-19 that apply to all countries where we have operations. The 'One team S.A.F.E.R. Together' approach really helped us figure out how we could support multiple parts of the business without duplicating efforts. Throughout the pandemic we've had to adjust our response and safety regimes to ensure we were keeping up with best practices and supporting our people as much as possible. I am very proud of the work we have done and will continue to do.

In your opinion, how has JLL most embodied its purpose-we shape the future of real estate for a better world-over the last year?

In my opinion, we've embodied our purpose through our response to COVID-19. We know that the future of work will not just be purely in offices anymore and that flexibility in working style and location will be increasingly important for both employers and employees. What we've done is not only look at the concept of hybrid work from a real estate perspective but have also taken a broader view of the entire industry. We've worked to come up with solutions and approaches that are not one-size-fits-all. Every organization has its own set of challenges and solutions and JLL has been an integral part in many organizations' abilities to determine, understand and address those topics. The fact that we've been able to implement a hybrid model that has worked for our own people and our clients, is testament to the work our people have done even in these difficult times. I am very impressed with how we've been able to support our people and clients and be at the forefront of post-COVID workplace planning.

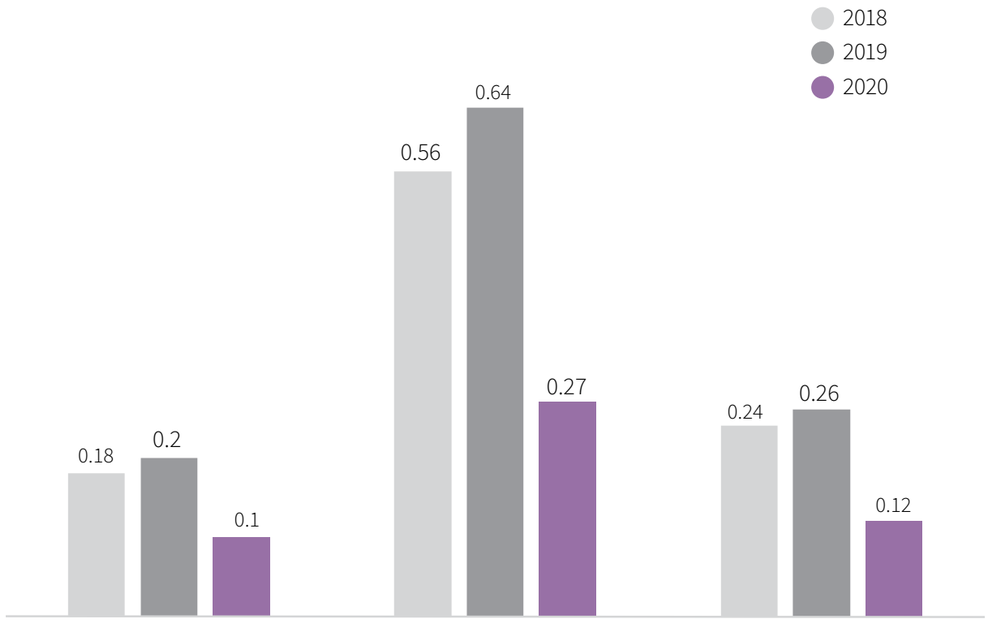
Safety performance

In 2018 we set ourselves a challenging target of reducing our already low accident rates by a further ten percent by the end of 2020. JLL has exceed this target and has reached an all-time low for employee accident rates.

- Lost Time Injury Rate (LTIR) was 0.10, a 44% reduction from 2018. (0.18 LTIR is the US 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), 0.27, a 46% reduction from 2018. (0.50) TRIR is the US 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 0.12 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.
- Our Experience Modification Rate (EMR) has reduced from a 2019 EMR of 0.56 to 0.53 in 2020 and a projected 0.49 for 2021.
- There were zero JLL employee fatalities reported in 2020.

There is the potential that accident rates have reduced due to work from home policies during the COVID-19 pandemic. We will monitor these figures closely in 2021 as employees return to the workplace.

Health and Safety Performance



Employee safety, health and wellbeing

At JLL, we want our people to feel supported, engaged and healthy. It is our belief that employee wellbeing is what ultimately fuels our collective performance, innovative thinking and business results. Therefore, in response to the pandemic, JLL developed a comprehensive global wellbeing strategy to support employees across four pillars: mental wellbeing, physical wellbeing, financial wellbeing and inclusion in the workplace.

This strategy was brought to life through a variety of content, all housed in a single Wellbeing Hub, available in 15 languages. Over 12,000 employees participated in the wellbeing initiatives over the course of 2020, where content included:

- JLL Playlists and Top Tips – curated JLL Virtual Learning content focused on each of the wellbeing pillars.
- JLL Wellbeing Webinars – one-hour sessions run regionally to provide a forum for employees to learn and connect to each other on the key pillars of wellbeing. Featuring expert advice, proven techniques, and a place to dialogue with peers to share collective insights and experiences.
- Links to country – specific Employee Assistance Program resources including links to existing country sites with benefits and employee assistance programs as well as other locally curated resources.
- Headspace Mindfulness App – the app was made available in five languages.
- Caregiver resources – educational and support resources for working parents and other caregivers.

Safety as well was 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, and regular communication to employees about evolving health, safety and local guideline information was a key area of focus. We re-opened 300+ JLL offices around the globe, invited our people back, and helped them navigate the space and feel safe.

In parallel to office re-openings, we reinforced the message the flexible working is an important aspect of a healthy workplace and there is no "one size fits all" when it comes to a workday. Starting in APAC, we have progressively rolled out Flex for Your Day, a flexible approach to flexibility, empowering employees to define their flexibility needs with their managers in order to maintain balance and achieve their personal goals, while also meeting the needs of their clients and team.

In our people survey, wellbeing, safety and flexibility scored highly in 2020. Safety was systematically in the top-scoring items of the People surveys. Wellbeing received an average score of 79, and 77% of our staff reported getting the flexibility they need from their manager.

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Supporting our people

JLL's core values of teamwork, ethics and excellence have never been more evident as we have worked together to navigate the challenges of the pandemic. From around the world, we have heard inspiring stories of unity, solidarity and support for each other, our clients and our communities.

To ensure our people felt connected at the onset of the pandemic, we hosted virtual workouts, yoga, art, cooking and many other classes to lift employee spirits and support their health and wellbeing. We quickly ramped up technology services to support our employees who suddenly found themselves working from home. We also launched JLL Wellbeing, a comprehensive site to help guide our employees' physical, mental and financial health-where all employees can go to find self-care tips, resources for working caregivers and information about employee assistance programs.

To learn more about how we supported our people during the pandemic, visit JLL Real Stories.



3

Certifications

JLL operates to the requirements of the international ISO 45001 Health and Safety Management system standard. We also set minimum global standards, which are applied by individual business units. Many of our business units maintain external accreditations to the ISO 45001 standard and we continue to convert current OHSAS18001 accreditations to the new standard.

Looking to the future

JLL will continue to improve the accuracy of our data through the globalization of our health and safety IT systems and consolidated automated data reporting. We aim to increase the proactivity of our reporting in order to better monitor our health and safety performance. As we deliver global health initiatives, we will continue to digitize and automate processes and procedures wherever possible and bring the latest technology with cost effective solutions to support health and safety management for JLL and our clients.

In order to further develop our team, we have defined a global career framework for Health, Safety and Environment professionals, based on IOSH defined professional competency criteria and JLL leadership principles. All staff will be assessed to identify areas for personal growth and develop development plans to support their personal growth.

Transforming our **Workplaces**

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JLL Manchester (UK)

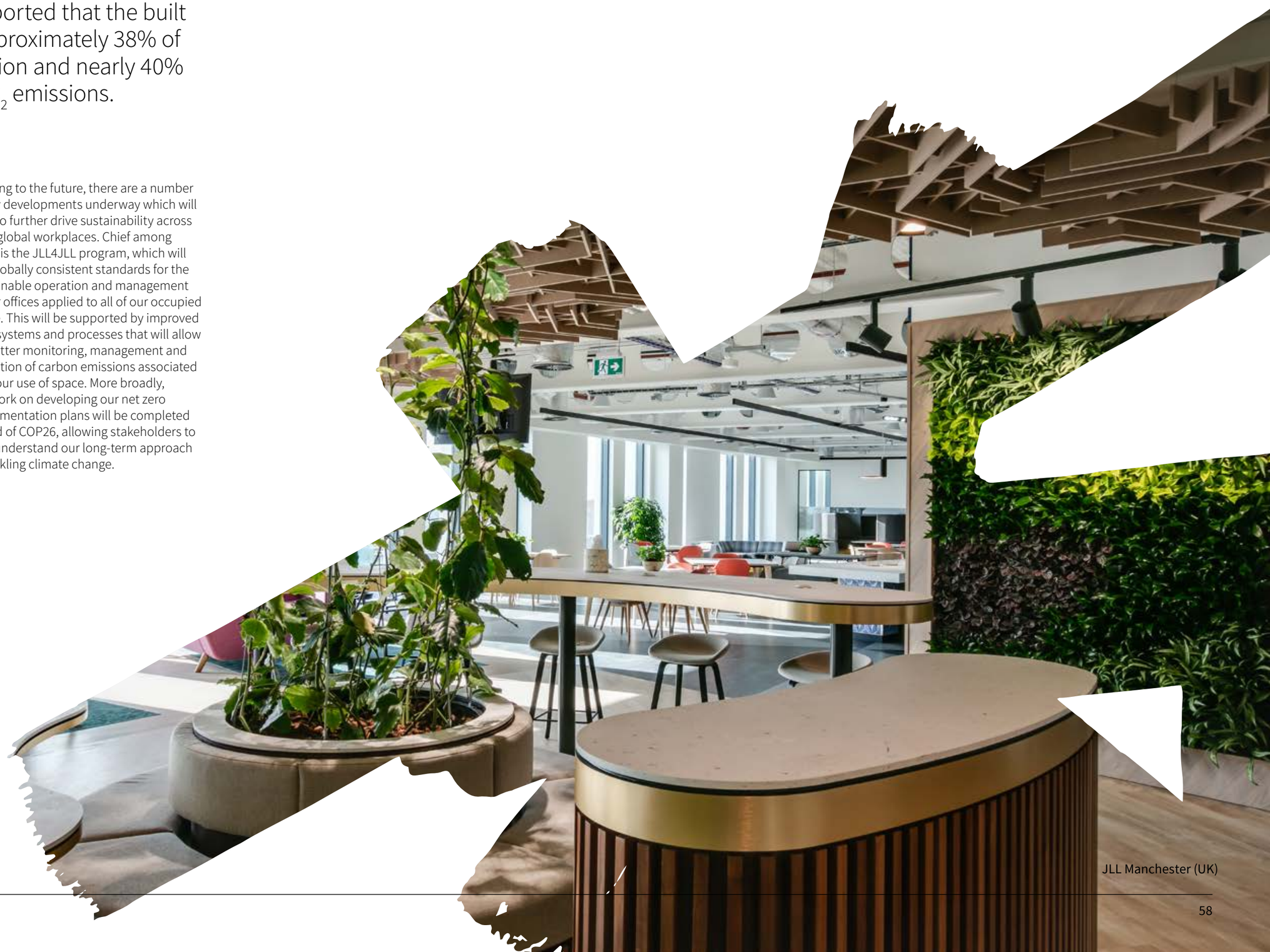
The role of buildings in tackling climate change is clear. It has been widely reported that the built environment accounts for approximately 38% of global final energy consumption and nearly 40% of total direct and indirect CO_2 emissions.

With the global trend towards urbanization and ever-increasing demands for building stock, these numbers are only set to rise.

As well as a challenge, there is significant opportunity—UNEP estimates that the building sector has the greatest opportunity to reduce greenhouse gas emissions compared to other sectors, with potential savings estimated to be as much as 85 Gt of CO_2 and energy savings of 50% or more by 2050. All of this puts JLL in a strong position to create a significant impact through the work we do with our clients and people, as well as in our workplaces and communities.

However, the COVID-19 pandemic has brought the vital role buildings play in supporting our health, wellbeing and safety into sharp relief. In our global operations we strive to limit our environmental impact, build resilience and create healthy and sustainable workplaces.

Looking to the future, there are a number of key developments underway which will help to further drive sustainability across JLL's global workplaces. Chief among them is the JLL4JLL program, which will see globally consistent standards for the sustainable operation and management of our offices applied to all of our occupied space. This will be supported by improved data systems and processes that will allow for better monitoring, management and reduction of carbon emissions associated with our use of space. More broadly, the work on developing our net zero implementation plans will be completed ahead of COP26, allowing stakeholders to fully understand our long-term approach to tackling climate change.



JLL Manchester (UK)

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Performance against our targets

Target	Status	Commentary	Data
By 2020 set a science-based target for JLL's global Scopes 1 and 2 emissions, and an accompanying Scope 3 target.		JLL's science-based target and accompanying scope 3 has been set and approved by the Science Based Targets initiative.	
Science-based target: Reduce absolute scopes 1 and 2 emissions by 68% by 2034 from a 2018 baseline year.		In 2020, JLL's scope 1 and 2 emissions were 23.7% lower than in 2018. Part of this reduction can be attributed to the impact of COVID-19 on our operations as more of our colleagues work from home. However, we have also seen the impact of office efficiency measures, increased use of electric vehicles and improved grid energy efficiency.	23.7% reduction
By 2020 set ambitious new sustainability requirements for our global office portfolio.		Global workplaces standards have been developed and are being applied to our real estate portfolio. These standards mandate action on waste, water and energy as well as supporting health, wellbeing, productivity and inclusivity.	
By 2020 sustainable procurement framework to be adopted globally.		Agreed and adopted the objectives and specific requirements of the framework. While the regions are at different stages in development, the framework will help us elevate performance globally.	
By 2023 remove single-use plastics from all JLL offices.		Work is underway to baseline the volume of single-use plastics in our offices. This work will be taken forward as part of the JLL4JLL program, due to start in summer 2021.	
By 2030 100% of office space >10,000 ft_2 to have a sustainability certification.		In 2020, 41% of our offices had sustainability certification, in line with our performance in 2019. This is largely due to the impact of COVID-19 limiting the opportunity for on-site visits. The JLL4JLL program will serve to drive sustainability certifications across our global office portfolio.	41% of offices

Key

- Completed
- On Track
- Behind

Our new targets

All JLL regions to reach level 2 of the Sustainable Procurement Framework by end 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.

Tackling energy and resource use

The Intergovernmental Panel on Climate Change (IPCC) released a report in October 2018, stating that greenhouse gas emissions need to be reduced by nearly half over the next 11 years to limit the worst impacts of climate change[7]. The report also lowered the global warming threshold from 2°C, as established by the Paris Agreement, to 1.5°C, furthering the need for immediate and widespread global action.

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

[7] Climate Change 2014: Mitigation of Climate Change. Contribution of Working Group III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change. UNEP.

One Post Office Square receives transformative redevelopment

At JLL we work to ensure our employees and clients occupy buildings that conform to the highest standards of health, wellbeing and sustainability. Whenever possible we work to upgrade the spaces we lease, and work with our clients to support them as they modernize their own spaces.

With the help of JLL, One Post Office Square, located in Boston, Massachusetts, is undergoing a significant transformation unprecedented in the Boston real estate market, becoming a vibrant and connected center of energy and innovation in the city. JLL, which is a tenant of and the Property Manager at One Post Office Square, has helped oversee the redevelopment of the downtown office building and is the exclusive leasing agent of the project.

One Post Office Square was redesigned with modern amenities and workspaces that address the needs of today's workforce, including several indoor-outdoor spaces for tenants and a public, a state-of-the-art fitness center, collaborative and flexible working spaces, an innovative garage that features an autonomous parking system, retail stores and several dining options open to both building tenants and the community.

One Post Office Square was redeveloped with sustainability in mind. Many of the building's new features increase employee wellbeing and enjoyment while also reducing energy use. These features include triple-glazed glass and a chilled beam system that allows for higher ceilings and more expansive views, while producing greater energy efficiency and improved climate control. Once completed the building will be LEED v4 Gold certified, helping to save more than 685 cars worth of carbon emissions and 2,000,000 gallons of water annually. Individual tenants will also have the opportunity to achieve further sustainability standards on the floors they occupy with the help of the JLL team.



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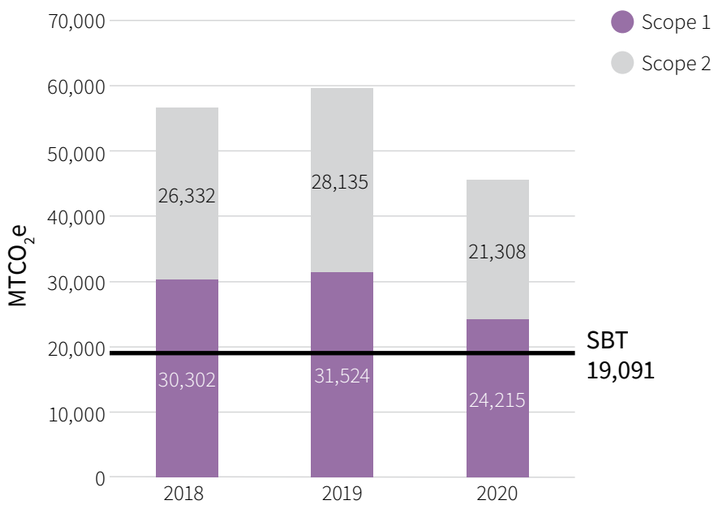
Business travel activities

JLL's 2020 business travel activities generated approximately 16,278 metric tons of CO_2e. In support of our aims of driving down business travel and providing staff with options to support flexible working practices, our employees are routinely provided with personal IT equipment with web conferencing functionality. Our largest offices provide onsite video conferencing facilities in meeting rooms. We are working hard to eliminate unnecessary travel and to encourage the use of less impactful modes of transport. We encourage all our employees to make use of the technology we provide to eliminate travel whenever possible.

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

Our carbon footprint

Scope 1 and 2 Emissions Performance



Waste and water

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

JLL is now working to link our TCFD climate risk assessment work with our water use by overlaying our global office portfolio against water scarcity data. This will enable us to identify those offices in the most highly water-stressed areas and to take targeted action to improve data quality and water efficiency.

Obtaining data on water consumption and waste arising from our global portfolio continues to be challenging. We have been able to increase the overall share of actual data through the requirements of JLL's corporate real estate strategy–but we recognize that there is more to do. In the meantime, we have used internal benchmarks based on actual data to generate estimated water consumption and waste arisings for our global office portfolio, as shown in the tables below. These figures should be treated as indicative. The comparative data for previous years' performance is based upon the same methodology.

	2020
Estimated waste to landfill (metric tons)	275
Estimated combusted waste (metric tons)	347
Estimated recycled waste (metric tons)	1,077
Estimated composted waste (metric tons)	100
Estimated water consumption (m3)	255,088

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Interview with Joe Galambos

Portfolio Energy Manager, United States

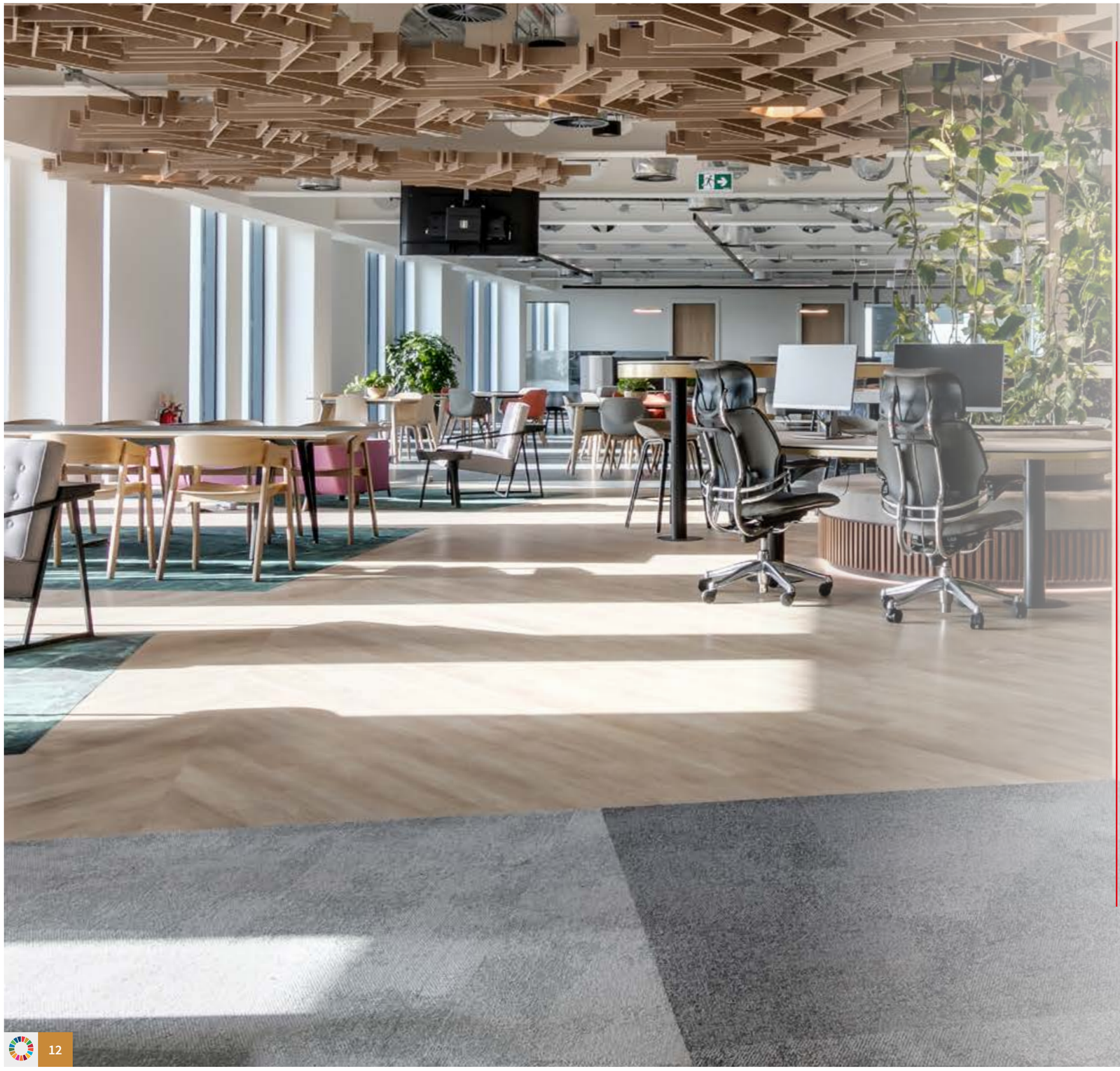


How does sustainability or ESG impact or shape your role?

So much of what we do as an organization with our own sustainability program extends to our clients. I help ensure we are delivering robust sustainability offerings to our clients, working directly within their ESG organizations to help them develop their own sustainability targets and goals.

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

In my new role, I will be managing the JLL Americas corporate office energy and sustainability program. I am looking forward to seeing how our global sustainability strategy will continue to grow and serve as a best-in-class example of how to set up and manage a large-scale ESG program.



A sustainable relocation for JLL UK's north west flagship

At JLL we are committed to reducing our waste whenever possible. As part of this effort we support the transition to a circular economy through zero waste fit outs in our own offices.

Recently JLL Manchester, United Kingdom relocated offices from One Piccadilly Gardens to Landmark St. Peter's Square. To ensure the relocation resulted in minimal waste and maximized social value to the surrounding community, the JLL team adopted a circular economy approach to redistributing or decommissioning workspace assets from One Piccadilly Gardens.

Partnering with Crown Workspace, an office mover and space planning company, the team established four key objectives for the move: maximization of resource value, circular procurement, exploration of circular business models and post-relocation external project communication.

In the first stage of the project, the team working alongside Crown Workspace, completed an asset register for reuse planning, capturing all items and scoring their condition and location in order to plan for future resource distribution. The items were then refurbished and resold, donated to schools, charities and social enterprises or recycled via closed loop recycling.

The sold and donated items, which represented 90% of the decommissioned items, combined for a savings of more than 53 tons of carbon and helped divert almost 18 tons of waste from the landfill. Metal items that could not be reused were segregated and recycled. Non-metal items were sent for mechanical sorting and recovery at a local facility.

Other circular economy efforts included recycling unclaimed clothing items, donating kitchen and art items to schools and ensuring the building was left clear and clean for the landlord. In total more than 800 items were redistributed, reused or recycled.

The design of the project was developed by our Tétris teams who succeeded in creating a sustainable and inclusive environment that incorporates wellbeing into its design and puts collaboration at its heart.

Other circular economy efforts included recycling unclaimed clothing items, donating kitchen and art items to schools and ensuring the building was left clear and clean for the landlord. In total more than 800 items were redistributed, reused or recycled.

Improving our Workplaces data

In the past, collecting a full data set for our carbon footprint has been challenging but we have been able to make significant improvements in recent months. To support efforts to drive improvements in our data quality, we are working alongside JLL's world-class Energy and Sustainability Services team and have developed and implemented new data management systems and processes for our global business. To support data improvement, we make use of JLL's Canopy platform. Canopy is a powerful tool which streamlines environmental monitoring and reporting thereby driving performance improvements.

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

JLL's Canopy platform was developed by our Energy and Sustainability Services team specifically for the real estate industry. Canopy has a clear purpose-to bring transparency to environmental monitoring and reporting, and to drive performance improvements across our client's portfolio. Canopy enables our clients to track emissions, consumption and cost data, undertake complex carbon reporting easily, and identify energy reduction opportunities that can lead to significant savings for their assets.

Creating healthy and sustainable buildings

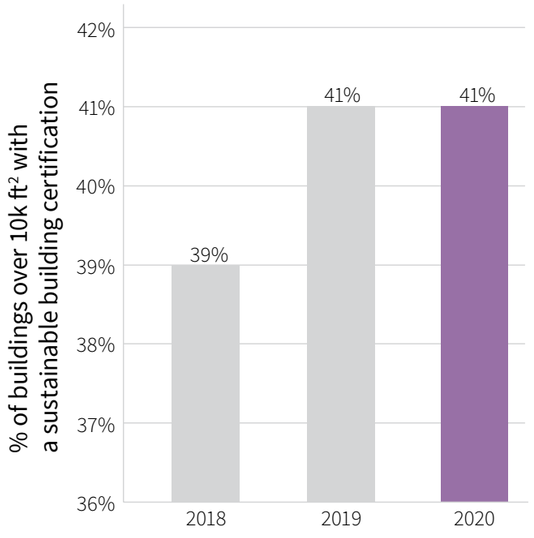
The buildings in which we spend so much of our time can have a huge impact on our health and wellbeing. At JLL, we want to provide our employees with office environments that are not only safe and secure but also foster and promote mental and physical wellbeing. We seek to do this by incorporating best-in-class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

Sustainable buildings not only have a reduced impact on the environment, they provide workplaces which support health, wellbeing and productivity. We seek to apply sustainable practices whenever we can, and fit-outs provide a great opportunity for us to do so.

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

No. of offices >10,000 ft²	No. of offices over 10,000 ft² with a sustainability certification	% of offices over 10,000 ft² with a sustainability certification
145	59	41%

Building Certification Target Performance



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Interview with Marie Puybaraud

Global Head of Research, Work Dynamics



Tell me more about your role.

My role is to oversee our global research agenda based on the themes that we've identified well ahead of when they come to maturity. We track topics that are going to be relevant over the next 12 to 18 months and produce research based on those topics to help our clients shape the future of real estate for a better world.

How does sustainability or ESG impact or shape your role or personal life?

ESG has really elevated our consciousness to the role all individuals play within the large scale of the environment. I strongly believe that we can achieve a more sustainable future through three means; the way the government drives the transformation around sustainability, the way organizations work to set aggressive sustainability targets to reduce the impact of their operations, and the way society demands change through consumer preferences and purchases.

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

For me, it has been fundamental to be part of an organization where employees believe they can make a difference. Behind our purpose and our sustainability targets, there are actions taking place. I feel a significant acceleration from JLL to rise to the challenge of climate change. JLL has committed to our sustainability targets, has taken steps to action those targets and has also communicated our progress against those targets and I believe that makes us stand out compared to many other companies operating today—JLL's transparency and openness is fantastic.

JLL Korea office: reshaping the future of work

An office is more than just a space for people to work. The impact of the workplace on employee attraction, fulfillment and engagement has elevated the role of real estate in reaching strategic business goals. With this in mind, JLL's Korea office, ONE IFC, has been transformed into a sustainable, healthy and technology-enabled space.

The office includes indoor greenery, Korean traditional elements, artwork showcasing our employees' interests and passions, intelligent lighting control systems and free healthy snacks. Technology is seamlessly integrated throughout the space, with a network of sensors collecting data such as air quality and movement information, helping the facilities team make informed decisions around space utilization and ways to improve collaboration.

When redesigning the office, the Design and Build team were presented with a unique opportunity to incorporate natural light and sweeping views of Seoul. Because of the vertical proportions of the building and the irregular floorplan, the designers embraced the building's architecture to create a series of interconnected neighborhoods that help organize the space. With soaring six-meter-high ceilings, modulating the building proportions and structural elements was a clear focus of the design team.

A further element the designers introduced was a series of undulating ceiling fixtures that collectively read as an implied ceiling plane. These elements provide acoustic mediation and additional lighting and serve as a useful navigational tool for anyone moving around the office.

The design team also worked to enhance the sustainability credentials of the space, eliminating single-use plastics from the office and introducing a robust recycling program.

ONE IFC was awarded the Leadership in Energy and Environmental Design (LEED) Gold certification in the Interior Design and Construction (ID+C) category. The space was designed to be sustainable and promote the health and wellbeing of our people, while disrupting widely held notions of how and where people choose to work.



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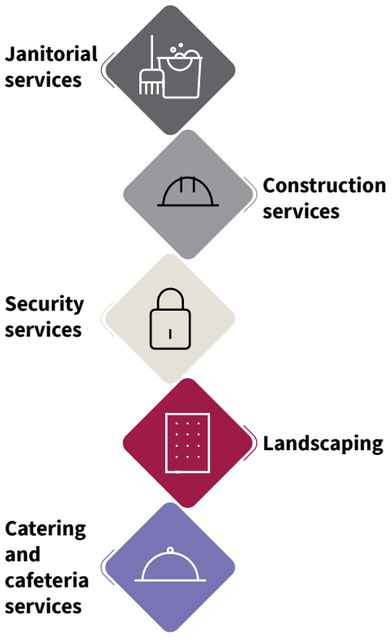
Our Supply Chain

JLL has an extensive supply chain which supports a significant amount of procurement for us and our clients.

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



There are different impacts and risks associated with each of these categories which we manage through our global Sustainable Procurement Framework. This helps us meet our SDG and Building a Better Tomorrow goals, optimize processes, uncover new and innovative solutions for our clients, improve productivity and deliver on our corporate values.

Our Global Sustainable Procurement Framework

We successfully rolled out the global Sustainable Procurement Framework in 2020, which guides our business through five levels from 'Foundations' to 'Lead'. In the first year, we achieved Level 1 in the APAC and Americas regions, and Level 3 in EMEA. Our sights are now set on achieving Level 2 globally by 2023, while still forging ahead in EMEA.

As its name implies, the 'Foundations' level lays the groundwork on which to build a strong program. This includes training, policy, identifying top impacts, and supplier engagement programs and initiatives that help us reduce these impacts across our business. As we progress through the five levels, we will strengthen and formalize our approach to sustainability throughout our supply chain, increasing expectations in our contracts and working with our key suppliers to set shared targets and KPIs that drive meaningful improvements. This process will help us to deliver excellence through the best value sourcing of products and services, accounting for environmental, social, ethical and human rights aspects over the whole product or service lifecycle.

Training

Strong governance and leadership are fundamental parts of any sustainable procurement program. As too, is ensuring our Sourcing and Procurement teams have the skills they need to support the sustainability agenda. Hence, Sourcing and Procurement was one of the core functions tasked with targeted sustainability training as part of both our framework goals and our Clients Pillar goal (see page 38). All regions successfully completed uniquely designed training on the Procurement Framework as well as key topics such as supplier diversity and modern slavery.

We also expanded training to certain of our suppliers, hosting a Key Sustainability Supplier Council event in 2020, briefing them on our new Framework, direction, and expectations, and opening the dialogue for collaboration and sharing of best practices. In 2021 we will expand and deepen our engagement to a broader circle of partners.

Policy, Strategy and Communications

In 2020, we developed and launched a Global Sustainable Procurement Policy and Charter, endorsed by our senior leadership, and made publicly available and shared with all suppliers. The Policy and Charter were the result of detailed spend analysis done to better understand our biggest impact and opportunity areas, and focus our efforts going forward.

We considered differing sustainability impacts, opportunities and priorities, and local differences in legislative and regulatory requirements, organizational governance, and methods of implementation, which all result in slightly different areas of focus and priorities for each region. From this process we identified a set of core sustainability objectives 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 66),
- diversity and inclusion (see page 8),
- 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

To create a sustainable supply chain, we commit to working in partnership with our suppliers to ensure they comply with our Global Sustainable Procurement Policy. As part of these efforts, we developed sustainability clauses, linked to our policy objectives, to be included in all new supplier contracts.

We expect all our suppliers, whether they provide goods or services directly to JLL or indirectly to our clients, to embrace the practices described in our Vendor Code of Conduct. By acknowledging the Code, they commit to conducting their business in accordance with social, ethical and environmental principles. We ensure compliance with the Code through our vendor due diligence and onboarding program and also provide ethics and compliance training to some of our high-risk suppliers.

Sustainability criteria is a core element of our RFI/RFP process when evaluating suppliers for new business. JLL will identify the best procurement offer based on a total value assessment that includes an analysis of how suppliers manage our key priority issues, and in time we will favor suppliers who have embedded sustainability into their business activities and their own supply chain.

Measurement

Measuring and reporting on our progress is key to the successful adoption of the Framework and to the tangible sustainability improvements and outcomes in our supply chain and for our clients. As such, we conduct an annual assessment of progress across all five focus areas, reviewing the current state and developing action plans to meet all areas within our targeted timeframes. Our objective is a more robust approach to setting and reporting on sustainability KPIs across spend categories and accounts.

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Ethics, human rights, and modern slavery

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

JLL's Global Ethics and Compliance team works with Sourcing and Procurement, Sustainability, clients and our businesses at high-risk for modern slavery in the supply chain to raise awareness and facilitate continuous improvement in our approach. Underpinning our approach are our Code of Business Ethics, Vendor Code of Conduct and Human Rights Policy, which require compliance with applicable labor laws, prohibit forced labor and prohibit modern slavery in all forms. We have adopted the Responsible Business Alliance Code of Conduct to support our technology clients and include provisions in our supplier contracts reflecting our mandate that our suppliers refrain from engaging in modern slavery.

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

Supplier diversity

JLL is committed to advance 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 intentional strategies to maximize their development and business opportunities. We put our mission into action through globally consistent objectives that are supported with regional and country execution.

In the U.S., Canada, and Australia we have a formal Supplier Diversity Program, while in the EMEA region we have expanded on our diversity organization memberships by partnering with WEConnect International to drive supplier diversity across all regions where we operate.

In the Americas, we hosted 328 participants at our third annual Supplier Diversity Executive Summit. 98% of the attendees found the time spent to be highly valuable or valuable, and a full 100% stated that the content was timely.

Our efforts are focused on promoting and increasing business opportunities for small businesses, minorities, aboriginals, women, disabled, veteran and/or LGBT-owned business enterprises. We continue to be an active national member and supporter of four leading diversity organizations-National Minority Supplier Development Council (NMSDC), National Gay Lesbian Chamber of Commerce (NGLCC), Women's Business Enterprise National Council (WBENC) and Canadian Aboriginal Minority Supplier Council (CAMSC). Over the last three years, JLL U.S. has spent on average more than $800 million annually with certified diverse and small businesses.

Select direct and indirect supplier partners are encouraged to host their own initiatives and programs to support inclusion and utilization of Diverse Business Enterprises (DBE), enabling JLL's commitment to grow and develop diverse businesses.

JLL Australia focuses on working with Indigenous Australian owned, women owned and small businesses. These relationships are supported through our partnership with Supply Nation, Australia's leading organization certifying Indigenous companies, and WeConnect International.

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

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

Procuring sustainably for our clients

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

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

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



8

McFarland Construction expands with help of JLL

McFarland Construction, based in Charlotte, North Carolina, has been a trusted partner of JLL for over ten years. The collaboration between McFarland and JLL began in 2010 through a partnership with a single client and has since evolved into an established Master Service Agreement with five of JLL's Fortune 500 clients.

Anchoring the partnership is a shared relationship with an industrial client—the collaboration started with a $75,000 security upgrade project, followed by a range of small projects; over time it has scaled up to multiple concurrent mid-size projects ranging in size from $200,000 to $3 million. In addition to the concurrent projects, McFarland recently completed a $10 million design-build office and industrial complex to support our industrial client's operations. Our partnership has rapidly grown from an annual spend of $150,000 in 2013, to over $10 million in 2020. McFarland has experienced continuous growth with each JLL partnership, as each successive project has grown in scale.

Over the last decade, McFarland has completed more than 250 projects valuing over $80 million for JLL clients. The partnership with JLL has played a vital role in McFarland's scalability that has strengthened over time. Due to the consistent and increasing volume of work with JLL's institutional clients, McFarland is able to plan growth with greater predictability. Tangible benefits include stronger cash flow and positive returns that have been used to invest in talent recruitment and development, technology and infrastructure.

McFarland has grown from a home office with two employees grounded in our core values of community, commitment and collaboration, to a team of 50 professionals dedicated to providing comprehensive service offerings with specialized expertise in a variety of construction sectors.

McFarland prides itself in being a trusted partner. They were recently recognized as one of the fastest growing privately-owned businesses, best places to work, the City of Charlotte's Prime Contractor of the year and the largest black-owned general contractor in Charlotte, North Carolina. McFarland attributes their growth to the trusted relationships they've developed with clients and partners like JLL.



Supporting our **Communities**

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Supporting our Communities

We create shared value by forging charitable partnerships, and by giving our people time to contribute to the causes that mean the most to them.

We encourage our employees to get involved by volunteering, fundraising and sharing their ideas on how to support and give back to those most in need. 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.



Performance against our existing targets

Target	Status	Commentary	Data
Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020.		We did not reach our global target by end of 2020, falling short by 7,041 days. This is in large part due to COVID-19 whereby many in-person events were cancelled or restricted including the first-ever attempt at a JLL Global Communities Week in 2020.	Missed target by 7,041 days.

Our new targets

Increase employee time in our communities to 23,500 days by end of 2023.
Donate a minimum of 1% of pre-tax profit to charitable causes on an annual basis.
Align 75% of communities activities to JLL's 6 priority Sustainable Development Goals by end of 2022.

Key

Completed On Track Did not complete

Making a positive community impact

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

A recent article from Harvard Business Review cites many studies that show "volunteer programs boost productivity, increase employee engagement, and improve hiring and retention". At JLL we have seen this in action and aim to support our employees as they work to mobilize their talents or real estate expertise through voluntary work, donations, supervising interns or a job rotation at a charitable organization.

JLL employees launch FeedmyBangalore

In March 2020, India entered a swift and sudden 21-day day lockdown. JLL Bangalore employees were worried that people from low-income households would have insufficient access to food and resources.

They quickly reached out to employees at other local businesses to get behind FeedmyBangalore, a start-up delivering meals to children and their families daily. Within weeks the group had donated and delivered over 375,000 meals in Bangalore.

JLL employees from other offices around India joined the initiative, expanding deliveries to Chennai, Mumbai, Hyderabad, and Noida. FeedmyBangalore scaled up from delivering 500 nutrient-rich and high in carbohydrates meals per day to over 20,000 meals daily across the five regions.

By May 2020, the group had donated more than three million meals to families in need, surpassing their goal by two million meals. JLL India employees have also raised more than $80,000 for impoverished families impacted by COVID-19 and delivered over 500 bottles of hand sanitizer to police officers working during the pandemic.

At time of writing (May 2021), there has been an escalation of COVID-19 cases in India. Our thoughts are with all of our colleagues and their families at this difficult time, and we are doing everything we can to keep them safe. We are adapting our services to the needs of our clients and to comply with guidance from local and global health authorities and governments; and we have put in place a partnership with respected Indian NGO, Give India, to help channel funds to support the broader community in need.

3.75m meals

By May 2020, the group had donated more than three million meals to families in need, surpassing their goal by two million meals.





3

Helping students study from home

Around much of the world during the height of the COVID-19 pandemic, students from low-income houses often had to borrow their parents' mobile phones or other wireless devices to access homework and collaborate with teachers. Others had no access to Wi-Fi at all.

JLL employees concerned about those studying at home launched several initiatives to help make the lockdown easier for those lacking the resources to gain access to Wi-Fi and purchase computers and other technical tools.

In Hong Kong, Wendy Chan, Senior Director, Valuations, partnered with Sowers Action, a Hong Kong-based NGO that runs a computer donation project for local students. She organized donations to purchase tablets and reached out to two JLL China clients that donated portable Wi-Fi devices and SIM cards loaded with data.

Wendy and her colleagues visited the homes of students of Shamshuipo Kaifong Welfare Association Primary School to distribute the resources and help them get set up.

In the United States, Dan MacAvoy, Global Digital Marketing Lead, Chicago, had a similar idea.

Concerned about families facing economic barriers to technology, he contacted local non-profit Comp U-Dopt, whose programs serve to provide access to computers, facilitate growth in technical and digital literacy skills and support the future of youth in Chicago.

Knowing that JLL's Aon Center headquarters is a hub for recycled laptops, Dan and nine JLL volunteers helped organize the collection of over 1,000 recycled JLL laptops for Comp-U-Dopt to be restored and donated to families in need across Chicago.



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Our approach to Communities

At JLL, our communities 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 while reflecting 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 our global six material Sustainable Development Goals.

Our aim is to ensure that every JLL country and LaSalle have the same foundations when it comes to the Communities Pillar–namely, that every country has governance in place for charitable efforts and is providing their employees with opportunities to spend time in their communities during working hours, via formal policies or a culture of community service. A critical part of our governance is the Communities Leads in our largest JLL countries. Nine JLL countries already had these Leads in place, and in 2020, the Leads were appointed in an additional 11 countries. All JLL countries and LaSalle also participate in an annual reporting process to ensure we regularly track and measure our communities efforts.

Measuring our impact

We are becoming more sophisticated in tracking our communities 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–topics such as cash contributions, in-kind donations, employee time, payroll giving and beneficiaries reached. Importantly, 2020 was the first year we asked our larger countries to report on impact metrics where possible. This is one way in which 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 communities activities.

Contributing employee time in our communities

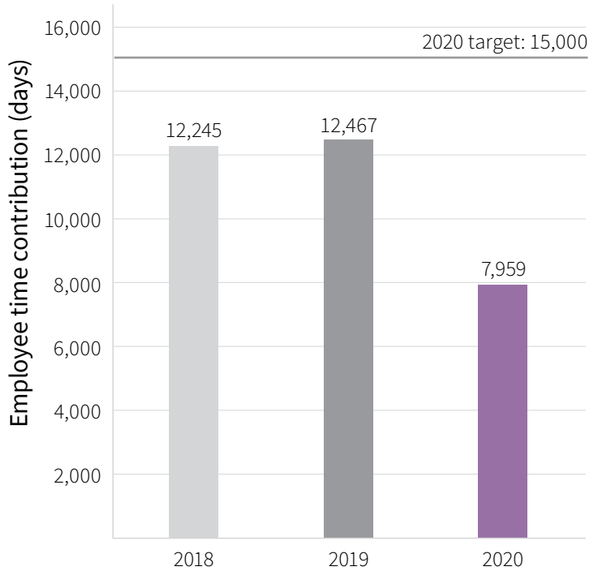
We take a broad view around employee time in our communities given our alignment with the B4SI framework. Our efforts entail anything from volunteering and fundraising to the supervision of work experience placements (interns) or being seconded to a charitable organization. While we applaud any support given to our communities, our global target looks at the hours spent in communities during JLL work time. 47% of time in our communities globally comes from volunteering with the second highest as 43% comes from time spent supervising work experience placements. This gives a sense of what our local markets deem to be the most effective and impactful ways for our employees to serve their communities, as well as which activities are preferred by our employees.

JLL has for a long-time been proactive around volunteering and in 2018 we introduced a formal target for community service hours. A need for a global target was supported by results from our past materiality assessments, which highlighted the importance of providing employees with consistent opportunities for community outreach as a tool to attract and retain top talent. By the end of 2020, we aimed to increase the time our employees spent in our communities year-on-year, with the goal of reaching 15,000 days globally. This equates to two hours per non-reimbursable employee.

While we were ahead of this target in 2019, in 2020 we achieved only 7,959 days out of the 15,000 targeted. This is in large part due to COVID-19 whereby many in-person events were cancelled or restricted including the first-ever attempt at a JLL Global Communities Week in 2020. In anticipation of our performance, we worked with JLL country leadership to determine the best course of action midway through 2020. Due to the fact that we believe our shortfall comes in part from difficulty in tracking the data–e.g. COVID-19 led to a shift from some large group volunteering events to individual acts of service–we held a global campaign to better capture our efforts. We believe this provided some boost in our numbers but not enough to achieve the global target.

Moving forward, we are working to set ambitious, but realistic targets for employee time in our communities that get us back on track.In consultation with local countries and LaSalle, these targets will account for the impacts from COVID-19. We are also excited to renew our plans for JLL's Global Communities Week in 2021, making it a first-ever for JLL. This will bring new momentum while also ensuring we serve our local communities despite the challenges posed by the pandemic.

Employee Time Target Performance*



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

Coming together to feed America

In March 2020 millions of people lost their jobs and primary sources of income due to the pandemic, increasing already high rates of food insecurity throughout the country. Due to the coronavirus pandemic, 42 million people, including more than 13 million children, may face hunger in the U.S. In order to help combat hunger across the country, JLL employees banded together to give back to those in need through their local Feeding America® food banks, the nation's largest hunger-relief organization with which JLL has had a long-standing relationship.

In early March, JLL was forced to cancel an annual event due to the pandemic. JLL Event Director Justin Rhodes, went into high gear to ensure all of the food earmarked for the event would go to people in need. Working with JLL leadership and event partners, Justin arranged for a donation of 2,700 pounds of all non-perishable foods for the conference to go to the Second Harvest Food Bank of Central Florida, one of 200 food banks in the Feeding America network. This is just one example of how our people came together to support their communities.

JLL also started the Feeding Heroes program, which allows anyone to gift meals to frontline heroes and to Feeding America®, all while supporting our local restaurants.

Through efforts like this and in partnership with ezCater, in September JLL exceeded its goal of providing one million meals to Feeding America to help those in need. This effort was enabled through JLL's CaterCares program, created by Senior Director of Research for ESGR Lori Mabardi and executive sponsors Americas CMO Jill Kouri and Group Head of Americas Capital Markets and Investor Services, Jay Koster.

"We're so appreciative that JLL has reached this landmark number," said Catherine Davis, Chief Marketing Officer at Feeding America. "That's one million times that we have helped to fight food insecurity and helped provide nourishing meals to people who need them most."



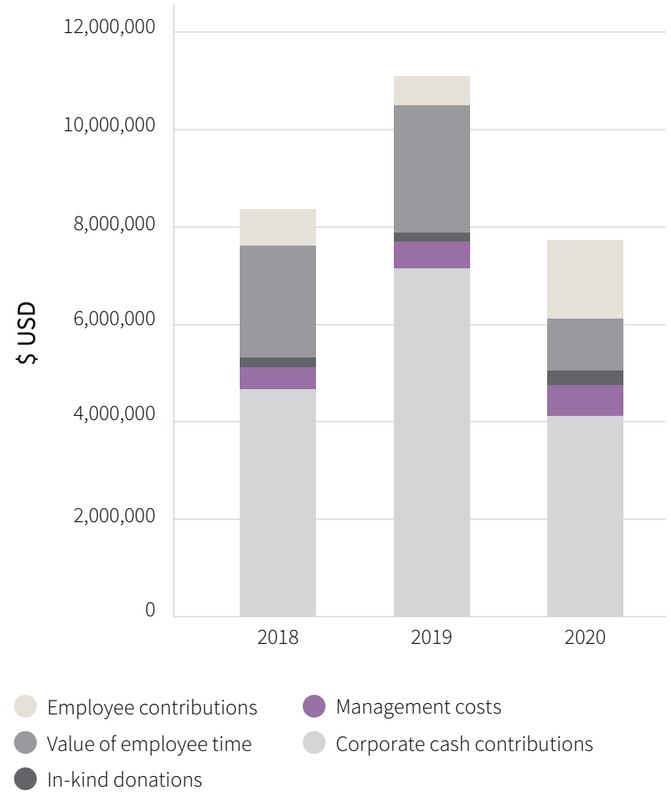
JLL team, Brookdale Senior Living (USA)

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 total corporate contribution (total charitable contributions excluding employee donations) as a % of pre-tax profit, which was 1.15% in 2020.

In 2020, JLL recorded total charitable contributions of $7.7 million. Our employee donations were $1.6 million. Corporate cash contributions, or company money that JLL gives to charitable causes, were $4.1 million. Donations in-kind, such as office furniture or meeting space, accounted for $258k. Management costs, namely the people-related and consultancy costs in running our communities programs, were $657k. Our business enabled JLL employees to give 7,959 days of their working time to support charitable causes, this time contribution equates to approximately $1.1 million in staff costs to the business.

Total charitable contributions



JLL Canada raises $42,000 in support of Breakfast Club of Canada

While the global pandemic disrupted daily lives across the globe, JLL Canada employees were determined to continue giving back to their communities. Together, employees across the country raised $42,000 in support of Breakfast Club of Canada during their Feeding Children's Potential campaign.

In Vancouver, the Work Dynamics Take Vancouver team entered a virtual relay race called Whistler 50. Members of the team ran 10km each, tracking the distance and time through an app. The team raised over $4,000 with this race alone.

As a final push to close the campaign before the holidays, members of the country's Charity Committee decided to organize a virtual silent auction. Items ranged from exclusive one-on-one time with senior leadership, to future golf rounds, boating and paddle board adventures. The virtual silent auction raised almost $6,000.

In addition, JLL Canada contributed $15,000 to the final amount raised to support and recognize the efforts deployed by employees to make this campaign a success.

JLL Canada has been dedicated to helping children in need since 2015, when it first partnered with Breakfast Club of Canada, and has raised $500,000 to date. Breakfast Club of Canada helps feed more than 257,000 children and youth in 1,887 schools across the country with an approach based on commitment, self-esteem and capacity development.



3

Interview with **Paul Greven**

Chief Counsel, Canada



How has COVID-19 impacted sustainability—either in your work at JLL or through your work with clients?

We have a partnership with Breakfast Club of Canada, a national charity that provides daily breakfast to low income, at-risk kids. The idea is that if they get a warm meal every morning, this will help start their day off in a healthy way and give them the energy to learn.

Normally during the year, we would fundraise throughout our offices and have events with clients focused on charitable giving. The challenge this year has been twofold; obviously COVID-19 has impacted our fundraising initiatives because we can no longer meet in person to hold events; additionally, many of our clients have suffered financial losses due to the pandemic so there has been fewer corporate donations from outside our organization.

On a personal level, I have noticed we just haven't been able to contribute as much as we usually do because of more limited spending brought on by the pandemic. Efforts to give back have become much more "grass roots" over the last year but I hope in the future we can continue to increase our giving.

In your opinion, how has JLL most embodied its purpose–we shape the future of real estate for a better world—over the last year?

We initiated the JLL Women in Real Estate Award. Several years ago, I was conducting research on the lack of gender diversity in real estate, with a focus on Canada, and noticed there was very little diversity in our industry. To combat this, we came up with an idea to encourage and attract female students and graduates to consider real estate as a viable career path. Working with five universities across Canada, we set up yearly scholarships for female students pursuing degrees in real estate. Each scholarship is worth $5,000. We have hired several of the students into our summer internship program or into our associate program after they completed their degrees. We are hopeful over the next five years we will have several scholarship recipients working in full-time careers at JLL and in the broader real estate industry.

Aligning our efforts with the UN Sustainable Development Goals

In 2016, the United Nations set out 17 global goals called the Sustainable Development Goals (SDGs). These address the global challenges we face, including poverty, inequality, climate, environmental degradation, prosperity, and peace and justice among others. From these 17, JLL identified the six SDGs that are most relevant to our business. We are using these six to inform JLL's sustainability strategy more broadly and also to guide our communities activities, in terms of the time we spend and the money we donate.

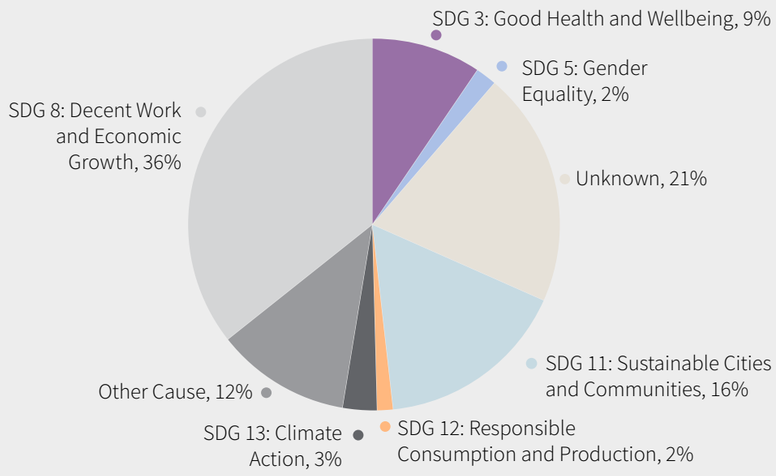
In 2020, we focused on socializing JLL's six priority SDGs within the business and defining which communities activities fall under each SDG. JLL and LaSalle provided a breakdown of their total charitable contributions and employee time by our six priority SDGs for the first time in 2020.

From an employee time perspective, our top 3 SDGs (in ranked order) were: 1) Decent Work and Economic Growth 2) Sustainable Cities and Communities and 3) Good Health and Wellbeing. A large percentage (21%) was classified as unknown, and interestingly this is significantly lower than the unknowns related to our charitable contributions. A further 12% of time was classified as other.

From a monetary perspective, our top 3 SDGs (in ranked order) were: 1) Good Health and Wellbeing 2) Sustainable Cities and Communities and 3) Climate Action. A larger percentage (67%) was classified as unknown, which shows there is a lot to do in terms of education around which SDG applies for each activity. A further 6% was classified as other.

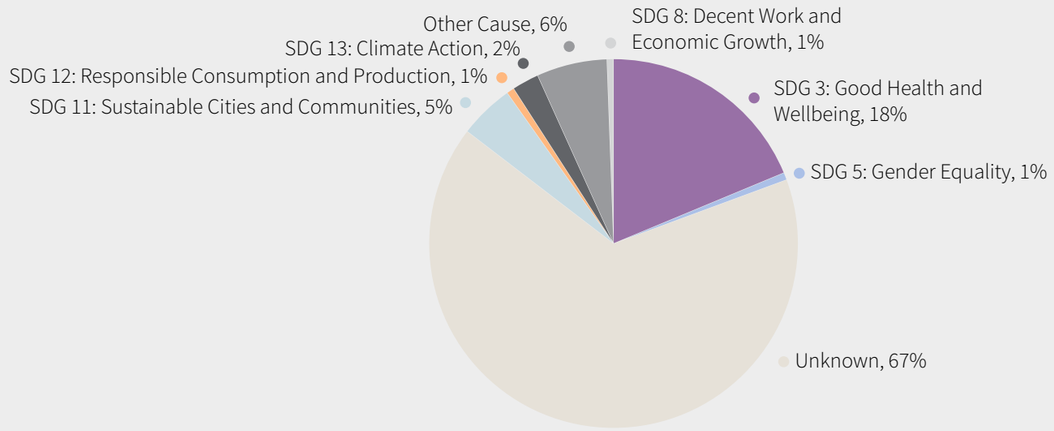
Moving forward, we aim to set a global target around the percentage of country-level activities that should align with our six priority SDG goals. In combination, these actions help us become more focused in our efforts and ensure that we hold a big impact collectively through our communities efforts.

Employee Time Contributions: SDGs Supported



All figures are rounded to the nearest percentage point.

Corporate Charitable Contributions: SDGs Supported*



*Limited to cash and in-kind contributions.
All figures are rounded to the nearest percentage point.

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2020 Global Sustainability Report

Talk to us about Sustainability
We can support you with expert advice that reflects your business needs and priorities.



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About JLL
JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. JLL shapes the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of $18.0 billion, operations in over 80 countries and a global workforce of more than 93,000 as of December 31, 2020. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.

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ANNEX A: JLL Global Sustainability Report 2020 – Data Note

The following notes provide details around definitions, re-statements and methodologies pertaining to the data in our 2020 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 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; 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 four pillars is as follows:

Clients: in 2020, we requested data from all of our countries globally, as well as the global activities of LaSalle Investment Management. Our primary sources of data remain the United States, United Kingdom, France, Germany, India, China, Japan, Australia and LaSalle.

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

People: The coverage of data under the People pillar represents 100% of our global workforce, with the exception of ethnic diversity figures, which relate only to the US. In 2020, our Health and Safety data covers 95% of our business.

Workplace: The coverage of energy and resources data under the Workplaces pillar represents 99% off our global offices. In 2020, the data relating to our operations (from our Workplaces survey) represented 392 sites that we occupied and 28,295 office-based staff.

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

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

About this Report

In 2017, we reported activity related to Corporate Offices only. Since 2018, JLL has reported against the number of all global offices (including residential offices, single service line offices, and other sites). This wider scope gives a more accurate impression of JLL's impact.

Financials

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

Clients

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

Sustainability training: The Building a Better Tomorrow Introductory Module has been implemented in all countries globally, although it is not mandatory across all locations.

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

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

People

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

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

Workplaces

To meet Science Based Target requirements, from 2018 onwards JLL has reported against the number of all our global offices. This resulted in an increase of over 100 offices. As such, where we have reported percentage of offices (the number of offices with a sustainable building certification, for example), we have shown a reduction in percentage though this is not necessarily representative of our performance in this area.

Carbon Footprint – 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 inventory.

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 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 m^2 by region applied to the building's area. We rely on estimation for a number of our sites where actual data is not yet available, reducing our reliance on estimation is an ongoing priority. More information on where estimations are made can be found under the methodology sections of this note.

Greenhouse Gases:

All GHG emissions figures are 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

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 Global Warming Potential value for 100-year time horizon from the IPCC 4th Assessment Report (AR4).
- A limited number of countries report use of bioethanol, the scope 1 CO2 emissions from which are set as net '0', as outlined in the UK Government emissions factor guidance. The associated N2O and CH4 emissions are accounted for within our total fleet emissions.
- Accruals are turned on in ESP for mobile liquid fuels, fleet, gaseous fuels. They are not turned on for stationary fuels which are typically topped up infrequently (for backup generators).
- Estimates are made for one US asset and two UK assets for natural gas usage at the site.
- France Fleet vehicles are leased for a period of 4 years assuming a distance travelled of 80000 km. Their use includes personal travel plus work travel. To calculate work use we annualise 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 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 the Americas, APAC and EMEA based on kWh/ m^2. 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.
- Our estimation also accounts for our share of base-building consumption, for our leased space.

Market based:

- For 2020, we are reporting the same scope 2 emissions for location-based and market-based method.
- Whilst a small number of JLL sites reported procuring market-based/green energy in 2020, we have not been able to obtain sufficient evidence to support these claims against the GHG Protocol's quality criteria. Therefore, in all cases we roll-back to the location-based emission set to calculate market-based emissions.

Scope 3:

- Natural gas for US and Canada sites: In 2020 we identified sites in the US and Canada that use gas, but where billing information is not available. In 2020 we have created gas estimates for base building usage (Scope 3) using JLL's average gas consumption per m^2. Estimates have been made for 2019 and 2020 (for comparison purposes).
- 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: The emissions have been calculated based on global procurement spend over a variety of procurement categories. Global procurement spend figures have been multiplied by spend emission factors from the GHG protocol's scope 3 evaluator tool. Where primary purchased goods and services data has been collected (e.g. data centre consumption and business travel), emissions have not been calculated via spend, to prevent double counting.

- Employee Commuting 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 3,144 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 2020 business travel data consists of both actual and estimated data. For countries that could not provide data, we estimated travel emissions based on internal benchmarks.
- Well-to-tank (WTT) fuels: These emissions were calculated using UK government emissions factors for WTT, applied to JLL's Scope 1 fuel consumption.
- Transport and 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 accrued 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 operational control of these client properties, the emissions from them was determined to be a Scope 3 impact of JLL's. This intensity was calculated where revenue and energy consumption data were available, and then extrapolated up by total global revenue from these services.

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 report, 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.

Communities

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

The value of JLL employee's community time contributions 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. In previous years (2016-2017) this was estimated by dividing JLL's total spend on compensation + benefits (published in the annual report) by the total number of employees to give an annual cost per employee. We therefore believe our figures have become more accurate over time, despite slight variations in methodology.

ANNEX B: Data Summary

JLL 2020 Global Sustainability Report About JLL	2020	2019	2018	2017
Corporate facts				
Portfolio size of managed properties worldwide (billion square feet)	5.4	5.0	4.6	4.6
Private and public property equity investments managed by LaSalle Investment Management (billion $)	68.9	67.6	60.5	58.1
Corporate offices	337	339	299	297
Countries (with a corporate office)	52	51	52	55
Countries (where we provide services)	80	80	80	80
Employees	90,000	93,000	90,000	81,900
Corporate office employees	28,295	31,959	30,026	21,481
Employees, Americas	33,084	31,744	30,991	28,142
Employees, Asia Pacific	41,027	41,700	42,223	37,971
Employees, EMEA	14,798	16,258	13,154	15,344
Key financials				
Revenue (million $)	16,590	18,000	16,318	14,453
Net income attributable to common shareholders (million $)	402.5	534.4	484	276
Diluted earnings per share ($)	7.7	10.87	10.54	6.03
Adjusted EBITDA (million $)	860	1,116	953	771

Clients	2020	2019	2018	2017
Embedded sustainability in core real estate services				
Positions with a functional responsibility for sustainability-Services (FTE)[1]	741	889	684	274
Overall sustainability training (excluding BaBT training) hours (attendee numbers x training duration)[2]	28,920	46,843	44,625	4,953
% of countries that have incorporated sustainability into onboarding process	100%	100%	NA	NA
Energy and sustainability services				
Capacity of client renewable energy-installed or consented (MW)	67	146	326	674
Capacity of client renewable energy-planning and feasibility (MW)	602	907	575	970
Averted emissions from client renewable energy-installed or consented (metric tons CO_2e)	20,627	112,674	239,749	451,553
Averted emissions from client renewable energy-planning and feasibility (metric tons CO_2e)	287,919	687,759	425,677	758,579
Buildings on JLL's sustainability data platforms	51,696	69,550	80,234	195,488
Total client sustainable building certifications	295	240	254	225
Client sustainable building certifications LEED	60	79	111	117
Client sustainable building certifications Green Mark	0	0	0	21
Client sustainable building certifications BREEAM	6	41	2	10
Client sustainable building certifications Green Star	138	108	129	75
Client sustainable building certifications IGBC	1	1	1	0
Client sustainable building certifications WELL	46	4	6	2
Clients sustainable building certifications Other	44	7	5	NA
Sustainability-related organizations and industry initiatives JLL is involved in	79	64	66	65
How many GRESB submissions did JLL achieve for client projects?	55	34	84	44
LaSalle sustainable property investing				
LaSalle UNPRI performance (UN Principles for Responsible Investment)	A+	A+	A+	A+
LaSalle GRESB performance (Global Real Estate Sustainability Benchmark)	9 green stars	10 green stars	12 green stars	8 green stars

People	2020	2019	2018	2017
Diversity and inclusion				
Employees under 18	0.02%	0.04%	0.01%	0.03%
Employees age 18-29	17%	19%	23%	23%
Employees age 30-39	34%	33%	32%	33%
Employees age 40-49	23%	22%	22%	22%
Employees age 50-59	17%	17%	16%	17%
Employees age 60-69	8%	8%	6%	6%
Employees 70+	0.4%	0.4%	0.3%	0.3%
Board members (% female)[3]	33%	33%	40%	40%
Independent board members (% female)[3]	36%	36%	44%	44%
Management as a proportion of total employees (%)	19%	18%	19%	10%
Top management (% female)	18%	17%	15%	NA
Management (% female)	27%	26%	25%	21%
Junior management (% female)	36%	37%	36%	36%
Non management (% female)	35%	35%	35%	36%
All Management (% female)	35%	35%	34%	29%
All staff (% female)	35%	35%	35%	36%
US staff (% White)[4]	67.5%	NA	NA	NA
US staff (% Hispanic or Latino)[4]	11.4%	NA	NA	NA
US staff (% Black or African American)[4]	8.6%	NA	NA	NA
US staff (% Asian)[4]	5.1%	NA	NA	NA
US staff (% two or more races)[4]	1.6%	NA	NA	NA
US staff (% Native American)[4]	0.4%	NA	NA	NA
US staff (% Native Hawaiian or Other Pacific Islander)[4]	0.4%	NA	NA	NA

US staff (% not specified)[4]	5.0%	NA	NA	NA
US staff-all management (% White)[4]	75.9%	NA	NA	NA
US staff-all management (% Hispanic or Latino)[4]	8.4%	NA	NA	NA
US staff-all management (% Black or African American)[4]	5.3%	NA	NA	NA
US staff- all management (% Asian)[4]	4.9%	NA	NA	NA
US staff-all management (% two or more races)[4]	0.8%	NA	NA	NA
US staff-all management (% Native American)[4]	0.4%	NA	NA	NA
US staff-all management (% Native Hawaiian or Other Pacific Islander)[4]	0.3%	NA	NA	NA
US staff-all management (% not specified)[4]	4.0%	NA	NA	NA
Personal and career development				
Training and development spend per employee ($)[5]	89	176	265	228
Employee voluntary attrition (males)	14%	19%	20 %	19 %
Employee voluntary attrition (females)	14%	21%	22 %	22 %
Completion rate for Global Employee Engagement Survey	65%	46%	No survey	No survey
Employees who feel positive about this company's commitment to sustainability (%)	75.40%	63.21%	No survey	No survey
Health and safety				
Lost time incident rate (LTIR)	0.10	0.20	0.18	0.20
Total recordable incident rate (TRIR)	0.27	0.64	0.56	0.45
Days away, restricted duty and transfer (DART) rate	0.12	0.26	0.24	0.24
Experience modification rate	0.53	0.56	0.51	0.53
Number of staff fatalities	0	0	2	1

Workplaces	2020	2019	2018	2017
Energy and resource use				
Total emissions (metric tons CO_2e)	14,845,930	13,073,138	13,883,239	67,505
Scope 1: Fleet (mobile fuels and mileage) (metric tons CO_2e)	22,733	28,873	31,116	19,027
Scope 1: Natural gas (metric tons CO_2e)	1,476	1,424	329	231
Scope 1: Office (stationary) fuels (metric tons CO_2e)	6	5	79	NA
Scope 2: Electricity Location-based (inc. heat and steam) (metric tons CO_2e)	21,308	26,332	28,135	9,368
Scope 2: Electricity Market-based (inc. heat and steam) (metric tons CO_2e)[6]	21,308	NA	NA	NA
Scope 3: Client Emissions (metric tons Co_2e)	14,368,807	12,429,730	13,213,791	NA
Scope 3: Purchased Goods and Services (metric tons CO_2e)	302,225	404,420	442,148	NA
Scope 3: Employee Commuting (metric tons CO_2e)	56,819	90,816	86,969	NA
Scope 3: Employee Homeworking (metric tons CO_2e)[7]	42,451	NA	NA	NA
Scope 3: Business travel inc. Hotels (metric tons CO_2e)	16,278	71,670	76,740	19,163
Scope 3: Data Centres (metric tons CO_2e)	1,419	1,362	1,603	NA
Scope 3: Transmission and Distribution (metric tons CO_2e)	3,344	8,421	987	NA
Scope 3: Natural Gas (metric tons CO_2e)[8]	2,873	2,374	NA	NA
Scope 3: Well to Tank (metric tons CO_2e)	6,034	7,392	970	NA
Scope 3: Waste (metric tons CO_2e)	157	319	372	NA
Rented area (square feet)	4,854,942	4,974,800	4,254,743	3,333,219
Total energy consumption	183,275	191,231	193,551	141,391
Energy consumption-Electricity (MWh) (inc. heat and steam)	55,632	61,308	61,580	70,508
Energy consumption-Natural Gas (MWh)	20,930	7,745	1,611	1,271
Energy consumption-Stationary Fuels (MWh)	23	21	119	NA
Energy consumption-Fleet (mobile fuels and mileage) (MWh)	106,690	122,158	130,241	69,612
Energy consumption from electricity per square foot of rented floor area (MWh/sq ft)	0.0115	NA	NA	NA

Renewable energy used (bioethanol) (MWh)[6]	360.9	117.4	NA	NA
Renewable energy used (bioethanol) (MWh): Americas[6]	360.9	117.4	NA	NA
Renewable energy used (bioethanol) (MWh): EMEA[6]	0	0	NA	NA
Renewable energy used (bioethanol) (MWh): APAC[6]	0	0	NA	NA
CDP Climate Change Score (previously Disclosure score from CDP Supplier Program)	B	B	C	B
CDP Water Score	C	C	NA	NA
CDP Supplier Engagement Rating	A	D	NA	NA
Total estimated waste (metric tons)[9]	1,799	4,532	7,453	NA
Estimated waste to landfill (metric tons)[9]	275	2,849	3,526	NA
Estimated combusted waste (metric tons)[9]	347	241	617	NA
Estimated recycled waste (metric tons)[9]	1,077	1,340	3,218	NA
Estimated composted waste (metric tons)[9]	100	102	93	NA
Total estimated water consumption (m3)[10]	255,088	287,198	217,739	NA
Estimated water consumption (m3): Americas[10]	140,847	NA	NA	NA
Estimated water consumption (m3): EMEA[10]	62,241	NA	NA	NA
Estimated water consumption (m3) APAC[10]	52,000	NA	NA	NA
Sustainable Procurement				
Regions that have adopted the Sustainable Procurement Framework	3	1	0	NA
% of procurement spend covered by the Sustainable Procurement Framework	100%	13%	0%	NA
Diverse supplier spend (bn)	0.94	1.71	1.03	NA
Healthy and sustainable buildings				
JLL offices with a sustainable building certificate	79	72	59	NA
JLL offices with a sustainable building certificate (%)	21%	16%	14%	20%
Number of JLL offices >10k ft^2	145	127	114	NA
JLL offices >10k ft2 with a sustainability certificate (%)	41%	41%	39%	NA

Total LEED certifications	40	38	33	33
Total BREEAM certifications	12	10	10	8
Total WELL certifications	2	2	2	2
Total other certifications	31	28	20	26
Communities	**2020**	**2019**	**2018**	**2017**
Employee Community Time Contributions				
Employee time donated (days) incl. volunteering and other time donations	7,959	12,467	12,245	8,309
Number of employees volunteering	6,964	9,692	4,816	NA
Charitable Contributions				
Total charitable contribution, including corporate donations, employee donations and value of donated employee time ($)	7,726,398	11,081,002	8,346,272	8,693,989
Total corporate contribution ($)	6,110,206	10,450,948	7,586,771	7,095,188
Corporate charitable cash contributions ($)	4,146,386	7,089,023	4,694,830	2,968,856
Value of community affairs management costs $	656,663	630,001	445,239	308,306
Value of corporate in-kind philanthropic contributions $	257,501	157,963	185,866	225,385
Value of corporate donated employee time $	1,049,656	2,573,961	2,260,836	3,592,641
Employee cash contributions ($)	1,616,192	630,055	759,501	1,598,801
Number of organizations that benefited from community contributions	485	1,048	373	382
Corporate philanthropic contribution (% of pre-tax profit)	1.15%	1.50%	1.07%	1.32%
Foundations	**2020**	**2019**	**2018**	**2017**
Governance				
Independent members of the Board of Directors (% of total)[3]	92%	92%	90%	90%
Positions with a functional responsibility for sustainability-Operations (FTE)	89	88	71	35

Ethics	2020	2019	2018	2017
Number of JLL ethics officers	31	28	31	32
Actions taken from ethics violations (% of total matters)	51%	58%	59%	58 %
Employees who received in-person training on all ethics topics including anti-corruption	18,745	4,649	15,884	9,264
Employees who received online training on all ethics topics	42,990	50,573	21,179	15,260
Total employees trained (In-person and online)	61,735	55,222	37,063	24,524
Total ethics matters[11]	1118	1148	1,095	884
Ethics matters per 1000 employees[11]	12.2	12.0	12.0	10.8
Total actions	574	665	641	560

Notes

[1] This figure includes some estimation where sustainability is only part of a role, and hence this should be read as an approximate figure.
[2] There is a slight variation in how training data has been collected from 2020, but we believe the reduction is in large-part due to COVID-19.
[3] Governance figures related to our Board of Directors are correct as of 31/12/2020, and may deviate from the figures at the publication date of this report.
[4] 2020 is the first year we are publicly disclosing figures related to ethnic diversity.
[5] 2020 training spend was significantly reduced due to the cancellation of in-person training events as result of COVID-19.
[6] We procure renewable electricity across parts of our office portfolio, and are working to collect the necessary evidence to claim these emissions reductions as part of our scope 2, market-based reporting. For 2019 and 2020, we are only reporting bioethanol use under 'MWh of renewable energy used', which we believe significantly under-represents our actual usage of renewable energy
[7] 2020 is the first year we have calculated the emissions related to employee homeworking.
[8] 2020 and 2019 (re-stated) natural gas figures have been calculated using an updated estimation methodology.
[9] 2020 figure has been calculated using an updated methodology. In future reports, we will look to re-state previous years' data with this methodology.
[10] 2020 and 2019 (re-stated) figure have been calculating using an updated methodology.
2020 is the first year we are providing a regional breakdown of water usage.
[11] These figures have previously been reported as 'investigations'.

Certifications Country / Region / Business	Health and Safety	Environmental Management	Quality
PDS Australia	AS/NZS 4801: 2001 NSW Govt. 5th Edition ISO45001: 2018	ISO14001: 2015	ISO9001: 2015
IFM Australia	ISO45001: 2018	ISO14001: 2015	ISO9001: 2015
IFM Singapore	ISO45001: 2018	ISO14001: 2015	ISO9001: 2015
JLL Hong Kong[1]	OHSAS18001: 2007	ISO14001: 2015	ISO9001: 2015
IFM EMEA	ISO45001: 2018		ISO9001: 2015
JLL Ireland[2]			ISO9001: 2015
Integral UK	ISO45001: 2018	ISO14001: 2015	ISO9001: 2015
JLL UK[3]		ISO14001: 2015	ISO9001: 2015
Tetris UK	ISO45001: 2018		
Tetris South Africa		ISO14001: 2015	
IFM North America	ISO45001: 2018	ISO14001: 2015	
IFM Colombia	ISO45001: 2018	ISO14001: 2015	ISO9001: 2015
JLL Spain[4]		ISO14001: 2015	ISO9001: 2015

Notes

[1] JLL Limited for design and provision of facilities management services

[2] JLL (Ireland) for property management services. Including: investment, valuation, sales, leasing and property management of office, retail and industrial property.

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

[4] For consulting real estate services, appraisals, leasing, asset administration and management.

ANNEX C: Assurance Statement

Assurance Statement

Achilles

Independent Assurance Statement

TO THE DIRECTORS OF THE ENVIRO-MARK SOLUTIONS BOARD

Responsible Party: Jones Lang LaSalle (JLL) Incorporated

Registered address: 200 East Randolph DriveChicago, IL 60601

Inventory period: 01/01/2020 to 31/12/2020

Inventory report: 2020 04 09 JLL Carbon Footprint (All) 2020 Release 2

Contract (client number sales database): 20201125 JLL ISO14064-1 Audit Quote SIGNED

We have reviewed the greenhouse gas emissions inventory report ("the inventory report") for the above named Responsible Party for the stated inventory period.

Board of Directors' Responsibilities (Responsible Party)

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 Opinion

The subject matter contained in the GHG emissions report is based on historical information for the stated inventory period. Our review was carried out in accordance with the audit criteria.

The verification included examination, on a test basis, of the evidence relevant to the information and data disclosed in the GHG emissions report. It also included assessment of the assumptions and judgements made by the Responsible Party in the preparation of the inventory report.

We conducted our verification in accordance with ISO 14064-3:2006. We planned and performed our verification so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to obtain a limited level of assurance that the inventory report is free from material misstatements, whether caused by error or fraud. In forming our opinion we also evaluated the overall adequacy of the presentation of information and data in the inventory report.

Other than in our capacity as an independent verifier of the emissions inventory we have no relationship with or interests in the Responsible Party.

Audit criteria:

ISO 14064 Part 1: 2006
GHG Protocol corporate accounting and reporting standard
GHG Protocol scope 2 guidance
JLL BaBT Data Management Strategy (Release 5) v2

Opinion

In our qualified limited assurance opinion, we have no reason to believe that the Scope 1 and 2 emissions included in the inventory report:

• do not comply 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.

This opinion is subject to the qualifications/limitations below:

Qualifications/Limitations

There is an overstatement in the reported scope 2 emissions. Base building related emissions from electricity have been included. However, the organisation has no operational control over these and have confirmed that they should have been reported as a scope 3 emissions source. The organisation plans to amend this in future reporting years.

Achieved level of assurance

Limited assurance Scope 1 and 2 emissions.

Verified by:		Authorised by:	
Name:	Glenn Cargill	Name:	Stephen Smith
Position:	Lead Verifier	Position:	Technical Reviewer, Achilles
Verification firm:	Achilles		
Signature:	G Cargill	Signature:	S Smith
Date opinion expressed:	12/04/2021	Date:	13/04/2021

Extract from Verification Report

Conclusion

Verified totals:

	Location based	Market based	Units
Scope 1	24,214	24,214	tCO_2e
Scope 2	21,308	21,308	tCO_2e
Scope 3	n/a	n/a	tCO_2e
Scope 3 mandatory	*n/a*	*n/a*	*tCO_2e*
Scope 3 additional	*n/a*	*n/a*	*tCO_2e*
Scope 3 one-off	*n/a*	*n/a*	*tCO_2e*
Total inventory	**45,523**	**45,523**	**tCO_2e**

An assessment of materiality was made against the defined threshold. From this analysis it is concluded that:

- **The inventory is free from material error.**

Verification approach and outline sampling plan.

A three stage split verification approach was conducted. Stage 1 included a review of the overall organisation, strategic review, risk assessment and preparation of the sampling and verification plan. At this stage it was identified that the timeframe between the clients reporting deadline and the production of the final GHG annual report was too short to allow the required verification activities to be conducted and any issues closed out. As such a split verification approach was used. The key verification activities were conducted on the 6 months interim GHG report. This approach was validated against previous years data. The report package was subject to peer review. The final stage 3 consisted of remaining overall checks on the annual GHG report, checks on the annual data estimation model (which can only be completed at year end) and follow up of all stage 2 issues. This was again subject to peer review for the final stage 3 planned verification activities.

Interviews and sampled data checks were conducted to cross check organisational boundaries for completeness of data reporting and the effectiveness of established management control procedures.
Interviews were also conducted to support data verification testing of ESP reporting software and key estimation methodologies.

Data verification was focused on the first 6 months of the year. This included sample checks back to source data. Verification also included testing of ESP reporting system calculations, conversions, aggregations and the annual base building and estimation model.

ANNEX D: GRI

General Standard Disclosures

GRI Standard Disclosure No.	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	External Assurance Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
Strategy		
GRI 102-14	Introduction from the CEO (2020 Sustainability Report, page 5)	No
GRI 102-14	Dialogue: in coversation with senior leaders (2020 Sustainability Report, page 7)	No
GRI 102-15	Task Force on Climate-related Financial Disclosures (2020 Sustainability Report, page 22); Operational Risk Factors (2020 10-K Form, page 27)	
Organizational Profile		
GRI 102-1	Jones Lang LaSalle Incorporated	No
GRI 102-2	About JLL (2020 Sustainability Report, page 3); Our Services and Business Segments (2021 Form 10-K, page 4); Real Estate Services: Americas, EMEA and Asia Pacific (2021 Form 10-K, page 5)	No
GRI 102-3	Properties (2020 Form 10-K, page 40)	No
GRI 102-4	About JLL (2020 Sustainability Report, page 3); Properties (2020 Form 10-K, page 40)	No
GRI 102-5	About JLL (2020 Sustainability Report, page 4)	No
GRI 102-6	About JLL (2020 Sustainability Report, page 4); Our Services and Business Segments (2020 Form 10-K, page 4)	No
GRI 102-7	About JLL (2020 Sustainability Report, page 4); Company Overview (2020 10-K Form, page 3); What We Do and Have Accomplished (2020 Annual Report, page 15); Real Estate Services: Americas, EMEA and Asia Pacific (2020 Form 10-K, page 5); Item 6: Selected Financial Data (Unaudited) (2020 Form 10-K, page 42)	No
GRI 102-8	About JLL (2020 Sustainability Report, page 3); People (2020 Sustainability Report, page 46); Data summary (2020 Sustainability Report, Annex B), Employees (2020 Form 10-K, page 15)	No
GRI 102-41	We are not able to collect this information in majority of the countries we operate in due to labor union memberships being considered a private matter of the employee.	No

GRI 102-9	Workplaces (2020 Sustainability Report, page 57)	No
GRI 102-10	JLL has not undergone any significant changes to our size, structure, ownership or supply chain in the year 2020.	No
GRI 102-11	Operational Risk Factors (2020 Form 10-K, page 27); Sustainability and Risk (2020 Sustainability Report, page 30)	No
GRI 102-12	Our Foundations (2020 Sustainability Report, page 31); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: – Copenhagen Communiqué – Cancun Communiqué – Business for Innovative Climate and Energy Policy (BICEP) Climate Declaration – Caring for Climate – Building and Real Estate Climate Declaration – United Nations Global Compact – United Nations Principles for Responsible Investment – Low Carbon USA – World Green Building Council – Science Based Target initiative	No
GRI 102-13	Our Foundations (2020 Sustainability Report, page 31); JLL engages actively with many sustainability organizations and initiatives both globally and locally, such as: – 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 Enterprice 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	No

Reporting Progress		
GRI 102-45	Notes to Consolidated Financial Statement-Business Segments (2020 Form 10-K, page 73); Data Note (2020 Sustainability Report, Annex A)	No
GRI 102-46	Our material issues and approach (2020 Sustainability Report, page 15)	No
GRI 102-47	Our material issues and approach (2020 Sustainability Report, page 15)	No
GRI 103-1	Our material issues and approach (2020 Sustainability Report, page 15)	No
GRI 102-48	Data note (2020 Sustainability Report, Annex A)	No
GRI 102-49	Data note (2020 Sustainability Report, Annex A)	No
GRI 102-50	Data note (2020 Sustainability Report, Annex A)	No
GRI 102-51	Data note (2020 Sustainability Report, Annex A)	No
GRI 102-52	Data note (2020 Sustainability Report, Annex A)	No
GRI 102-53	Last page of the Global Sustainability Report (2020 Global Sustainability Report, Annex I)	No
GRI 102-54	GRI Content (2020 Global Sustainability Report, Annex D)	No
GRI 102-55	GRI Content (2020 Global Sustainability Report, Annex D)	No
Stakeholder Engagement		
GRI 102-40	Engaging our stakeholders (2020 Sustainability Report, page 20)	No
GRI 102-42	Engaging our stakeholders (2020 Sustainability Report, page 20)	No
GRI 102-43	Engaging out stakeholders (2020 Sustainability Report, Annex 20), The materiality process (2020 Sustainability Report, page 20)	No
GRI 102-44	Engaging our stakeholders (2020 Sustainability Report, page 20), The materiality process (2020 Sustainability Report, Annex 15)	No
Report Profile		
GRI 102-50	Calendar year 21.	No
GRI 102-51	Jun-20.	No
GRI 102-52	Annual.	No
GRI 102-53	Contacts (2020 Sustainability Report, page 76)	No
GRI 102-54	This report has been prepared in accordance with the GRI Standards: Core option.	No

GRI 102-55	This content index demonstrates that our reporting is undertaken in accordance (core) with GRI Guidelines.	No
GRI 102-56	The carbon data in our Global Sustainability Report is externally assured by Achilles (2020 Global Sustainability Report, page 90). We also engage with Ceres for external feedback on an annual basis. All non-carbon data is supported by internal documentation, systems and processes. We will continue to consider further external assurance going forward for the remainder of our report.	Yes
Governance		
GRI 102-18	Global Sustainability Governance (2020 Sustainability Report, page 29)	No
GRI 102-19	Global Sustainability Governance (2020 Sustainability Report, page 29)	No
GRI 102-20	Global Sustainability Governance (2020 Sustainability Report, page 29)	No
GRI 102-21	The Materiality Process (2020 Sustainability Report, page 15)	No
GRI 102-22	Our 2020 Director Nominees (2021 Proxy Statement, 9), Executive Officers (2021 Proxy Statement, page 16)	No
GRI 102-24	Election of Directors (2021 Proxy Statement, page 14)	No
GRI 102-26	Organizational Purpose and Strategic Framework (2020 Annual Reporrt, page 12)	No
GRI 102-27	Director orientation and continuing education (2021 Proxy Statement, page 22)	No
GRI 102-28	Annual Board self-assessments and senior management evaluations (2021 Proxy Statement, page 22)	No
GRI 102-29	The Board's role in enterprise risk oversight (2021 Proxy Statement, page 23), Task Force on Climate-related Financial Disclosures (2020 Global Sustainability Report, page 22)	No
GRI 102-30	The Board's role in enterprise risk oversight (2021 Proxy Statement, page 23)	No
GRI 102-32	Introduction from the CEO (2020 Sustainability Report, page 5)	No
GRI 102-33	Communicating with our Board (2021 Proxy Statement, page 24)	No
GRI 102-35	Calculated Award Performance Basis (2021 Proxy Statement, page 52)	No
GRI 102-38	Chief Executive Officer pay ratio disclosure (2021 Proxy Statement, page 60)	No
Ethics and Integrity		
GRI 102-16	Organizational Purpose and Strategic Framework (2020 Annual Reporrt, page 12)	No
GRI 102-17	Ethics Everywhere program components (2019 Ethics Everywhere, page 5)	No

Notes

2020 Ethics Everywhere Report to be released in summer 2021.

Specific Standard Disclosures

DMA and Indicators	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	External Assurance Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
Category: Economic		
Material Aspect: Economic Performance		
GRI 201-1	Financial Performance (2020 Annual Report, page 5); Item 8. Financial Statements and Supplementary Data (2020 Form 10-K, page 63)	No
GRI 201-2	Risks and Opportunities (2020 Global Sustainability Report, page 30); Environmental liabilities and regulations, climate change risks, and air quality risks (2020 Form 10-K, page 37). The CDP response will be available toward the end of 2021.	No
GRI 201-3	Liquidity and Capital Resources (2020 Form 10-K, page 59); Retirement Plans (2020 Form 10-K, page 93)	No
Material Aspect: Market Presence		
GRI 202-1	Annex E, WEF Common Metrics (2020 Global Sustainability Report, page 98)	No
Material Aspect: Anti-Corruption		
GRI 205-1	Sustainability and risk (2020 Global Sustainability Report, page 30)	No
GRI 205-2	Training (2019 Ethics Everywhere Report, page 6); 2020 Ethics Everywhere Report to be released in summer 2021.	No
GRI 205-3	Global Data Charts (2019 Ethics Everywhere Report, page 16); 2020 Ethics Everywhere Report to be released in summer 2021.	No
Category: Environmental		
Material Aspect: Energy		
GRI 302-1	Annex B-Data Summary (2020 Global Sustainability Report, page 81); Workplaces (2020 Global Sustainability Report, page 57)	No
GRI 302-2	Annex B-Data Summary (2020 Global Sustainability Report, page 81); Workplaces (2020 Global Sustainability Report, page 57)	No
GRI 302-3	Annex B-Data Summary (2020 Global Sustainability Report, page 81); Workplaces (2020 Global Sustainability Report, page 57)	No
GRI 302-4	Annex B-Data Summary (2020 Global Sustainability Report, page 81)	No
GRI 302-5	Annex B-Data Summary (2020 Global Sustainability Report, page 81)	No

Material Aspect: Emissions		
GRI 305-1	Workplaces (2020 Sustainability Report, page 57); Clients (2020 Sustainability Report, page 36); 2020 CDP Response (to follow). The CDP response will be available toward the end of 2021.	Yes
GRI 305-2	Workplaces (2020 Global Sustainability Report, page 57); Data Summary (2020 Global Sustainability Report, Annex b), The CDP response will be available toward the end of 2021.	Yes
GRI 305-3	Workplaces (2020 Global Sustainability Report, page 57); Data Summary (2020 Sustainability Report, Annex B); 2020 CDP Response (to follow), The CDP response will be available toward the end of 2021.	No
GRI 305-4	a. Data Notes and Data Summary (2020 Global Sustainability Report , page 78) b. The denominator chosen to calculate the ratio = Corporate office employees c. JLL's intensity ratio includes: office natural gas emissions (Scope 1), office electricity emissions (Scope 2) and office estimated emissions (natural gas and electricity) (Scope 3). d. Gases included in the calculation = CO2, N2O, CH4 More information available at: Workplaces (2020 Global Sustainability Report, page 57); Clients (2020 Global Sustainability Report, page 36)	No
GRI 305	Our sustainability targets (2020 Global Sustainability Report, page 17)	No
Material Impact: Waste		
GRI 306-2	Our sustainability targets (2020 Global Sustainability Report, page 17); Workplaces (2020 Global Sustainability Report, page 57)	No
GRI 306-3	Annex B, Data summary (2020 Global Sustainability Report, page 81)	No
Material Aspect: Supplier Environmental Assessment		
GRI 308-1	Our supply chain (2020 Sustainability Report, page 65)	No
Category: Social		
Material Aspect: Employment		
GRI 401-1	Annex B, Data summary (2020 Sustainability Report, page 81)	No
Material Aspect: Occupational Health and Safety		
GRI 403-2	Health and safety (2020 Global Sustainability Report, page 53)	No
GRI 403-3	Health and safety (2020 Global Sustainability Report, page 53)	No
GRI 403-5	Health and safety (2020 Global Sustainability Report, page 53)	No
GRI 403-9	Health and safety (2020 Global Sustainability Report, page 53)	No
GRI 403-10	Health and safety (2020 Global Sustainability Report, page 53)	No

Material Aspect: Training and Education		
GRI 404-1	Annex B, Data summary (2020 Global Sustainability Report, page 81)	No
GRI 404-2	People (2020 Global Sustainability Report, page 46)	No
GRI 404-3	People (2020 Global Sustainability Report, page 46)	No
Material Aspect: Diversity and Equal Opportunity		
GRI 405-1	Annex B, Data summary (2020 Global Sustainability Report, page 81)	No
GRI 405-2	Annex E, WEF Common Metrics (2020 Global Sustainability Report, page 98)	No
Material Aspect: Non-Discrimination		
GRI 406-1	All matters by category (2019 Ethics Everywhere Report, page 6); 2020 Ethics Everywhere Report to be released in summer 2021.	No
Material Aspect: Supplier Social Assessment		
GRI 414-1	Our supply chain (2020 Sustainability Report, page 65)	No

ANNEX E: WEF Common Metrics - Core

WEF Common Metrics						
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			2020 Annual Report – pg. 4
	Governance body composition (Board of Directors)	Competencies relating to economic, environmental and social topics.	Yes			2021 Proxy Statement – pg.15
		Executive or non-executive.	Yes			2021 Proxy Statement – pg.9
		Independence.	Yes			2021 Proxy Statement – pg.9
		Tenure.	Yes			2021 Proxy Statement – pg.9
		Number of the individual's other significant positions held.	Yes			2021 Proxy Statement – pg.16-18
		Nature of those commitments.	Yes			2021 Proxy Statement – pg.16-18
		Gender.	Yes			2021 Proxy Statement – pg.16-18
		Membership of under-represented social groups.	Yes			2021 Proxy Statement – pg.15
		Stakeholder representation.				2022 Proxy Statement – pg.27
	Material issues impacting stakeholders	A list of material topics.	Yes			Global Sustainability Report – pg. 15
		How the topics were identified.	Yes			Global Sustainability Report – pg. 15
		How stakeholders were engaged.	Yes			Global Sustainability Report – pg. 15
	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	35.5% of the population received training broken down by region as follows: Americas 7% APAC 26.4% EMEA 2.1%	Data includes the anticorruption single topic training, plus our Ethics Everywhere training, which touches on anticorruption in addition to other topics.	To be published in our 2020 Ethics Everywhere Report, published on the JLL website in 2021.
	% 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.us.jll.com/content/dam/jll-com/documents/pdf/company-information/2019-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.us.jll.com/content/dam/jll-com/documents/pdf/company-information/2019-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 published in our 2020 Ethics Everywhere Report, published on the JLL website in 2021.
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 published in our 2020 Ethics Everywhere Report, published on the JLL website in 2021.
	Description of internal and external mechanisms for reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	Yes			To be published in our 2020 Ethics Everywhere Report, published on the JLL website in August 2021.
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			2020 Annual Report – pg. 27-30.
	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 inclusion of our annual TCFD response in our 2021 Annual Report.	

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		Global Sustainability Report – pg. 10
		Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions. where appropriate	Yes		Global Sustainability Report – pg. 10
	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).	Yes		Global Sustainability Report – pg. 22
	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)	No	As a professional services firm it is unlikely we have many leased offices in or adjacent to protected areas or key biodiversity areas, but we will look into collecting this data in the future.	
	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)		Global Sustainability Report – pg. 86
		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.	
People	**Diversity and inclusion (%)**	Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g ethnicity).	Yes		Global Sustainability Report, Data Summary – pg. 83
	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: 1.1 APAC: 0.72 Americas: 1 Minor to major ethnic groups (average wage-underrepresented minority to White): US only: 0.92	

Wage level (%)	Ratios of standard entry level wage by gender compared to local minimum wage.	Yes	Ratios of standard entry level wage to local minimum wage given for females and males, respectively. Australia: 1.84, 2.06 China (Mainland): 2.62, 2.57 France:1.93, 2.03 Germany: 1.77, 1.82 Japan: 2.22, 2.52 United Kingdom: 1.71, 1.79 United States: 3.44, 3.51	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 2019, according to SGS.com. All other countries: OECD-Real minimum wages in 2019 constant prices, at 2019 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			2021 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
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)	124 Lost Time injuries. Lost time injury rate = 0.10 (#LTI/Hrs Worked x 200,000). Total recordable injury rate 0.27 (US OSHA calculation #RI/Hours worked x 200,000). The highest recorded accident type, including first aid only cases, was cuts from a knife or sharp edge (53) followed by musculosketal injuries from ergonomics (52) and lifting or carrying (45). 240,000,000 hours worked, calculated monthly from the headcount recorded in the JLL HR system.	We record all accidents that result in more that 24hrs off work as lost time injuries as per the OSHA definition. In 2021 as part of our improvements in global accident reporting we are introducing a new category – 'life changing injuries'-to identify the more significant lost time injuries.	Global Sustainability Report – pg. 81
	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: 9.41 Female: 8.76 People Managers: 9.35 Building Operations: 10.16 Business Support: 9.31 Executive Leadership: 3.07 Management: 8.62 Producer: 4.81 Professional: 8.56 Specialist: 11.95	
		Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Yes		Global Sustainability Report, Data Summary – pg. 84
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 2020: 19,699	Global Sustainability Report, Data Summary – pg. 84
		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.	
	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		Include 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		Include 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	2020 Annual Report – pg. 60-62
	Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	Yes	2020 Annual Report – pg.42
Total R&D expenses	Total costs related to research and development.	Yes (partially)	2020 Annual Report – pg. 15
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)	2020 Annual Report – pg. 94

ANNEX E: WEF Common Metrics - Expanded

WEF Common Metrics-Expand						
Pillar	**Core 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			2020 Annual Report – pg. 12-14
	Progress against strategic milstones	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)			2020 Global Sustainability Report – pg. 17
	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			2021 Proxy Statement – pg. 33
	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.	
	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		2020 Global Sustainability Report – pg. 10
	Impact of GHG emissions	Report wherever material along the value chain (GHG Protocol Scope 1, 2 and 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.	
	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.
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 will remove all single-use plastics from all JLL offices by 2023.
	Disclose the most significant applications of single-use plastic identified, the quantification approach used and the definition of single-use plastic adopted.	No	JLL will remove all single-use plastics from all JLL offices by 2023.

	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 princples in our office fit-outs. We will continue to report on this in the future.	
		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 princples in our office fit-outs. We will continue to report on this in the future.	
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: +2,288 USD Minor to Major Ethnic Group for US only (underrepresented minority to White): -6200 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	United States: 11.9 Australia: 6.8 Japan: 6.7 India: 41.2 China: 33.0 France: 6.7 Germany: 9.2 United Kingdom: 9.6	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 2020, 310 matters were reported via helpline, of which 126 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			2020 Annual Report – pg. 23

	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 2,600 property maintenance employees in the United States, 75% of whom are reimbursable.
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).	No	JLL do not curently formally monetize the impacts of accidents.

	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 fatalities. No JLL employee work related fatalities recorded in 2020. Unfortunately we did lose a number of colleagues due to COVID however none of the cases are considered 'work related'.	We currently do not separate injury and ill health cases in our data–as we move to a global accident reporting system this is a further improvement we will be including to refine reporting in 2021.	2020 Global Sustainability Report – pg. 84
		Percentage of employees participating in “best practice” health and well-being programmes, and b) Absentee rate (AR) of all employees.	Yes (partially)	.116		
	Number of unfilled skilled positions (#, %)	Number of unfilled skilled positions (#).	No		JLL does not collect info on unskilled workers.	
		Percentage of unfilled skilled positions for which the company will hire unskilled candidates and train them (%).	No		JLL does not collect info on unskilled workers.	
	Monetized impacts of training-increased earning capacity as a result of training intervention (%, #)	Investment in training as a percentage (%) of payroll.	No		JLL collects this information but will not report on it publicly at this time.	
		Effectiveness of the training and development through increased revenue, productivity gains, employee engagement and/or internal hire rates.	No		JLL collects this information but will not report on it publicly 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)		2020 Global Sustainability Report-pg. 36
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)		2020 Annual Report-pg. 84
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: Stakeholder Engagement Activities

	Our approach to stakeholder engagement	Stakeholders' top priorities	Action taken by JLL
Investors	• As a part our targeted outreach we: – reviewed investor-led standards (e.g. The International Integrated Reporting Council, Task Force for Climate-related Financial Disclosure (TCFD) and the Sustainability Accounting Standards Board (SASB)); – received input from key investors via stakeholder meetings organized by Ceres. • 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 quarterly earnings calls. • We publish opinion articles in online ESG publications. • We conducted a review of how investor priorities have changed as part of 2020 materiality review (see Materiality section on page 15) • Report annually via CDP.	• 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	• Completed analysis for setting a 2040 net zero carbon target. • Completed JLL's second phase TCFD assessment focusing on the climate risks of a select number of JLL workspaces. This is preparation for the next, more quantitative phase. • Delivered expanded health and wellbeing support for employees, particularly in light of COVID-19. • Incorporated sustainability requirements for our global office portfolio into the JLL4JLL property and facilities contract, which will help us to deliver our 2040 Net Zero Carbon goal. • Issued a SASB report with acknowledged limitations and a commitment for iterative improvements.
Clients	• As a part our targeted outreach we – Gather feedback from key clients via 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. • Provide sustainability information in requests for proposal or supplier questionnaires (e.g. Ecodesk, EcoVadis and CDP). • Evaluate performance at the end of each major project via Client Assignment Satisfaction Surveys and distribute Client Relationship Surveys at the end of each year. • Publish thought leadership articles and blogs. • Conducted a review of how client priorities have changed as part of 2020 materiality refresh (see Materiality section on page 15).	• Diversity and inclusion • Business ethics and integrity • Energy and climate • Innovation and technology • Adaptation and resilience • Talent attraction and retention • Health and safety – Health and safety of JLL employees – Health and safety of third parties – Physical security at JLL managed properties	• Established engagement process for meeting scope 3 Science Based Target. • Established target to support the transition to a circular economy through piloting zero waste fits outs in each region by the end of 2021, to inform our zero-waste fit out service and help clients to achieve better waste management and circularity. • Continued to advance our targeted sustainability product training to develop our client teams and ensure they have the necessary skills. • Agreed single platform strategy and expanded investments to improve environmental performance measurement, tracking and reporting. • Continually evaluate new proptech opportunities via JLL Spark to leverage with our clients

Employees	• 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 (e.g. VetNet, Women's Business Network) in place. • Have created Global Sustainability Network where employees can pose questions, share achievements and provide input to our sustainability program. • Have Champions Networks in various JLL countries that support and contribute to our local sustainability programs.	• Diversity and inclusion Business ethics and integrity • Employee wellbeing • Innovation and technology • Health, safety and security – Health and safety of JLL employees – Health and safety of third parties – Physical security at JLL managed properties	• Increased our emphasis on technology improvements, including the health and well-being app, Headspace, video conferencing, connectivity, and equipment. • Launched an internal global wellbeing platform with a target to achieve at least 10,000 users of our newly developed Well-Being resources by end of 2020. • Set a new target to Achieve a best in class inclusion score of 79 by 2023 (the benchmark from the top 20% of global companies on The Glint People Success Platform) • Named a global head of H&S to drive improved governance / program / platforms management globally. • Expanded training programs available through the JLL Virtual Learning and MyLearning, to deliver online training that includes skills specialization, leadership development programs and client excellence training.
Suppliers	• Developed regional supplier sustainability engagement models based on high-risk categories and suppliers. • We hosted a Key Sustainability Supplier Council event to share our framework and expectations, and invite open dialogue for collaboration and sharing of best practices. • In the Americas, we hosted 328 participants at our third annual Supplier Diversity Executive Summit. • In EMEA we ran a Supplier Round Table event, focused on Health and Wellbeing in the Workplace. • Sought feedback from key suppliers on our draft Global Sustainable Procurement Policy. • Develop supplier surveys e.g. partnering with Ethisphere Institute on the Supplier Risk Quotient. • Incorporated sustainability questions into Jaggaer Supplier Extended Profile. • Hold Supplier of Distinction Awards. • Expanded Supplier Diversity Program to support and purchase from small businesses, minorities, aboriginals, women, disabled, veteran and/or LGBT-owned business enterprises.	• Business ethics and integrity • Responsible supply chain – 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.	• Reached level 1 in our Global Sustainable Procurement Framework globally and set the objective of achieving level 2 by 2023. • Launched a Global Sustainable Procurement Policy and Charter. • Expanded sustainability training offerings to all procurement in 2020. We also deliver training to procurement staff on key sustainability topics such as supplier diversity and modern slavery, with a focus on training for high-risk business units such as our construction / fit-out business. • Provide annual updates to our Modern Slavery Statement.

Multi-stakeholder

- As a part our targeted outreach we solicited input from NGOs, industry bodies, academic institutions, etc., via Ceres stakeholder calls.
- 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).

NGOs

- 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

- Built on relationship with Bloomberg Green, a media platform, to expand our stakeholder outreach and foster collaboration.
- Committed to Net Zero Carbon by 2040 with no more than 5% offsets,and became a signatory to The Climate Pledge.
- Presented to Board of Directors on sustainability strategy and objectives.

ANNEX G: UN Sustainable Development Goals

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

Relevant targets

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

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

Our influence

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

Clients

- Delivering healthy buildings services and certifications via our Advisory, PAM, IFM and PDS service lines (see page 36).
- Supporting clients to create safe and healthy facilities and workspaces and, in response to COVID-19, prepare them to return safely to their buildings with health and well-being strategies and guidelines in place. (see page 36).

People

- Offering HR policies and benefits that support health and well-being e.g. affordable health-care options including insurance for employees and their families (covering mental health care), and flexible working (see page 46).
- Promoting safe and healthy offices, promoting active mobility and sports (see page 53).

Workplaces

- Incorporating well-being principles into the design and fit-out of our corporate offices (see page 57).
- Incorporating health and well-being into purchasing decisions (see page 57).

Communities

- Supporting health-focused programs and partnerships as part of our Communities program (see page 68).

Foundations

- Demonstrating thought leadership in workplace health, well-being and resilience to advance industry knowledge and best practices.
- Collaborating with clients and academia and supporting healthy buildings research.

SDG 5: Achieve gender equality and empower all women and girls

Relevant targets

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

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

Our influence

Driving gender equality at all levels of our business and beyond.

Clients

- Leverage our significant client spend to advance supplier diversity via purchasing from women-owned businesses (see page 36).

People

- Embedding the principle of gender equality in policies and processes including recruitment, remuneration / benefits, training, promotion, and development reviews (see page 46).
- Supporting women's development via leadership and mentor programs and ensuring sufficient participation of women in decision making and governance bodies at all levels and business areas (see page 46).

Workplaces

- Increasing corporate purchasing from women-owned enterprises and supporting suppliers in advancing gender equality and women's empowerment (see page 57).

Communities

- Partnering with relevant stakeholders to advance gender equality in the workplace and in the community (see page 68).

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

Relevant targets

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

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

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

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

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

Our influence

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

Clients

- Delivering socio-economic sustainability advisory services (see page 36).
- Ensuring we are incorporating the highest levels of health and safety via our PAM, IFM and PDS service lines in particular.
- Ensuring our third party spend on behalf of clients is with suppliers that protect labor rights, health and safety principles and diversity and inclusion (see page 36).
- Undertaking partnerships to address industry-wide challenges.

People and Workplaces

- Protecting labor rights in our own operations and supply chains including freedom of association, collective bargaining and industrial relations, ensuring job security and a safe and healthy working environment and supporting employment promotion and stability (see page 53, 65).
- Embedding the principle of equality in policies and processes for both employees and governing bodies throughout own operations and supply chain (see page 53, 65).
- Ensuring responsible employment strategies, providing decent work and productive activities for all employees in our own operations and in our supply chain.
- Establishing fair policies for selection of suppliers and improving economic inclusion throughout the supply chain (see page 65).

Foundations

- Increasing economic productivity through co-developing technology with start-ups and investing in innovation and technology (see page 34).
- Developing partnerships and collaborative projects to advance the solving of these issues industry-wide.

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

Relevant targets

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

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

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

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

Our influence

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

Clients

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

Workplaces

- Driving sustainable and resilient buildings and infrastructure by occupying certified buildings, undertaking certifications ourselves, and undertaking resiliency / disaster risk management assessments (see page 57).

Communities

- Developing Communities programs aimed at inclusive, sustainable and resilient development (see page 68).

Foundations

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

SDG 12: Ensure sustainable consumption and production patterns

Relevant targets

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

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

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

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

Our influence

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

Clients

- Supporting clients to manage waste and water for developments and refurbishments (see page 36).
- Managing assets sustainably via our PAM service line and via LaSalle investment portfolios (see page 36).
- Offering responsible, resource-efficient procurement practices for clients across all relevant services (see page 36).
- Supporting clients to report their sustainability performance e.g. via GRESB (see page 36).
- Delivering building certifications for clients via our PDS service line (see page 36).
- Delivering sustainability services via our IFM and Advisory services lines (see page 36).
- Building circular economy principles into the advice we give to clients through our Advisory, Energy and Sustainability, and PDS service lines, in particular.

Workplaces

- Incorporating responsible consumption and production into workplace design, fit-out and occupancy–e.g. through waste, water and energy programs, green leases (see page 57).
- Developing circular models for our office space including fit-outs (see page 57).
- Investing in the improvement of environmental performance of our supply chain (see page 57).

Communities

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

Foundations

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

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

Relevant targets

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

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

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

Our influence

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

Clients

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

Workplaces

- Delivering a robust climate strategy for JLL with transparent reporting (see page 57).
- Ensuring energy efficiency and renewables use is a core factor in our office selection and occupancy (see page 57).
- Reducing our business travel and use of GHG-emitting vehicles (see page 57).
- Building resiliency and emergency management into our operational processes.
- Ensuring we are procuring low-emitting materials and resources (see page 57).

Foundations

- Engaging in advocacy, policy engagement, partnerships, and education to drive climate action (see page 31).

ANNEX H: Sustainability Accounting Standards Board

Topic	Accounting Metric	Category	Code	Response
Sustainability Services	Revenue from energy and sustainability services.	Quantitative	IF-RS-410a.1	We do not publicly report our sustainability services revenue, and our current tracking process does not account for the full breadth of sustainability-related services revenue enterprise-wide. Our objective in future disclosures is to refine our processes and to capture and report our sustainability-related services revenue globally.
	Floor area and (2) number of buildings under management provided with energy and sustainability services.	Quantitative	IF-RS-410a.2	We have developed a number of in-house technology platforms to help us deliver our clients' sustainability objectives. For example, our Portfolio Energy and Environment Reporting System (PEERS) and the Energy and Sustainability Platform (ESP) reflect our commitment to investing in digital, data and information management platforms. In 2020, we featured 51,696 buildings on these platforms, representing a total floor area of 1,889 million sq.ft
	(1) Floor area and (2) number of buildings under management that obtained an energy rating.	Quantitative	IF-RS-410a.3	In 2020, JLL achieved 2,189 Energy Star ratings for clients, representing 141,739,823 sq.ft of property. Of these, 80 were Energy Star certified, representing a square footage 120,070,774. In addition to this, we also achieved 37 NABERS ratings for our clients in Australia. In 2020 JLL was an Energy Star Sustained Excellence Award recipient, by the U.S. Environmental Protection Agency, for the ninth consecutive year.
Transparent Information and Management of Conflict of Interest	Brokerage revenue from dual agency transactions	Quantitative	IF-RS-510a.1	We are unable to report on this at this stage
	Revenue from transactions associated with appraisal services.	Quantitative	IF-RS-510a.2	Our 2020 valuations revenue was $311m, 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 page 40 of our Form 10-K report.

Annex I: Task Force on Climate-Related Financial Disclosures

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

Recommended disclosure	Comments and examples	More information
Describe the board's oversight of climate-related risks and opportunities.	JLL recognizes that climate-related risks and opportunities require a direct line to the boardroom. To that end, JLL's Global Executive Board (GEB) is engaged in reviewing the different aspects of our sustainability agenda, including our analysis of climate-related risks and opportunities. Ultimate responsibility for our response to climate-related risks and opportunities rests with our Chief Executive Officer (CEO). The Chief Global Sustainability Officer provides the Board with information regarding strategic and operational decisions related to JLL's climate-related risks and opportunities. Our General Counsel is responsible for the delivery of risk management, including climate-related risk.	JLL Global Sustainability Report pg. 29 CDP C1.1a and b
Describe management's role in assessing and managing climate-related risks and opportunities.	The GEB and JLL's Board of Directors Audit Committee oversees JLL's climate-related risk and opportunities through the value chain. In 2020, JLL's Global Sustainability team convened a group of internal representatives from key functions across our organization such as Finance, Investor Relations, Risk Management, Research, Procurement (collectively the "Working Group"). The Working Group was tasked with an in-depth analysis of climate-related risks and opportunities in accordance with the TCFD Recommendations and met during the year to identify and assess climate-related risks and opportunities, as well as discuss JLL's response to managing risks and pursuing opportunities. The Working Group provides the output to the GEB for consideration and elevation through JLL's ERM process.	JLL Global Sustainability Report pg. 30 CDP C1.2a

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

Recommended disclosure	Comments and examples	More information
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	As a result of the climate-related risk and opportunity analysis conducted by the Working Group in 2019 and 2020, JLL has identified seven climate-related risks and opportunities, which were assessed based on a time horizon of approximately 30 years, which is aligned with the longest JLL lease durations. In addition, based on stakeholder input, we expanded our risk analysis to include the worst-case scenario and undertook a deep-dive analysis of key JLL locations, which is described in our Global Sustainability Report and CDP response.	JLL Global Sustainability Report pg. 22 CDP C2 and C3
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	JLL anticipates significantly more climate-related opportunities than risks which we attribute to our business model not being carbon-intensive and having mitigation measures already in place for many risks. However, we our detailed assessment of the climate risks associated with a select number of JLL locations provide additional data for our strategy and financial planning.	JLL Global Sustainability Report pg. 22 CDP C2 and C3
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios in accordance with the Paris Agreement, including a 2°C or lower scenario.	The severity of risk and extent of opportunity depends on society's response to climate change. As such, JLL assessed the key risks and opportunities identified by the Working Group in both an aggressive mitigation scenario aligned to RCP 2.6, an intermediate mitigation scenario aligned to RCP 6.0, and a worst-case scenario aligned to RCP 8.5. While the climate risk associated with RCP 8.5 is broadly more significant, JLL anticipates more opportunity than risk. Accordingly, we expect our business to be resilient to climate change, especially as we continue to pursue opportunities and mitigate risks. In pursuit of opportunities, JLL's existing investments in property technology, green building and our climate change consulting provide significant and scalable avenues to capitalize on the identified climate-related opportunities. Additionally, to further bolster climate resilience, JLL has committed to net zero carbon emissions by 2040 and is considering additional options for risk mitigation.	JLL Global Sustainability Report pg. "TCFD insert" CDP C3

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

Recommended disclosure	Comments and examples	More information
Describe the organization's processes for identifying and assessing climate-related risks.	JLL's multi-disciplinary group of internal stakeholders (the Working Group) regularly identify and assess climate-related risks and opportunities. Through discussion and qualitative analysis, the top risks and opportunities were identified by the Working Group and included in an enterprise-wide risk assessment before being presented to the GEB, Audit Committee and ultimately the full Board of Directors.	JLL Global Sustainability Report pg. 22 CDP C2.2b
Describe the organization's processes for managing climate-related risks..	Climate-related risks and opportunities are regularly assessed per direction of the Global Executive Board. The top climate-related risks and opportunities identified by the Working Group are then added to JLL's Enterprise Risk Management (ERM) program. The Director of Enterprise Risk Management provides insight on the most important risks shaping JLL's performance and direction to both internal and external stakeholders, including the GEB, Audit Committee and the full Board of Directors on a semi-annual basis. Presenting this information to JLL leadership ensures that climate-related risks are being appropriately managed.	JLL Global Sustainability Report pg. 22 CDP C2.2d
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate-related risks are identified and assessed at a company level by the GEB through partnership with the Director of Enterprise Risk Management, who is responsible for evaluating, coordinating, and reporting on the Company's ERM profile and activities. The Working Group responsible for conducting the climate-related risks analysis includes the Director of Enterprise Risk Management. The climate risk assessment used principles of the broader ERM Program and enabled the results to be easily integrated into the ERM activities and reporting, including ongoing identification, assessment and management of climate-related risks.	JLL Global Sustainability Report pg. 22 CDP C2.2

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

Recommended disclosure	Comments and examples	More information
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	At JLL, we fully recognize the threat presented by climate change and want to ensure that we have a robust risk mitigation strategy. To determine the likely timelines for significant impacts from climate change, we monitor a number of metrics including carbon price regulation globally. This helps us to predict potential impacts of a carbon price to our company and clients. Additionally, we monitor global greenhouse gas emission trends to identify if the aggressive or intermediate mitigation scenario is more likely to occur. We monitor our own greenhouse gas emissions to understand our vulnerability compared to potential carbon prices and societal expectations in the likely scenario. Additionally, we use our greenhouse gas emission data to measure progress towards achieving our science-based target (SBT). SBTs are aligned with the objectives of the Paris Agreement, and provide a way for organizations to set emission reduction goals that aim to keep global warming below 1.5°C from pre-industrial levels.	JLL Global Sustainability Report pg. 10 CDP C4, C6, C7, C8 and C9
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	JLL's greenhouse gas inventory covers the impacts arising from our use of office space, business travel and hotel use, the operation of our fleet and downstream impacts from our own supply chain. Our greenhouse gas emissions are as follows; • Scope 1: 24,215 MT CO_2e • Scope 2: 21,308 MT CO_2e • Scope 3*: 14,800,407 MT CO_2e *Scope 3 emissions include the following sources; Properties we manage on behalf of clients, data centers, our own purchased goods and services, employee commuting, business travel, waste, use of sold products, well-to-tank, transport and distribution. Greenhouse gas emissions and associated risks are disclosed in our Global Sustainability report and CDP response.	JLL Global Sustainability Report pg. 10 CDP C4, C6 and C7
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	JLL is continuously increasing the level of ambition for our climate action efforts. As such, we have committed to net zero carbon emissions by 2040, as well as signed The Climate Pledge. Our target covers not just our own operations around the world, but also all of the sites we manage for our clients and our own extensive global corporate supply chain, and will include no more than 5% offsets of residual emissions. We disclose the metrics used to track progress against our climate goals in our Global Sustainability report and CDP response.	JLL Global Sustainability Report pg. 9 CDP C4.1b, C4.2