

*Building a Better Tomorrow*

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2017 UK Progress Report

Building a  
*Better Tomorrow*

Our sustainability leadership ambition

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## Building a Better Tomorrow

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This report summarises the progress we have made against our 2020 targets, which were set in 2017, and includes performance data and other disclosure requirements. This report should be read alongside the [Building a Better Tomorrow UK Highlights 2017](#) and the JLL Global Sustainability Report 2017, due for release in Q2 2018. JLL's Gender Pay Gap report can be found [here](#).

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

The world's financial, social, and environmental challenges demand a bolder response from businesses around the globe. This is why we're committed to new ways of partnering with you that help achieve our shared ambitions for a sustainable future.

From serving our clients and engaging our people, to respecting natural resources in our workplaces and building community relationships, we're focused on what is good for business and for a sustainable future. This progressive approach leads to responsible investment decisions with healthier, safer, more engaged people and increased value for all of our stakeholders. We are Building a Better Tomorrow everywhere we can.



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



*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.*



*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.*



*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.*

## Reporting Entities for JLL in the UK

JLL is a professional services and investment management firm specialising in real estate. We offer integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying, developing, or investing in real estate. With 2017 fee revenue of more than \$7.9 billion, our 82,000 colleagues serve clients in over 80 countries from more than 297 corporate offices. Jones Lang LaSalle Incorporated (which we refer to as "JLL") was incorporated in 1997. Our common stock is listed on The New York Stock Exchange under the symbol "JLL."

In the UK, we have six major trading entities:

1. Jones Lang LaSalle Limited is the trading name for the majority of our company operations in the UK, hereafter referred to as JLL UK Ltd or JLL UK. Registered company number is 01188567. As of 31<sup>st</sup> December 2017 staff numbers were 2996. Of this number, 2,554 staff are employed by JLL UK Investor and Occupier Services.
2. Tetris Projects Limited, hereafter referred to as Tetris, which is the trading name for our interior fit-out business. Company number 07322946. As of 31<sup>st</sup> December 2017 staff numbers were included within JLL UK Ltd.
3. Jones Lang LaSalle Resources Limited is the trading name for our business which manages the resource requirements for clients' investment properties, hereafter referred to as JLL Resources. Registered company number is 01231849. As of 31<sup>st</sup> December 2017 staff numbers were 577.
4. Jones Lang LaSalle Services Limited, hereafter referred to as JLL Services, which is the trading name for our Integrated Facilities Management business in the UK. Registered company number is 04877382. As of 31<sup>st</sup> December 2017 staff numbers were 703.
5. Integral UK Limited, hereafter referred to as Integral, the leading provider of mechanical, electrical and fabric maintenance services in the UK. Registered company number is 05307588. As at 31<sup>st</sup> December 2017 staff numbers were 3696. Integral was acquired by JLL during 2016.
6. LaSalle Investment Management, hereafter referred to as LaSalle, one of the world's leading investment managers. Registered company number is 02597050. As at 31<sup>st</sup> December 2017 staff numbers were 174. Information on LaSalle's sustainability performance can be found [here](#).

The JLL UK Highlights 2017 and the JLL UK Progress Report 2017 include JLL UK Ltd, Tetris and JLL Resources within the scope of our data reporting and 2020 targets, unless specified otherwise.

## Clients 2020 targets &amp; 2017 performance



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

Area of focus	2020 target	2017 progress	2020 KPI	Commentary
Market Transformation	Support the transition to a circular economy through our services, workplaces and public affairs activities	Joined BITC's Circular Office campaign, hosted events & piloted CE service	N/A	In 2017, JLL joined Business in the Community's Circular Office campaign, hosted the London launch of the campaign for over 50 organisations and spoke at the Welsh Circular Office launch. We developed our strategic circular economy service offer for clients, piloted circular economy projects on Regent St for The Crown Estate and set up a circular economy services taskforce. Finally we developed a plan for circular office pilots in our own JLL workplaces.
Digital	Embed sustainability requirements within top 3 new digital projects	1	3	In 2017, we integrated EPC data fields into our Agents Insight database, which supports our online marketing of buildings.
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	In 2017, we commenced the alignment of our EMEA Supply Chain Management and Procurement (SCMP) function with the Flexible Framework sustainable procurement standard. We completed basic sustainability training for the 100 members of the SCMP team and have developed a plan to achieve Level 3 by 2020.

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	In 2017, we launched our 'Transforming Real Estate' campaign to showcase our 20 years' experience in helping real estate businesses transform. Building on our research and discussions with some of the UK's leading real estate companies, we have identified seven key transformation trends for the sector, and our Transformation Framework (c) for how to respond. We also worked with a number of clients to deliver ambitious sustainability strategies and market leading projects, such as the Net Positive strategies for Hammerson and Majid Al Futtaim, advice to Crown Estate on how to enhance the value of its offshore wind estate and development of low carbon energy planning guide for Newcastle Local Authority.
Embedded Sustainability in Core Real Estate Services	Ensure 50% of UK business lines (by revenue) are in third stage of JLL Sustainability Journey Model ©, 'Realise Commercial Benefits'	15%	50%	In 2017, our main focus was to ensure business readiness for the 2018 minimum EPC deadline across all service lines. We rolled out a MEES training programme for our client facing staff to ensure they are compliant with the regulation and equipped to advise clients on how to manage their EPC risk. Our Project & Development services team also developed core sustainability principles to be implemented in refurbishment/development projects. Finally, we developed a 3 year road map to ensure at least 50% of our business lines reach the Realise Commercial Benefit stage of the JLL Sustainability Journey Model ©.
Client Engagement	Engage with our top 40 clients to ensure all our teams are actively helping them improve their sustainability performance	23%	100%	We undertook a sustainability review of all our Client+ clients to help prioritise client engagement initiatives and inform our client account plans. We conducted face to face interviews with 4 Client+ clients to jointly explore how our teams can help them improve their sustainability performance. The feedback received was then communicated to our Client Account teams to action. We also conducted a review of 5 Client Accounts where we challenged the Client+ managers on sustainability integration within the services being delivered.

In addition to our 2020 targets, we also assess the performance and impact of our client activities against a set of key metrics. The table below shows our 2017 performance.

Client metrics	2017	Commentary
Number of clients engaged on sustainability	Over 120	Through our advice and client activities we seek to influence the performance of UK real estate sector. In 2017, we worked with 120 different clients to provide specialist energy and sustainability advice.
Energy cost saved through energy advice	Over £625,000	Our energy management advice helped reduce energy consumption by 6.5 million kWh, savings over £625,000 in energy costs for our clients in 794 buildings.
Renewable capacity advised on	1.12 GW	Our renewable planning team advised on 1.12GW of renewable capacity, which once built has the potential to avert over 990,000 tonnes of CO2.
Sustainability awards	44	26 UK Green Apple Environmental Award for buildings that we manage for clients 2 Green World Environment Award for buildings that we manage for clients 15 Clean City Award for buildings that we manage for clients 1 BPF Tomorrow's Leaders Inclusivity Award 2017
Total Visits – Transforming Real Estate campaign	Over 8500	In 2017, we launched our 'Transforming Real Estate' campaign to showcase our 20 years' experience in sustainability and encourage businesses to think about ways to transform the real estate sector. The <a href="#">Transform microsite</a> has received over 8500 visits since launch.
UK business revenue supported by sustainability	Over 15%	In 2017, over 15% of JLL UK revenue was supported by our sustainability capabilities. This includes revenue generated from our specialist sustainability advice and other revenue where embedded sustainability advice was considered an essential part of the contract or delivery of all advice.

## People 2020 targets &amp; 2017 performance



*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.*

Area of focus	2020 target	2017 progress	2020 KPI	Commentary
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	Significant preparatory work was undertaken in 2017 in readiness for the launch of our new global career framework in 2018. In particular, HR worked with the business leaders to identify the different roles in a business group and organised these in accordance with the career framework criteria to help ascertain the job complexity and breadth. This output was then fed into a wider EMEA review to ensure consistency both at a country level and a business line level.
Rewards & Recognition	Achieve Living Wage 2020 milestones set through our certification	Achieved Living Wage Employer Mark & Recognised Service Provider	N/A	In 2017, we achieved 'Living Wage Employer Mark' for JLL UK Limited and Tetris Limited and we achieved 'Living Wage Recognised Service Provider' for JLL Services Limited and JLL Resources Limited.
Lifestyle & Wellbeing	Be recognised for delivering meaningful lifestyle & wellbeing opportunities for our staff	Launched Lifestyle & Wellbeing hub & ran wellness day	N/A	We launched our Lifestyle and Wellbeing intranet hub in Q1 2017. We saw a positive uptake in employees accessing the hub which continues to rise, and as a result employee queries reduced. A Lifestyle & Wellbeing Taskforce was set up with representatives from HR and Building a Better Tomorrow. We hosted a Wellbeing Day in June 2017 with positive attendance and an associated increase in employees accessing wellbeing benefits. Finally, a Fitness Matters pilot, focusing on physical health, ran from Sept to Dec 2017 with a positive response from employees. The impact of this pilot is now being reviewed with a view to launching a full programme.



Sustainable Behaviours	Integrate sustainability training and volunteering fully into our career & development pathways	Refreshed eLearning course to be launched in 2018	N/A	We have developed a refreshed Sustainability eLearning course, comprising 3 modules, to be rolled out to all staff and new joiners in 2018. We will start the process of integrating volunteering into our career framework in 2018.
Sustainable Behaviours	Members of the UK Executive completing sustainability leadership training and UK Directors completing Unconscious Bias training	4% UK Exec - Sustainability Leadership 4% UK Directors - Unconscious Bias training	100% UK Exec; 100% Directors	In collaboration with HR, we have developed an action plan to deliver Sustainability Leadership training for a select group of senior members in 2018 and for UK Exec in 2019. We have developed and piloted Unconscious Bias training with a select group of members in the business in readiness for scaling up to reach significant numbers of Directors in 2018.
Inclusive recruitment	Ensure all our recruitment processes are inclusive	Introduced name, school & university blind CVs for emerging talent pipeline	N/A	The Rare Contextual Recruitment Tool (CRT) has been implemented for the Emerging Talent population to assist us in recruiting from the widest pool of talent. The CRT helps us to mitigate against unconscious bias in our recruitment process by contextualising all applicants' educational achievements and experience.
Gender	Improve the gender balance at every grade	Improvement in gender balance in three quarters of our director grades	KPI due to be restated	2017 saw an improvement in gender balance in three quarters of our director grades, which is where we are focussing our effort. Globally we will be publishing a gender target in 2018, which require us to restate our baseline and approach for improving gender balance. In terms of specific activities underway in the UK business, a full explanation of our approach is given in our Gender Pay Gap Report 2017.
Social Mobility	Improve our position on the Social Mobility Index from a 2017 baseline position of 66 (out of 98)	Placed 66 out of 98 companies	Improvement on first placing of 66	We participated in the Social Mobility Foundation's first benchmarking index (JLL was positioned as 66 out of 98 companies). In support of our ambitions to improve our position in the index, we implemented measures such as the Rare contextual recruitment tool for graduate recruitment, widened our list of target

				universities, increased the size and scope of the existing apprentice program and amalgamated our apprentice, work experience and graduate programs to ensure all new joiners were provided with the same development opportunities.
Parents & Carers	Support parents and carers in their roles at home and at work	Monitored flexible working applications, 85% were approved	N/A	Flexible working applications are monitored by business line and further steps will be taken to provide more detailed analysis of this data. 85% of flexible working requests in 2017 were approved. 85.2% of those taking parental leave returned to work in 2017.
Ethnicity	Ensure 10% of staff are BAME with improved balance at director grades	7%; 2.3 BAME Directors	10% of staff; KPI to be confirmed	Our overall % of staff who are BAME remains static. We have a significant improvement in BAME talent in the junior pipeline - for example, 30% of our most recent graduate recruitment hires are BAME. At director level, we saw a small drop in BAME talent in 2017 compared to 2016, at International Director and Regional Director level. We saw an increase in BAME talent at Local Director level, which provides a pipeline for the more senior levels in future years. NB: Our current diversity disclosure rate is 44%. We envisage that as disclosure rates increase our BAME statistics will increase.
Disability	Achieve Bronze status on the Business Disability Forum (BDF) standard	Undertook BDF standard initial self-assessment	Bronze	By the end of 2017, we completed the BDF self-assessment which helped identify a number of areas for improvement. A working group has been set up to prioritise the actions required. We plan to undertake a second self-assessment before engaging with BDF for the Bronze Standard.
Sexual Orientation	Achieve Top 100 Employer in Stonewall's Workplace Equality Index	152	Top 100	In 2017, we achieved 152 in Stonewall's Workplace Equality Index and were ranked highest in the property sector. JLL co-hosted the first ever LGBT Business Diversity Conference with BNP Paribas Real Estate. The conference helped raised awareness of the practical issues of LGBT inclusion for the property industry. We introduced a range of activities and reviewed policies to support greater transgender inclusion.

JLL is seeking to create a more diverse and inclusive culture. Further information on our approach will be available in our forthcoming Diversity & Inclusion Action Plan.

## GENDER

JLL is committed to ensuring we are gender balanced business, as well as driving a better gender balance across the wider property industry. We are pleased that within the last two years, the number of women in JLL's top positions has increased by around one-third. The introduction of statutory gender pay gap reporting helps to put the spotlight on the issue, we were pleased to be amongst the first in the property sector to report our position. We do still have a good deal of progress to make but are pleased that our gap is already narrowing. More details about what we are doing to achieve a better gender balance at every grade within our business can be found [here](#).

### Gender Statistics – Senior Management

The following data covers all employees that are part of JLL UK Investor and Occupier Services

	2017			2016			2015			2014		
	% Female	% Male	Total	% Female	% Male	Total	% Female	% Male	Total	% Female	% Male	Total
UK BOARD	20	80	10	12.5	87.5	8	10	90	10	10	90	10
UK EXECUTIVE	25	75	28	31	69	26	21	79	28	28	72	29

Gender by Grades		2017			2016			2015			2014		
		% Female	% Male	Total Number	% Female	% Male	Total Number	% Female	% Male	Total number	% Female	% Male	Total number
10&20	Senior Director (International & Regional)	11	89	121	10	90	124	9	91	127	10	90	132
30	National Director	14	86	234	14	86	240	14	86	241	14	86	229
35	Local Director	33	67	259	29	71	248	27	73	217	26	74	185
40	Associate Director	42	58	379	40	60	371	38	62	358	39	61	350
50	Senior Surveyor/ Senior Professional	51	49	357	48	52	355	43	57	375	49	51	301
60	Surveyor/ Professional	54	46	532	56	44	576	58	42	541	59	41	472
70&75	Junior Professional (including graduate)	48	52	245	45	55	251	47	53	247	50	50	201
80	Surveying Executive/ Administrator	67	33	278	70	30	251	70	30	222	67	33	188
84-87	EA/PA/Office Manager/Team Secretary	99	1	149	100	0	166	100	0	171	100	0	185
<b>Total workforce</b>				<b>2554</b>		<b>2582</b>			<b>2499</b>			<b>2243</b>	

## AGE

The following data covers all employees that are part of JLL UK Investor and Occupier Services

Employee Age Groups	2017		2016		2015		2014	
	%	Total	%	Total	%	Total	%	Total
Under 25	7	191	10	269	10	259	10	218
Age 25-34	41	1053	41	1071	41	1023	40	907
Age 35-44	28	712	26	671	27	663	27	607
Age 45-54	16	415	16	406	16	406	16	362
Age 55-64	6	164	6	150	5	134	6	136
Age 65 and over	1	19	1	15	1	14	1	13
<b>Total workforce</b>		<b>2554</b>		<b>2582</b>		<b>2499</b>		<b>2243</b>

## Diversity Statistics

The following data is sourced from our annual confidential Diversity & Inclusion questionnaire and include JLL UK Investor and Occupier Services employees only. The completion of this survey in 2017 was 44%. We will be working in 2018 to improve the disclosure rates to build a more accurate picture of our workforce.

	2017		2016		2015	
	%	Total	%	Total	%	Total
<b>Ethnicity</b>						
White & White other	91	1025	90	1156	91	1051
BAME	7	80	7	94	7	76
*Other	X	X	2	27	2	21
Prefer not to say	2	17	1	12	1	10
<b>Disability</b>						
Yes	4	45	1	16	1	12
No	92	1034	98	1254	98	1129
Prefer not to say	4	44	1	19	1	12
<b>Sexual Orientation</b>						
Heterosexual	93	1039	94	1206	94	1087
LGBT	3	38	3	40	3	33
Prefer not to say	4	46	3	43	3	38
<b>Primary carer for a child under 18</b>						
Yes	20	223	24	311	25	291
No	77	871	75	960	74	852
Prefer not to say	3	29	1	18	1	15
<b>Primary carer for an adult over 18</b>						
Yes	2	24	10	123	10	113
No	96	1080	87.5	1129	87.5	1015
Prefer not to say	2	19	2.5	37	2.5	30

\* As of 2017, the option of 'Other' is no longer included within the D&I questionnaire.

Ethnicity by Director Grade		2017				2016				2015			
		White & White Other %	BAME %	*Other %	Prefer Not to Say %	White & White Other %	BAME %	Other %	Prefer Not to Say %	White & White Other %	BAME %	Other %	Prefer Not to Say %
10 & 20	Senior Director (International & Regional)	94	2	X	4	94	3	0	3	95	2	0	3
30	National	99	0	X	1	99	0	1	1	99	0	0	1
35	Local	93	5	X	2	95	2	3	0	96	2	3	0

\*As of 2017, the option of 'Other' is no longer included within the D&I questionnaire.

## Workplaces 2020 targets &amp; 2017 performance



Transforming our

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.*

Area of focus	2020 target	2017 progress	2020 KPI	Commentary
Travel	Achieve 10% reduction in carbon emissions (per FTE) from travel (against a 2016 baseline)	0%	- 10%	We completed the project plan for our travel reduction campaign 'Work well. Anywhere' which is due to commence in Q1 2018. The campaign will focus on efficiency and productivity by positively disrupting business travel habits and promoting our new Video Conferencing technology, Blue Jeans. We also made some improvements to our travel baseline, with further improvements to come as we align to our revised Travel Policy. The campaign is our first step to achieving our 2020 goal of 10% reduction in business travel per head against a 2016 baseline.
Energy & Carbon	Achieve 35% absolute reduction in energy consumption (against a 2012 baseline) across the JLL UK corporate estate	- 30%	- 35%	In 2017 we identified energy reduction measures at our three largest offices which will be required to achieve our 2020 goal of 35% absolute reduction in energy use against a 2012 baseline. These projects will be completed in 2018. At year end 2017 we achieved a 30% reduction in energy use against 2012, with a significant contributor to this reduction being our office relocation project in Bristol.

Energy & Carbon	Achieve 100% renewables across JLL UK corporate and residential estate	65%	100%	At year-end 2017, we achieved 65% electricity procured from renewables and developed a programme of site by site engagement to begin moving electricity procurement which is out of our direct control to renewable sources.
Resource Use	Achieve 30% paper reduction per FTE against 2014 baseline	- 42%	N/A - 2017 target only	In 2017, we exceeded our 30% paper reduction per FTE target and achieved a 42% reduction. This was achieved through a series of initiatives, commencing in 2014 with an environmental behaviour change campaign which raised awareness of our printing behaviours and promoted alternative, digital solutions to reduce the dependency on printing.
Resource Use	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% of all waste recycled	100% diversion from landfill; 70% waste recycled	At year end, for the 12 corporate offices out of 16 offices where we have consistent waste data, we averaged 95% waste diversion from landfill and 68% waste recycling rates, both of which represent an improvement on 2016. At our largest offices, we exceeded 80% recycling rates for the first time. The focus for 2018 will be expanding waste data collection to the remaining 4 offices in order to bring them fully in to the scope of this target.
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	<ul style="list-style-type: none"> <li>* Silver for London - 40 Bank St fit-out of 5th, 6th and 7th floors, April 2017</li> <li>* Bronze for London - Greenwich Residential Office, June 2017</li> <li>* Silver for London - Chelsea Residential Office, June 2017</li> </ul> <p>We did not announce our commitment to achieve RICs Ska Gold until after the three 2017 fit-out projects had commenced but nevertheless we recognise there is significant progress to be made in 2018 to ensure all our fit-outs achieve Gold. We are on track to achieve Gold for partial fit-outs of Warwick St 1st, 2nd and 3rd floor which took place in 2017 and have been completed in early 2018, and we will be training our fit-out and Estates &amp; Facilities team on RICS Ska Gold in 2018 to ensure target achievement.</p>



Workplace Wellbeing	a) All major new offices - WELL certification; b) All offices - integration of: [i] WELL operational requirements & [ii] D&I criteria	a) 0; b) [i] 0; [ii] 23	a) 1; b) [i] 31; [ii] 31	In 2017, our major activities here included using the Business Disability Forum self-assessment to audit all our corporate and residential offices against the BDF Premises section and budgeting for workplace improvements in 2018, working with HR to set up the Lifestyle & Wellbeing task-force which is now driving our corporate wellbeing programme and initiating the programme for WELL certification for our major office moves in 2019 and 2022.
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In addition to our 2020 targets, we also assess the performance and impact of our workplace activities against a set of key metrics. The table below shows our 2017 performance.

Workplaces	2017	2016	2015	2014	2013	2012
<b>Energy and carbon</b>						
<b>Total emissions (metric tons CO<sub>2</sub>e)</b>	7,484	7,738	7,052	6,843	2,175	2,608
Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)	806	889	921	1,007	—	—
Scope 1: Natural gas (metric tons CO <sub>2</sub> e)	106	208	218	198	323	342
Scope 2: Electricity (metric tons CO <sub>2</sub> e)	1,373	1,489	1,642	1,697	1,706	2,100
Scope 3: Business travel (metric tons CO <sub>2</sub> e)	5,071	5,017	4,135	3,793	—	—
Scope 3: Building emissions (metric tons CO <sub>2</sub> e)*	128	135	136	148	146	166
Building-related emissions (metric tons CO <sub>2</sub> e)	1,479	1,697	1,860	1,895	2,029	2,442
Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office FTE)	0.54	0.63	0.69	0.72	0.83	1.09
Building-related energy intensity (MWh/corporate office FTE)	1.64	1.77	1.77	1.72	2.27	2.86
Total actual energy consumption (MWh)	4,479	4,744	4,737	4,506	5,584	6,408
Energy consumption - Natural gas (MWh)	573	1,130	1,181	1,072	1,754	1,844
Energy consumption - Electricity (MWh)	3,906	3,614	3,556	3,434	3,830	4,564
Renewable energy (%) of corporate estate	65	50	64	—	—	—

<b>Business Travel**</b>						
Emissions from business travel (metric tons CO <sub>2</sub> e)***	5,877	5,906	5,056	4,800	—	—
Energy consumption outside JLL operations (diesel and gasoline) (MWh)	3,937	4,408	4,449	4,695	—	—
Energy consumption - Petrol (MWh)	1,415	1,454	1,400	1,606	—	—
Energy consumption - Diesel (MWh)	2,522	2,954	3,049	3,089	—	—
Business travel emissions intensity (metric tons CO <sub>2</sub> e per Total business FTE)	1.37	1.37	—	—	—	—
<b>Paper use</b>						
A4 pages printed per corporate office FTE	5,667	7,508	8,525	9,807	—	—
A4 pages printed (millions)	15.5	20.1	22.9	25.7	—	—
<b>Waste****</b>						
Total waste recycled (%)	68	67	59	—	—	—
Total waste to energy (%)	27	27	41	—	—	—
Total waste to landfill (%)	5	6	—	—	—	—
<b>FTE</b>						
Corporate office FTE <sup>1</sup>	2,730	2,783	2,681	2,624	2,456	2,242
Total business FTE <sup>2</sup>	4,275	4,225	—	—	—	—

\*Building-related emissions represent a mixture of actual and estimated emissions for our 16 corporate offices occupied by JLL UK Ltd.

\*\*Business Travel data represents our business travel booked directly through our travel management company. It does not include business travel booked independently.

\*\*\* This figure includes Scope 1: Company-owned vehicles (metric tons CO<sub>2</sub>e) + Scope 3: Business travel (metric tons CO<sub>2</sub>e).

\*\*\*\*Waste data reporting from 12 of our 16 corporate offices.

<sup>1</sup>Corporate office FTE represents employees based permanently in our corporate offices. This FTE is used for our building related intensity figures.

<sup>2</sup>Total Business FTE represents JLL UK Ltd, JLL Resources Ltd, JLL Services Ltd and Tetris UK Ltd employees. Integral UK Ltd is not included. This FTE is used for our business travel emissions intensity figures.

## Communities 2020 targets &amp; 2017 performance



Supporting our

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.*

Area of focus	2020 target	2017 progress	2020 KPI	Commentary
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	£238,107 received by Crisis, with a further £36,194 pledged in 2017, taking us to £274,300 overall. This puts us broadly on track to achieve overall 2 year fundraising target of £600,000. Additionally, the EMEA Retail Research & Consulting team delivered a £15,000 pro bono project for Crisis, developing a toolkit to help identify new retail markets for its shop network. Achieving a further £35,000 of pro bono work with Crisis will depend on ongoing developmental needs of the organisation and JLL's suitability to respond to them. Possible pro bono projects are currently being scoped out by the JLL and Crisis teams.
Housing & Homelessness	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	For Crisis - the JLL Residential Agency provided feedback to Crisis on the Social Lettings Agency business plan and manager job description, and our CEO attended a reception at 10 Downing Street for Crisis as it marked its 50th year.  For LandAid - JLL UK Research provided pro bono advice to LandAid on their Alternative Housing Solutions project, delivering research on vacant offices space as potential target sites for Kit Houses in London and Manchester. JLL UK also raised £30,000 for Land Aid to fund the refurbishment of a premises in Leeds to be used for accommodation. The refurbishment will be completed by Autumn 2018.

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	Over 60 JLL colleagues undertook volunteering opportunities with Groundwork in 2017. This will likely lead to a more formal partnership in 2018 which will see more teams undertaking volunteering with Groundwork, in line with our focus on urban regeneration. JLL commissioned Upstream to undertake a review of JLL's urban regeneration impact, with the initial research review completed by the team in 2017.
Education & Skills	Support the skills development of 2000 students	521	2000	In partnership with Enabling Enterprise, we developed and launched the Future Focus Challenge Day, piloting to 300 students in Autumn 2017, with a further 155 students scheduled for 2018. At least 521 students were reached in 2017 and supported on skills development.
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 Apprentice and Graduate pathways	N/A	In 2017 we provided the secretariat function for Changing the Face of Property and operated as a very active member of the group. In 2017 we hired a further 20 apprentices and focussed on realigning the Apprentice and Graduate pathways for consistent development and support.
Volunteering	Achieve an employee volunteering rate of 30%	12%	30%	12% volunteering rate achieved in 2017, with plan and budget in place to scale up to 30% by 2020, focussing on high impact volunteering opportunities. This target applies to JLL UK Ltd only.

In addition to our 2020 targets, we also assess the performance and impact of our community activities against a set of key metrics. The table below shows our 2017 performance.

Communities	2017	2016	2015
Total contribution – Input	£1,292,494	£929,804	£692,034
Cash	£839,853*	£369,346	£371,870
Time	£154,145**	£285,308	£138,772
In kind - pro bono	£80,146	£47,250	£14,284
In kind – other	£0	£0	£11,607
Management costs	£218,350	£227,900	£155,500
<b>Employee volunteering (in work time only)</b>			
Total Days Volunteered	408***	760	662
Total Hours Volunteered	2,854	5,318	4,631
Total number of volunteers	360	720	Not available
% of employees volunteering	12%	29%	Not available
% of volunteering which is skilled	25%	10%	4%
Number of Organisations Supported	240	205	78
Number of Individuals Supported	1185	513	Not recorded
Total Contribution - Leverage	£408,677	£475,537	£354,061
Payroll giving	£56,314	£ 65,120	£49,652
Employee	£157,974	£161,707	£145,103
Customers	£194,389	£242,167	£156,506
Other organisations	£0	£1,750	£2,800
Apprentices	31	13	12
Number of apprentices recruited in year	20	11	9

\*The increase in cash donations is due to the creation of the JLL UK Foundation, established with a significant financial donation from JLL UK.

\*\*This figure is calculated using the 2016 employee costs. An updated figure will be provided in line with the publication of the JLL UK Annual Report and Financial Statements for 2017.

\*\*\*The overall amount of time spent volunteering has reduced, in line with a refocusing of our volunteering programme towards more impactful activities. Our proportion of skills based volunteering has more than doubled year on year.

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## About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. A Fortune 500 company, JLL helps real estate owners, occupiers and investors achieve their business ambitions. In 2017, JLL had revenue of \$7.9 billion and fee revenue of \$6.7 billion and, on behalf of clients, managed 4.6 billion square feet, or 423 million square meters, and completed sales acquisitions and finance transactions of approximately \$170 billion. At year-end 2017, JLL had nearly 300 corporate offices, operations in over 80 countries and a global workforce of more than 82,000. As of December 31, 2017, LaSalle Investment Management has \$58.1 billion of real estate under asset management. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.

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