

## Engaging our People

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.

At JLL, we're committed to developing our people for the long-term. In 2019 our focus was on providing new technology-driven tools to manage and develop our talent. Notably, this included the launch of a new

people survey, powered by artificial intelligence, to measure engagement and inclusion. In addition, we implemented new talent management and succession planning tools and created a consistent way to measure performance, potential and development.

With this focus on continuing to enhance our people experience, we made progress toward our committed targets.



## Performance against our existing targets

### Target Identify challenges & provide targeted solutions to the attrition of employees by 2019.

2019 Performance	We reduced overall attrition across the our eight largest businesses from 22% in 2018 to 18.8% in 2019. We also improved attrition for those with 0-3 years of service from 28.9% in 2018 to 25.1% in 2019. We saw the biggest improvements in our APAC countries, particularly Greater China, India, Japan and Australia.
Status	<span style="color: green;">●</span>
Commentary	In 2019 we implemented a people survey administered every 4 months, which gave us insight into what was driving attrition. We used the information from our people survey and from our Exit Survey to create solutions to increase retention, specifically around career development and recognition.

### Target Reduce employee lost time injury frequency rate by 10% off of the two prior performance periods by 2020.

2019 Performance	In 2019 JLL's lost time injury frequency rate was 0.2, representing a 0.02 increase from 2018. The average over the past three years remains at 0.2, which is consistent with previous years and remains 75% lower than the US OSHA 2018 industry average.
Status	<span style="color: yellow;">●</span>
Commentary	Improvement in the JLL accident reporting culture has resulted in an increase in the number of recordable accidents reported. However, despite an increase of 21,000,000 hours worked from 2017 the average lost time injury frequency rate remains constant.

### Target Improve gender balance of leadership in our 8 largest countries by revenue by 2021.

2019 Performance	We improved the percentage of women in our global leadership (L-Band) from 12.9% in the JLL's eight largest countries to 17% at the end of 2019. The largest increases were seen in France, the United Kingdom and the United States.
Status	<span style="color: yellow;">●</span>
Commentary	In 2020, we will include a goal on gender balance in each of the Global Executive Board member's objectives.

### New Targets

- By the end of 2020 Achieve at least 10,000 users of our newly developed well-being resources.
- By 2023 achieve a best in class inclusion score of 79.

### Key

- Completed
- On track
- Behind