

Building a
Better Tomorrow

Our sustainability leadership ambition

UK Highlights 2017



Building a *Better Tomorrow*

Our vision is to make JLL a world-leading, sustainable professional services firm by creating spaces, buildings, and cities where everyone can thrive.

A message from our CEO

2017 was another year of significant change - politically, socially and environmentally.

A sudden General Election returned a surprising result, Article 50 triggered Brexit, the Grenfell Tower fire brought the safety of our buildings and our communities to the fore and our major cities suffered a spate of terror attacks. More positively, gender equality rose up the agenda globally, over 20% of the UK population watched the BBC documentary, Blue Planet 2, and businesses worldwide continued to drive long-term carbon reductions, in spite of the US Government's withdrawal from the Paris Agreement.

JLL's ability to be financially resilient in response to such change rests on us having a robust, long-term outlook, and an effective business strategy. More than ever, our commitment to our sustainability strategy "Building a Better Tomorrow" is vital to our business success. We are holding ourselves accountable by incorporating sustainability targets into our Executive's objectives.

We also recognise that whilst the world is

shaping our business, our position allows us to influence the world and be a force for good, and I am proud of what we accomplished in 2017. Through collaboration, we are leading the industry in the transition to a low-carbon and circular economy, our strategic partnership with Crisis has helped 462 people into housing, we became an Accredited Living Wage Employer and Service Provider, and we were ranked first in our sector in the Stonewall Workplace Equality Index. Moreover, we launched our "Transforming Real Estate" campaign which gives our industry the tools to respond to the megatrends affecting the property sector.

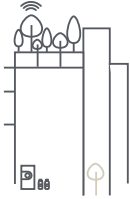
Last year represented 20 years of JLL UK delivering sustainability advice and I look forward to continuing to work with our clients, partners and colleagues towards Building a Better Tomorrow in 2018 and beyond.



Chris Ireland
JLL UK, CEO



1200 trees
saved through paper
reduction since 2014



Over **120 clients** engaged
on sustainability



Over **1 million single-use plastic items** avoided by using
biodegradable cups & cutlery



Advised on **1.12GW** of
renewable capacity,
with potential to avert over
990,000 tonnes of CO₂



We are a
Living Wage
Employer



Accredited **Living Wage**
Employer & Recognised
Service Provider



44
sustainability
awards



30%
graduates
are **BAME**



Helped over
500 students
develop skills



Over **15%** of JLL UK
revenue supported by our
sustainability capability



462
people helped
into **housing**



30% energy
reduction
in JLL offices
from 2012



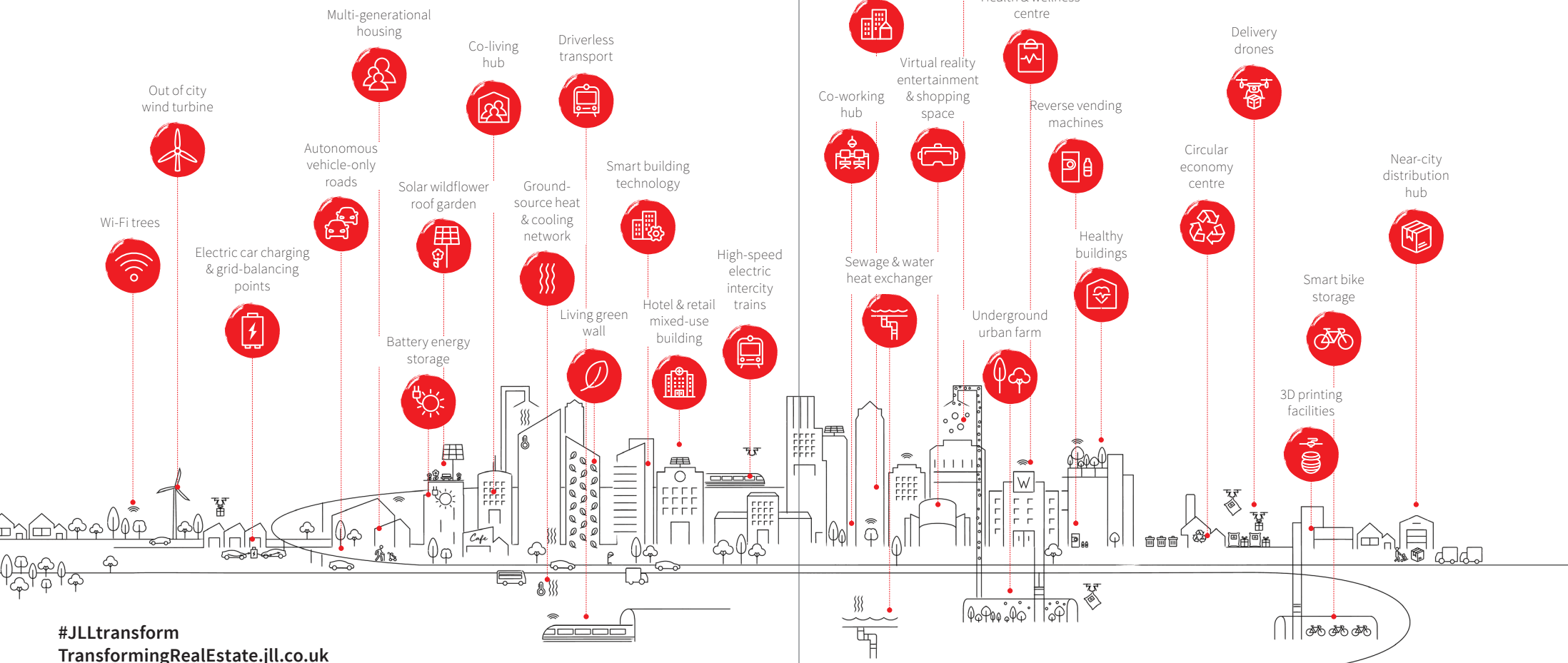
Over **8500** unique views of
TransformingReal Estate.jll.co.uk

Transforming Real Estate

In 2017, we committed to Transforming Real Estate by identifying the seven megatrends that will drive the sector over the next 20 years. With the help of over 100 of the UK's leading investors, developers and occupiers, we have celebrated the past 20 years, looked to the future and created a vision of the truly sustainable city of 2040. We now want to start making this future vision a reality. To do this we have just launched **The Transformation Framework**, enabling real estate businesses to adapt and thrive in the city of the future.

Are you ready? **Change now for a sustainable tomorrow.**

Our vision of a sustainable city in 2040




Clients



Spotlight on... fostering award-winning relationships

To truly transform our sector, JLL UK is integrating sustainability into all our real estate advice. In 2017 we were recognised at a global level as we were honoured at the prestigious Green World Environment Awards. This followed our fantastic achievement of 26 UK Green Apple Environmental Awards earlier in the year.

The Dolphin Shopping Centre was the Gold Award winner for promoting the “Déjà Vu” furniture upcycling company and Golden Square Shopping Centre received the Bronze Award for excellent waste management practices. These awards are testament to the innovative solutions that can be achieved when we work closely with our clients and their tenants on sustainability initiatives.



“To be recognised for these assets demonstrates and underlines JLL’s commitment to sustainability. The awards continue to put us in the frame as a world leader in the commercial sector for impact on the environment.”

Andries van der Walt, Head of Sustainability
JLL Property and Asset Management UK



People



Spotlight on...

embedding equality across the whole business

At JLL, ensuring our colleagues' wellbeing is of paramount importance to us and we firmly believe a fair day's work deserves a fair day's pay. In 2017, JLL UK were certified with the Living Wage Foundation "Employer Mark". As a result, all of our directly employed staff will be paid at, or above, the Living Wage. In addition, JLL Resources Ltd and JLL Services Ltd have been accredited "Recognised Service Provider" status, ensuring our clients receive proposals which include a Living Wage option. As we have significant influence over a great number of businesses, we are committed to encouraging further positive behaviour throughout our supply chain.

"The benefits of the Living Wage are clear. It ensures staff can live with dignity, and businesses see improved employee retention, recruitment, motivation and morale. We are delighted with the leadership shown by JLL on this important issue and welcome them to the Living Wage movement."

Katherine Chapman, Director
Living Wage Foundation



Workplaces

Spotlight on...

Imagining the circular office

We are proud to have set a 2020 commitment to support the UK's transition to a circular economy through our services, workplaces and public affairs activities. In 2017, JLL hosted the launch event for the Circular Office Campaign led by Business in the Community. By becoming signatories to the campaign, we are looking to learn from others and collaborate on shared opportunities.

In JLL offices we have avoided over one million single use plastic items by moving to biodegradable cups and cutlery, participated in the City of London's coffee cup recycling challenge, and have recycled over three tonnes of coffee grinds into bio fuel.

"As a key member of our Circular Economy Taskforce, JLL is helping to lead our Circular Office campaign, bringing businesses together to explore opportunities for greater circularity in their offices. We are incredibly grateful for the leadership JLL is demonstrating with its ambitious plans to make its offices as circular as possible."

Libby Sandbrook, Head of Circular Economy
Business in the Community



**BUSINESS
IN THE
COMMUNITY**

Communities

Spotlight on...

Sharing professional advice

As we move into the second year of our partnership with Crisis, the national charity for homeless people, we remain committed to sharing our professional skills alongside raising significant funds. Crisis' shops are an important source of income for their work. When we learned that they were seeking to grow their network of shops, JLL's Retail Research and Consulting team stepped in to provide pro bono guidance and advice. Working closely with the Crisis team, JLL developed a bespoke toolkit for Greater London to help Crisis identify potential retail markets and provided advice on rental values and potential incentives.

In addition to our pro bono work, we have volunteered to support Crisis in a number of ways. We have participated on grant panels to review business plans, helped with preparation for Christmas activities and assisted in sessions on maths, English language and employability.



"We are delighted with the toolkit JLL developed for us. It gives us a level of insight that we wouldn't have had if not for our partnership."

Jennifer Roberts, Head of New Developments, Crisis

Looking forward to 2020

My ambition for JLL is that we continue to play a leadership role in transforming the UK property sector. By 2020, I want us to have integrated sustainability into our advice, supported the UK's transition to a low carbon and circular economy, addressed the social issues where we can have the most impact and created a workplace culture that values diversity, rewards talent and develops skills for tomorrow's challenges.

We are now one year into the delivery of our thirty ambitious 2020 UK targets and we've put strong foundations in place for the next 3 years. Critically for me, over 15% of our UK revenue is supported by our sustainability capabilities, which indicates that our teams are responding well to the high sustainability expectations of our clients. What is also good to see is an increased focus on collaboration driving greater change – be that working with our charity partners on a range of social issues or collaborating across sectors on circular economy initiatives. I'm aware we have more to do on diversity and inclusion and with the advent of the gender pay gap report, and our appointment of a Director in this

area, we intend to make significant progress by 2020.

Finally, we are looking beyond 2020 and have been working with many of the UK's leading real estate investors, developers and occupiers on our Transforming Real Estate campaign. We've defined the sustainability trends that will shape the city of 2040 and have given the industry the tools to respond to the megatrends on the horizon. We are challenging both our clients and ourselves to truly change the way we do business. I look forward to collaborating with you all as we change today for a sustainable tomorrow.



Sophie Walker
UK Head of Sustainability

Our global ambitions

"At JLL, we have the responsibility to make a substantial positive impact on the world. That's why I'm really excited about the upcoming launch of our global Building a Better Tomorrow targets this summer. As we set out increasingly ambitious sustainability goals at a global level, I am proud of the UK's trail-blazing achievements over the last six years."



Richard Batten
Global Chief Corporate Responsibility Officer

Our 2017 progress against 2020 targets

For full data and further information on our progress against 2020 targets, see our [2017 UK Full Progress Report on our website](#)

Clients


We seek to transform the UK property sector by integrating sustainability in to all our advice and by supporting our clients with leading sustainability & energy expertise.



Area of focus	Our target	2017 progress	2020 KPI
Market Transformation	Support the transition to a circular economy (CE) through our services, workplaces and public affairs activities	Joined BITC's Circular Office campaign, hosted events & piloted CE service	N/A
Digital	Embed sustainability requirements within top 3 new digital projects	1	3
Procurement	Align with the 'Flexible Framework' sustainable procurement standard Level 3 across all client and corporate spend	100 EMEA Procurement team members completed sustainability training	Level 3
Energy & Sustainability Services	Work with our clients to deliver at least 5 sustainable strategies or projects that transform real estate, infrastructure and cities	4 identified	5
Embedded Sustainability	50% of UK business lines (by revenue) in the third stage of JLL's Sustainability Journey Model [®] : 'Realise Commercial Benefits'	15%	50%
Client Engagement	Engage with our top 40 clients to ensure all our teams are actively helping them improve their sustainability performance	23%	100%

People

We seek to create a work culture that values diversity, recognises and rewards talent, develops skills for tomorrow's challenges and fosters good health, safety and well-being.



Career & Development	Provide a framework to enable our staff to achieve their ambitions through our career & development activities	Undertook preparatory work for launch of Global Career Framework	N/A
Rewards & Recognition	Achieve Living Wage 2020 milestones set through our certification	Achieved Living Wage Employer Mark & Recognised Service Provider	N/A
Lifestyle & Wellbeing	Be recognised for delivering meaningful lifestyle & wellbeing opportunities for our staff	Launched Lifestyle & Wellbeing hub and ran a wellness day	N/A
Sustainable Behaviours	Integrate sustainability training and volunteering fully into our career & development pathways	Updated sustainability eLearning course to be launched in 2018	N/A
	UK Executive completing sustainability leadership training and UK Directors completing Unconscious Bias training	4% UK Exec - Sustainability Leadership; 4% UK Directors - Unconscious Bias	100% UK Exec; 100% Directors
Inclusive Recruitment	Ensure all our recruitment processes are inclusive	Introduced name, school & university blind CVs for emerging talent pipeline	N/A
Gender	Improve the gender balance at every grade	Improvement in gender balance in three quarters of our Director grades	KPI due to be restated
Social Mobility	Improve our position on the Social Mobility Index from a 2017 baseline	Placed 66 out of 98 companies	Improvement on 66
Parents & Carers	Support parents and carers in their roles at home and at work	Monitored flexible working applications, 85% were approved	N/A
Ethnicity	Ensure 10% of staff are BAME with improved balance at Director grades	7% of staff; 2.3% BAME Directors	10% of staff; KPI to be confirmed
Disability	Achieve Bronze status on the Business Disability Forum standard	Undertook Business Disability Forum standard initial self-assessment	Bronze
Sexual Orientation	Achieve Top 100 employer in Stonewall's Workplace Equality Index	136	Top 100

Workplaces


Through exemplar workplace design and operation, we support staff wellbeing and play a leading role in the UK's transition to a low carbon, circular economy.



Travel	Achieve 10% reduction in carbon emissions (per FTE) from travel (against a 2016 baseline)	0%	-10%
Energy & Carbon	Achieve 35% absolute reduction in energy consumption (against a 2012 baseline) across the JLL UK corporate estate	-30%	-35%
	Achieve 100% renewable electricity across JLL UK corporate and residential estate	65%	100%
Resource Use	Achieve 30% paper reduction per FTE against 2014 baseline	-42%	N/A - 2017 target only
	Achieve zero waste to landfill in JLL UK corporate offices by 2020, with at least 70% of all waste recycled	95% diversion from landfill; 68% waste recycled	100% diversion; 70% recycled
Workplace Fit Out	RICS SKA Gold rating for all fit-outs in corporate and residential offices	2 fit-outs - Silver; 1 fit-out - Bronze	All fit-outs to be Gold
Workplace Wellbeing	a) All major new offices - WELL certification, and b) All offices - integration of: [i] WELL operational requirements & [ii] D&I criteria	a) 0; b) [i] 0, [ii] 23 offices assessed against Business Disability Forum standard	a) 1; b) [i] 31 ; [ii] 31

Communities

We work in partnership to address the social issues where we can have the most impact. We are committed to leveraging our skills and experience, and to challenging ourselves and the way we do business.



Housing & Homelessness	Support Crisis by raising £600,000 to fund housing coaches and deliver £50,000 pro bono advice	£274,300 raised; £15,000 pro bono advice	N/A - 2018 target only
	Support the strategic aims of Crisis and LandAid, and the development of Crisis' roadmap to ending homelessness	Attended industry events and provided input on social lettings agency	N/A - 2018 target only
Urban Regeneration	Make a positive, measurable difference through our services and our charitable partnerships to UK urban regeneration	Commenced review of JLL's regeneration impact & partnered with Groundwork	N/A
Education & Skills	Support the skills development of 2000 students	521	2000
Access to the Profession	Widen access to the real estate profession through Changing the Face of Property (CTFOP) and our Apprenticeship Programme	Acted as CTFOP secretariat; aligned Apprenticeship & Graduate pathways	N/A
Volunteering	Achieve an employee volunteering rate of 30%	12%	30%



JLL



Sophie Walker
UK Head of
Sustainability



Emma Hoskyn
Acting UK Head
of Sustainability

We are **Building a Better Tomorrow**

We are
300
sustainability
champions



that's over
10%
of our
business



Sonal Jain
Clients Sustainability
Director



Claire England
Diversity & Inclusion
Director



Mark Francis
Sustainable
Workplace
Manager



Gemma Piggott
Community &
Sustainability
Manager

jll.co.uk/buildingabettertomorrow

JLL Gender Pay Gap Report: jll.co.uk/closing-the-gap ; **Contact us:** BuildingABetterTomorrow@eu.jll.com

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