Climate action

Healthy spaces

Inclusive places

Guiding our actions for a better world
Welcome to our 2021 Global Sustainability Report summary. Against a backdrop of continued market disruption during 2021 due to the ongoing pandemic and global supply chain constraints, JLL reported impressive annual results showing strong growth. I am immensely proud of the ‘One JLL’ approach consistently demonstrated by our 100,000 people in serving the best interests of our clients around the world, exemplifying our core values of teamwork, ethics, and excellence.

As the world emerges from the pandemic and seeks to tackle multiple other pressing challenges ranging from war in Ukraine, food shortages, inflation, and cost-of-living pressures, it is vitally important we do not lose collective focus on the catastrophic risks posed by climate change. With the built environment responsible for around 40% of carbon emissions, the real estate industry must play a central role in enabling companies, communities, and cities to deliver their net-zero goals. More broadly, ESG is now a major priority for our investor and occupier clients who are looking to reduce investment risk and increase their resilience in the face of global social and environmental challenges.

It is encouraging to see that our industry’s collective response is spearheaded by the growing number of net-zero carbon commitments, as governments and companies act to limit global warming to 1.5°C. The urgency of which was reinforced by the IPCC’s latest report that calls for immediate, ambitious and sustained efforts to slash emissions. At the same time, the pandemic and continuing advances in technology have changed how and where we work, with long term implications for health, wellbeing, and inclusivity.

These trends are likely to lead to substantial change, challenges and opportunities for the real estate industry. Understanding and responding to these trends, to the benefit of our clients and communities, is fundamental to our purpose of shaping the future of real estate for a better world and to our long-term strategy.

The global economic recovery since the pandemic-induced downturn of 2020 has further sharpened the competition for talent and heightened the importance of healthy spaces and inclusive places. We are strengthening our value proposition in these areas to attract and retain the talent needed to deliver on our strategy, with a focus on employee wellbeing, flexible working, future workplaces, sustainability and employee engagement.

Of paramount importance in our talent strategy is achieving real and sustainable diversity, equity and inclusion at all levels of the business. This is a personal priority for me as CEO and a core objective for all our business leaders.

We are committed to be at the forefront of our industry, to lead by example, and to deliver positive, lasting impact for all our stakeholders. I invite you to explore this report to learn more about how we are shaping the future of real estate for a better world.

Christian Ulbrich
Chief Executive Officer
2021 performance highlights

- **65,301** metric tons CO₂e averted by advising on renewable energy projects
- **$8.9m** contributed to charitable causes
- **$1.97bn** spent with diverse suppliers
- **17%** reduction in Scope 1 and 2 emissions
- **$316** invested per employee in training and development
- **45%** JLL offices with a sustainable building certificate
- **390** sustainable building certificates achieved for clients
- **919** organizations supported by charitable contributions
- **36%** of top two management levels are female

Awards and recognition

- **CDP Climate A list** for climate change leadership and action
- **World’s Most Admired Companies**, *Fortune Magazine* 5th successive year
- **Bloomberg Gender Equality Index** 3rd consecutive year
- **Best Place to Work for LGBTQ Equality**, and perfect score on the Human Rights Campaign Foundation’s Corporate Equality Index
- **Dow Jones Sustainability Index North America** 6th successive year
- **World’s Most Ethical Companies®, Ethisphere Institute** 15th successive year
- **#1 on Forbes 2021 Americas Best Employers for Diversity**
“Our program is purpose-driven, issues-based and ultimately, impact-assessed and fully aligned to Beyond, JLL’s corporate strategy. As well as the focus on climate change, the program recognizes the importance of promoting health, safety and wellbeing among our workforce through the buildings we occupy. The program also puts diversity, equity and inclusion (DEI) front and center. We are determined to create a culture that fosters DEI in all areas of our business.”

Richard Batten
Chief Sustainability Officer

Our sustainability program

Our purpose is to shape the future of real estate for a better world. It’s deep-rooted in our identity, our heritage and our values, making it the guiding principle to inform our sustainability program. Leading the way on sustainability is fundamental to our purpose, and the right thing to do.

Our purpose:
We shape the future of real estate for a better world

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

Key issue
Climate action
for sustainable real estate

Definition

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

Healthy spaces
for all people

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

Inclusive places
for thriving communities

Target areas:
- Achieve net-zero carbon emissions across scopes 1, 2 and 3 by 2040
- Achieve sustainability certifications for JLL offices
- Remove single-use plastics
- Institute water management plans in all high water-stress areas
- Support transition to a circular economy through piloting zero waste fitouts
- Upskill sustainability competencies

- Improve the wellbeing of the JLL team
- Reduce JLL’s Accident Severity Rate and achieve an above industry safety culture score
- Demonstrate leadership in workplace health, wellbeing and resilience
- Green and diversify our supply chain globally
- Achieve best-in-class inclusion
- Balance the gender of leadership
- Expand contribution of employee time in the community
- Donate at least 1% of pre-tax profit to charity annually
- Align 75% of community activities to JLL’s six priorities

How we deliver impact.

Being a responsible business
Harnessing the power of our people
Driving change through client solutions
Advocating for a better real estate sector

Read more about our program and progress against our targets.
In conversation with our senior leaders

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

Guy Grainger
Global Head of Sustainability Services and ESG

“Technology plays a crucial role supporting our clients with their sustainability goals. We have a dedicated sustainability leadership team in our JLL Technologies business focusing on developing and integrating new technology solutions. We’re also continuously investing in our data platform, to enable better sustainability reporting and benchmarking. On the people side, we’re recruiting more sustainability experts and embedding them within our existing business lines to help deliver the end-to-end services clients are increasingly asking for.”

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

“Attracting the talent with the right skills, capabilities and potential is paramount to our ability to face ESG challenges. We have an aggressive and intentional recruiting plan, which includes drawing current experts from our industry to JLL, while ramping up a graduate program to address the challenge in finding sustainability professionals. Across all our talent acquisition activities, we are focused on furthering the diversity of our organization, from achieving greater gender balance to increasing minority representation in all parts of our business.”

Neil Murray
Global CEO, Work Dynamics

“We continue to see a transformation in what constitutes a best-in-class building, and the new determinants of real estate value have expanded to include carbon emissions, occupant health and climate risk and resilience. We are in prime position to advise clients on their sustainability programs and help secure optimal returns on their sustainability investments, from taking steps to decarbonize the built environment to creating inclusive workplaces and communities that will yield long-term gains.”

Our Return on Sustainability

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

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

JLL’s sustainability services

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<th>Sustainable strategies</th>
<th>Sustainable assets</th>
<th>Sustainable operations</th>
<th>Sustainable infrastructure</th>
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<tr>
<td>Advisory services that help our clients shape their sustainability ambitions and report on progress towards their goals.</td>
<td>Services that help our clients take action towards their sustainability ambitions at the individual asset or building level.</td>
<td>Services that help our clients take action towards their sustainability ambitions through portfolio-wide programs.</td>
<td>Services that help our clients take action towards their sustainability ambitions by investing in sustainable infrastructure.</td>
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A description of our complete sustainability services can be found on our [website](#).
We have committed to a SBTi approved target to reduce absolute Scope 1, 2 and 3 emissions by 51% by 2030, and 95% by 2040, from a 2018 base year. By the end of 2021 we had reduced our Scope 1 and 2 emissions by 17% against our 2018 baseline. More needs to be done, particularly because our target includes Scope 3 emissions from our corporate supply chain and, significantly, from client emissions from JLL-managed space.

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

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

**Case Study**

**Proptech helps the Big Apple get smart**

JLL Technologies has partnered with New York City on a landmark Proptech Piloting Program to identify, assess and trial innovative proptech solutions in City-owned real estate assets. JLL Technologies was chosen for its extensive experience working in the public sector, with start-ups, and steadfast commitment to sustainability. The program is rooted in JLL’s Green TAP sustainability Technology Assessment Program that provides a proven framework to identify and evaluate disruptive technologies that we can invest in, acquire or propagate to benefit JLL and our clients.

Read more

**Solar powers ANZ climate goals**

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

Read more

**Fast track to net-zero**

JLL supported Orchard Street Investment by providing strategic advice with the development of a bespoke net-zero carbon strategy and pathway report aligned to the Better Buildings Partnership Climate Commitment Framework Guidance and the Net Zero Asset Managers Initiative. Orchard Street’s accelerated timetable to achieve net-zero carbon emissions for corporate and landlord emissions and refurbishments by 2030, and by 2040 for occupier emissions and fitouts makes it among the first real estate managers in the UK to target these earlier dates.

Read more
Healthy spaces for all people

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

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

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

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

Healthy spaces for all people

Case Study

Hybrid working takes shape
The pandemic has accelerated the move to a more hybrid workplace. Experience / Anywhere is our solution to support employees, no matter where they work. It provides easy access to resources, tools, and events that help employees to be more productive and address their wellbeing. Following a pilot, participating employees reported reduced risk of ergonomics injuries, increased engagement, improved work-life balance, and enhanced wellbeing—which all add up to a better overall experience.

Read more

Case Study

A first in wellbeing for Embassy REIT
JLL’s sustainability team used its expertise to steer Embassy REIT through the WELL Portfolio Score certification process, making it the first organization in India to achieve the rating, and one of the top 40 such portfolios globally to receive this recognition. With JLL’s support, Embassy REIT’s portfolio performance was rated “above average” in six out of the ten criteria that were assessed, and the portfolio was ranked in the top 5% globally in terms of area and number of people impacted.

Read more

Case Study

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

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

Read more

Read more
Inclusive places for thriving communities

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

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

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

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

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**Case Study**

**Building Pride in Poland**

JLL Poland, and the local chapter of our Building Pride employee network, have fought hard to raise awareness of LGBT+ issues and to educate employees about the firm’s strong commitment to diversity, equity and inclusion. Pride Poland has taken a leading role in working to increase the visibility of LGBT+ people and raising awareness of the challenges the LGBT+ community face. The team’s efforts were officially recognized in 2021 when it was named LGBT+ employee led network of the year at the LGBT+ Diamonds Awards.

Read more

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**Case Study**

**JLL Global Communities Week 2021**

2021 marked JLL’s first annual Global Communities Week – a week where we aimed to make a big impact in the communities where we work and live. The week was a huge success, with more than 7,240 hours or 919 days of employee time donated, amounting to 16% of our total 2019 volunteering time. Additionally, our employees and JLL donated over $150,000 to charitable causes. In total, 20 countries and LaSalle participated in the week’s activities.

Read more

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**Case Study**

**Sustainable and inclusive dining**

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

Read more
Talk to us about sustainability

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

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Download the full JLL 2021 Global Sustainability Report on our website: jll.com/sustainability

This report contains "forward-looking statements" within the meaning of certain safe harbor provisions under federal securities laws, such as statements regarding our sustainability targets, including our net-zero commitment and renewable energy targets, our diversity commitments, plastic removal goals, water consumption and other environmental targets, external ESG commitments and operational strategies. There is no guarantee that these forward-looking statements will happen due to a number of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, evolving legal and regulatory requirements, our expansion into new geographic regions, and potentially, those set forth in the “Risk Factors” section of our most recent Annual Report on Form 10-K and subsequent filings. The standards of measurement and performance contained in this report are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved.

About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. JLL shapes the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of $16.6 billion in 2020, operations in over 80 countries and a global workforce of more than 91,000 as of March 31, 2021. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.