

# JLL ESG Performance Report

2023



# Contents

This ESG 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, 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 submission 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. The information included in and any issues identified as material for purposes for this ESG Report may not be considered material for SEC reporting purposes. In the context of this disclosure, the term “material” is distinct from and should not be confused with, such term as defined for SEC reporting purposes.



# An introduction from our CEO

*In recent times, in some parts of the world, we have experienced a retraction of environmental, social and corporate governance (ESG) practices by certain groups. In 2023, amidst continued economic volatility, JLL has remained steadfast in addressing ESG as a material aspect of running a best-in-class business.*

Given that buildings are responsible for upwards of 60% of carbon emissions in urban areas, decarbonization is a top priority for us and our clients, and a key driver to creating both short-and long-term value for our stakeholders.

Our commitment to the highest standards of ESG is tightly woven into the fabric of our values, our culture, and our business strategy for sustainable growth. In today's rapidly changing world, the need for companies to act responsibly has never been greater and we wholeheartedly embrace our role as a responsible, engaged corporate citizen.

Our 2023 ESG Performance Report serves as a comprehensive account of our progress and achievements against the three priorities of our sustainability strategy: tackling climate action, creating healthy spaces, and supporting inclusive places.

## **Climate action for sustainable real estate**

Through our OneJLL approach, we have made progress on creating sustainable and resilient spaces in JLL offices and operations. This year, 60% of our offices over 10,000 s.f. now have a green building certification, keeping us on track to reach 100% by 2030. We are also on track to meet our World Green Building Council (WorldGBC) commitment for all JLL direct operational carbon emissions to be net zero by 2030.

We encourage collective action in the buildings we manage for clients that aligns with our net zero objectives. An increasing number of JLL's clients have significant decarbonization commitments, driving the demand for sustainable office space which today outpaces supply by a factor of 3-to-1. As clients move to provide spaces that support their ambitious low-carbon goals and meet employees' expectations for sustainable workplaces, ESG has emerged as a key differentiator for JLL. Our industry-leading end-to-end sustainability services, products and advisory expertise enables us to help our corporate and investor clients leverage decarbonization as a vehicle to avoid risk and unlock long-term value for their real estate assets.

## **Creating healthy spaces for all people**

Extensive research has shown that the quality of buildings and environments we inhabit directly influences productivity and overall well-being. Safety, health, and well-being are fundamental components of our employee value proposition and workplace strategy, ensuring that we continue to be an employer of choice for skilled talent in an increasingly competitive market.

Delivering on our strategy, I am pleased to share that in 2023, JLL's Global Health, Safety and Environmental (HSE) Management System has been certified for Work Dynamics globally to ISO 14001 and ISO 45001. As we progress, JLL is committed to integrating HSE management systems across our business lines, with a pursuit of achieving a company-wide HSE system certification in the next few years. This approach underscores our dedication to ensuring the utmost standards of well-being and safety of our valued employees.

## **Building inclusive places**

JLL remains committed to shaping the future of work with inclusive spaces and experiences that foster thriving communities, while maintaining a people-focused workplace culture.

Just as we do for our clients, we leverage our investment in technology and sustainability to shape JLL spaces that empower diverse teams to exchange ideas freely, driving innovation and delivering sustainable solutions for all. JLL continues to participate in the UN Global Compact, and we have once again been recognized as one of the World's Most Ethical Companies® by the Ethisphere Institute for the seventeenth consecutive year.

## **Working together for positive change**

This report reflects the collective efforts of JLL's dedicated teams around the world who work to bring our sustainability commitments to life.

Guided by our purpose, to shape the future of real estate for a better world, we are committed to driving positive change and progressing towards a more sustainable future.

**Christian Ulbrich**

CEO and President



# An introduction from our CSO



*I'm excited to share JLL's 2023 ESG Performance Report. In 2023, JLL continued to deliver positive performance against the three core elements of our sustainability program: climate action, healthy spaces, and inclusive places.*

**Erin Meezan,**  
Chief Sustainability Officer

Our progress to address sustainability across our own office portfolio remains strong, with 60% of our offices over 10,000 s.f. being awarded sustainability certifications, and now 34% of our global electricity supply coming from renewable sources. We expanded efforts to embed sustainability across our broader supply chain by increasing our spend with diverse suppliers to \$2.31 billion in 2023.

Our sustainability leadership isn't only related to our operations but extends to how we advise our clients. In 2023, JLL was recognized by the International WELL Building Institute (IWBI) for a second consecutive year as a WELL Enterprise Provider of the Year for helping our clients realize the value of implementing WELL at scale.

While we will continue to report against our sustainability goals and commitments in an ESG report format, our report this year reflects the evolution happening in sustainability and ESG reporting.

Emerging ESG reporting requirements under the EU Corporate Sustainability Reporting Directive (CSRD) are driving new approaches to disclosure of ESG programs and performance. Climate Transition Plan guidance is pushing organizations to move beyond sharing information on their climate commitments toward a fuller disclosure of climate risks, investments and reduction strategies, and performance on climate action goals.

The CSRD will require organizations, including JLL, to report on their social and environmental impacts and activities. To structure these disclosures, a set of standards called the European Sustainability Reporting Standards (ESRS) has been developed. Adapting to ESRS will require a significant shift from our current approach, with new internal processes and a higher bar for ESG data quality. Starting with this year's ESG report, we have undertaken a process to begin aligning with ESRS well in advance of our required disclosure date.

In this ESG report, we're piloting these new requirements. Our climate action section is structured to align to the ESRS E1 – Climate Change, prompting our content in that section to look different from prior year reporting. As we transition to publishing our first full ESRS report in future years, we will continue to evolve our reporting to be in compliance with those requirements.

New ESG disclosure requirements are not only expanding the information we report to stakeholders but are also influencing the underlying data and processes upon which our ESG reporting is based. Evolving ESG reporting requirements demand more credible ESG data, and improved internal processes for collecting and managing this data.

JLL remains focused on improving our ESG data quality, through efforts including conducting data quality assessments, updating the models we use to guide our emission reduction strategies, and completing a Double Materiality Assessment (DMA) in late 2023.

The results of this initial assessment are guiding a compliance roadmap and future reporting plans. JLL also added the new position of ESG Controller in 2023 to play a key role in setting the standards necessary for credible ESG data across our firm.

As ESG reporting demands evolve, we will continue to meet emerging expectations not only in our external reporting, but in new internal processes to meet these demands. While responding to these new disclosure requirements will require significant effort for organizations, we recognize the benefits they will bring to stakeholders by providing credible, comparable and consistent sustainability information.

# Performance highlights

**60%**

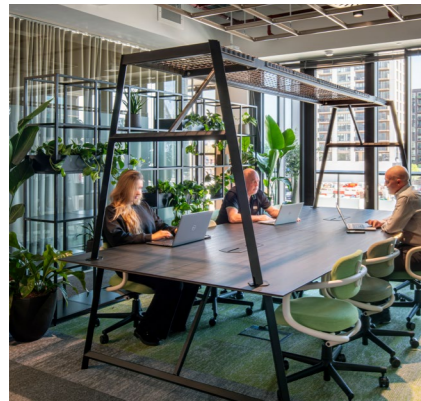
of JLL offices > 10,000 s.f. with a green building certification: on track to achieve 100% by 2030



JLL's Global Health, Safety and Environmental Management System certified for Work Dynamics globally to ISO 14001 and ISO 45001

**37%**

of electricity across JLL's global portfolio supplied by, or sourced from, renewable sources by the end of 2023



**76%**

participation in global employee survey: engagement score remained consistent at 69, maintaining JLL's position in the top 25% of companies<sup>1</sup>

**US\$2.31B**

global spend with diverse and small businesses across our clients' and JLL's supply chain

**38.8%**

female representation in our most senior roles<sup>2</sup>: on track to achieve 40% by 2025



**35%**

reduction in Scope 1 and 2 emissions across JLL occupied offices compared with our 2018 baseline: on track to meet our net zero 2030 WGBE commitment



# Awards and recognition

**World's Most Ethical Companies®**  
Ethisphere Institute

**17th** consecutive year

**One of the World's Most Admired Companies**  
Fortune Magazine

**8th** consecutive year

**One of America's Most Responsible Companies,** Newsweek

**5th** consecutive year

**One of America's Best Employers for Diversity,** Forbes

**Every year since 2019**

**One of the Best Places to Work for Disability Inclusion,** Disability Equality Index

**5th** consecutive year

**WEConnect International 2023 Global Champion for Supplier Diversity and Inclusion**

Platinum category for the **2nd** consecutive year

**Bloomberg Gender Equality Index**

Every year since **2020**

**Dow Jones Sustainability Index North America**

**7th** consecutive year

**Energy Star – Sustained Excellence Award: 2012-2024**

**13th** consecutive year

**Barron's 2023 list of the Most Sustainable U.S. Companies**

**5th** consecutive year

**Human Rights Campaign Foundation's Corporate Equality Index**

**9th** consecutive year

**EcoVadis Sustainability Rating**

**Silver**

**IWBI Global WELL Award**

**2023**

<sup>1</sup>: Benchmark provided by our survey administrator

<sup>2</sup>: Based on Leadership and Management job levels

# About JLL

*JLL is a leading global commercial real estate and investment management company, that helps clients buy, build, occupy, manage, and invest in a variety of commercial, industrial, hotel, residential and retail properties.*

Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAY<sup>SM</sup> by using the most advanced technology to create rewarding opportunities, amazing spaces, and sustainable real estate solutions. JLL is a Fortune 500<sup>®</sup> company with annual revenue of \$20.8 billion, operations in over 80 countries and a global workforce of 106,000 as of December 31, 2023. 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 governmental (public sector) entities. Through LaSalle Investment Management (LaSalle), we invest for clients on a global basis in both private assets and publicly traded real estate securities. A full description of our service lines, and the services we provide are available in our [Annual Report](#).



## Markets Advisory

Enabling stronger decision-making with proprietary intelligence

We solve clients' complex challenges by combining global market expertise with world-class research to identify superior opportunities and inform smarter decision-making.



## Work Dynamics

Shaping a better world of work

Our world-class team of workplace, facilities and portfolio experts create custom strategies to improve efficiency, optimize performance, and shape the future of work through human-centric design.



## Capital Markets

Creating a world of opportunity

As a full-service global provider of capital solutions, we combine the unique knowledge of our people with cutting-edge technology to unveil insights.



## JLL Technologies

Pioneering intelligent real estate

Helping organizations transform the way they acquire, manage, operate, and experience space for the better through the strategic application of emerging technologies and data capture.



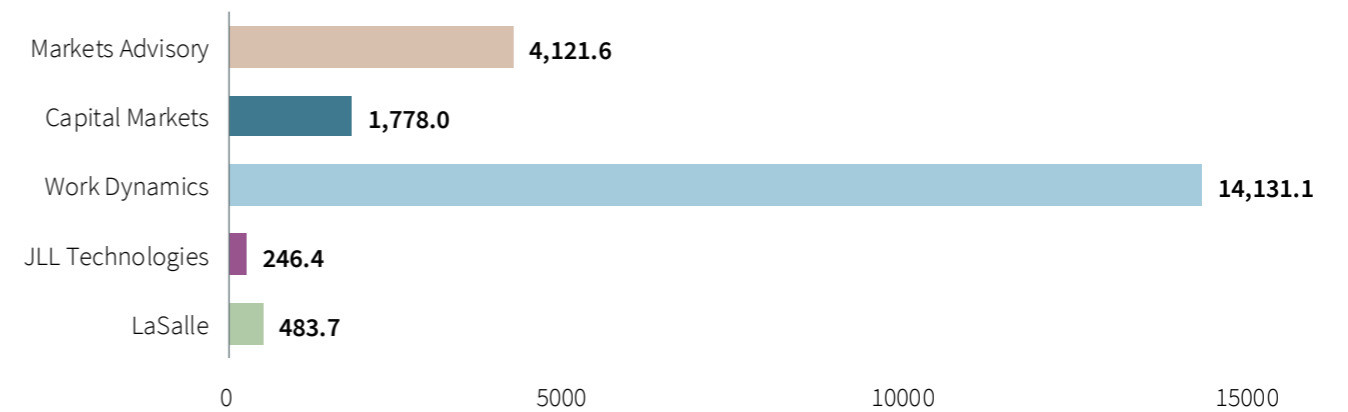
## LaSalle

Investing today, for tomorrow

We are a trusted partner to many leading institutions and private investors; we seek to help our clients invest in the right opportunities, in the right markets, at the right times.



## 2023 revenue breakdown by segment (US\$ millions)



## Employees by region (%)

**41.3%**

Americas



**42.4%**

Asia Pacific



**16.3%**

Europe, Middle East and Africa



# Purpose, strategy, and program




*JLL's purpose is to shape the future of real estate for a better world.*

This purpose guides the actions of all our 106,000-plus employees, whether in interactions with our clients or our communities, to create a higher standard of corporate responsibility. Among the ways we deliver our purpose is by putting into action our sustainability program.



## Our global sustainability program

JLL's sustainability program is focused on delivering impact in three key areas: climate action, healthy spaces, and inclusive places. We call this our Sustainability Framework, with each area supported by specific targets. The implementation of the program is supported by a global governance structure for sustainability.

 <p><b>Climate action</b> for sustainable real estate</p> <p>We support action that accelerates the transition to net zero, enhances performance and mitigates risks.</p>	 <p><b>Healthy spaces</b> for all people</p> <p>We create safe and healthy spaces that promote productivity, well-being and sustainability.</p>	 <p><b>Inclusive places</b> for thriving communities</p> <p>We provide fair and inclusive places that support equal opportunities and thriving communities.</p>
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Four principles underpin our program and demonstrate how we deliver positive impacts for our stakeholders and lead our industry on sustainability.

- 1 Being a responsible business** is central to our values and everything we do. Leading by example gives us the credibility to talk to our clients and advance industry action on sustainability.
- 2 Harnessing the power of our people**, giving them the opportunity, knowledge, and tools to own their success and valuing what makes them unique.
- 3 Driving change through client solutions** to maximize impact, collaborating to transform toward more sustainable outcomes.
- 4 Advocating for a better real estate sector** by driving demand for sustainability, demonstrating thought leadership and engaging industry, governments and society on the issues that matter most.



# Stakeholder engagement

Stakeholder engagement is fundamental to managing our sustainability program. This involves corporate-level engagement with our primary stakeholders — clients, suppliers, employees, and investors — and local-level engagement with communities, media, government, business associations and NGOs.

The stakeholder feedback we receive guides our decision-making and actions, including the development of our sustainability program, our goals and targets, and ESG materiality reviews. The Global Sustainability team supervises all ESG-related stakeholder engagement activities, including active participation in industry-level working groups and non-profit organizations.

Designed to improve our sustainability strategy and performance, these activities position us to understand and address stakeholder priorities and expectations and maintain open dialogue to promote information sharing.

In 2023, JLL held stakeholder dialogues focused on our Diversity, Equity, and Inclusion and Community Engagement goals and programs. The dialogues indicated that stakeholders desire a shift away from traditional philanthropy and volunteerism in community programs, toward a more strategic approach that leverages JLL's business model and its advisory strengths to drive community impact.

JLL's stakeholder engagement processes are periodically reviewed to improve their efficacy and identify opportunities to better capture feedback and insights. All stakeholders can engage with JLL directly through [the contact information](#) provided on our website.

## Public policy engagement

JLL's general approach is to not take positions as an organization on social or political issues or to support political campaigns. Accordingly, we do not permit contributions in JLL's name for political activities. JLL comments on proposed legislation or regulation that directly affects our business interests and therefore the interests of our shareholders. JLL is a member of industry trade associations and NGOs, including the Real Estate Roundtable and the World Economic Forum, that comment on and support or oppose legislation in the interests of the industry generally.

JLL also advocates for policies on topics such as decarbonization or building policies or regulations, that align with our sustainability priorities and contribute to the transition toward a net zero economy.

# Materiality

In preparation for the Corporate Sustainability Reporting Directive (CSRD) disclosure, JLL conducted its first DMA in late 2023 guided by the draft ESRS.

This assessment considered sustainability topics from two lenses, how JLL's business impacts people and the environment, and how sustainability matters may impact JLL financially.

The DMA requirements are comprehensive, so JLL's initial approach is focused on conducting a current state assessment with a set of material sustainability topics relevant to JLL and its value chain, drawn from past assessments conducted for the enterprise.

JLL engaged internal and external stakeholders to refine the list of material topics and created potential and/or actual impacts, risks, and opportunities (IRO) statements mapped to JLL's value chain. We then further reviewed each IRO statement by enlisting sustainability-topic subject matter experts to score each statement.

The IRO assessment methodology aligned with both JLL's existing enterprise risk framework and the requirements of ESRS. With scores applied to the IRO statements, JLL assigned a materiality threshold also consistent with our enterprise risk framework.

This provided a modified output from past assessments by producing a set of material IRO statements, rather than prioritizing and ranking at the sustainability-topic level.

This DMA is an important pilot to capture key learnings that will improve our methodology, inform sustainability reporting and disclosures aligned with CSRD requirements, and guide JLL's future sustainability strategy.

The pilot produced 61 material impact statements, 17 material risk statements, and 26 material opportunity statements, which we are mapping to ESRS topic standards. With a high degree of confidence in the assessment of climate-related IROs, we're piloting ESRS reporting in our climate action section where we outline our material impacts, risks, and opportunities and where they exist along our value chain.

In 2024, we will further refine our DMA process and methodology based on the final ESRS guidance. We will document and disclose our processes, deviations and learnings as needed.

## Supporting industry action on climate change

JLL works to drive industry action on climate change by leveraging relationships with various NGOs and associations to create and promote research and awareness. In collaboration with these organizations, we also are an active participant in activities leading up to and during the annual Conferences of the Parties (COP).

Ahead of COP28, we partnered with multiple stakeholder groups to develop and host engagements and events focused on sustainable building practices.

JLL also publishes numerous research papers, including the global research, '[The commercial case for making buildings more sustainable](#),' that analyzes key factors commercial real estate owners and occupiers should consider when making investments to create a more resilient and sustainable built environment.

As a signatory of The Climate Pledge, JLL supports efforts to achieve the goals of the Paris Agreement. In early 2023, we also joined the Science Based Targets Network Corporate Engagement Program to help preserve and champion nature and biodiversity across our corporate real estate and drive engagement across the sector.





# ESG governance

*JLL has integrated sustainability into our corporate governance procedures to support our purpose and further embed it into our core operations and client services.*

JLL's corporate governance follows 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.

JLL provides 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. Additional information about our corporate governance, including our corporate governance structures, procedures and policies, can be found in our 2024 [Proxy Statement](#) and the [Investor Relations](#) section of the JLL website.

## Global governance

JLL has created a clear governance structure to provide strategic oversight and operational implementation to deliver our sustainability program.

Ultimate responsibility within JLL rests with Christian Ulbrich, our Global Chief Executive Officer and member of the Board of Directors and the Global Executive Board (GEB). As of December 31, 2023, the Board comprised 12 members, of which 11 were independent Non-Executive Directors. We believe the Directors' varied backgrounds, skills and experience contribute to an effective and well-balanced Board that is able to provide valuable insight to, and effective oversight of, our senior executive team. The Board has adopted a Statement of Qualifications for Members of the Board of Directors which outlines the characteristics we seek in Board nominees, including experience relating to environmental and social matters.

Details of our Board composition, including gender and ethnicity data and tenure, are included in our 2024 [Proxy Statement](#).

The Board is assisted by three committees, including the Nominating, Governance and Sustainability Committee and the Audit and Risk Committee. The Nominating, Governance and Sustainability Committee supports the Board in reviewing the Company's policies, programs and implementation of certain environmental, social, legislative, regulatory and public policy matters. The Audit and Risk Committee has responsibility to oversee JLL's Enterprise Risk Management (ERM) Framework and ESG reporting. Our GEB includes senior leaders representing key corporate functions and business line leads. Neil Murray, Global CEO, Work Dynamics, represents Global Sustainability.

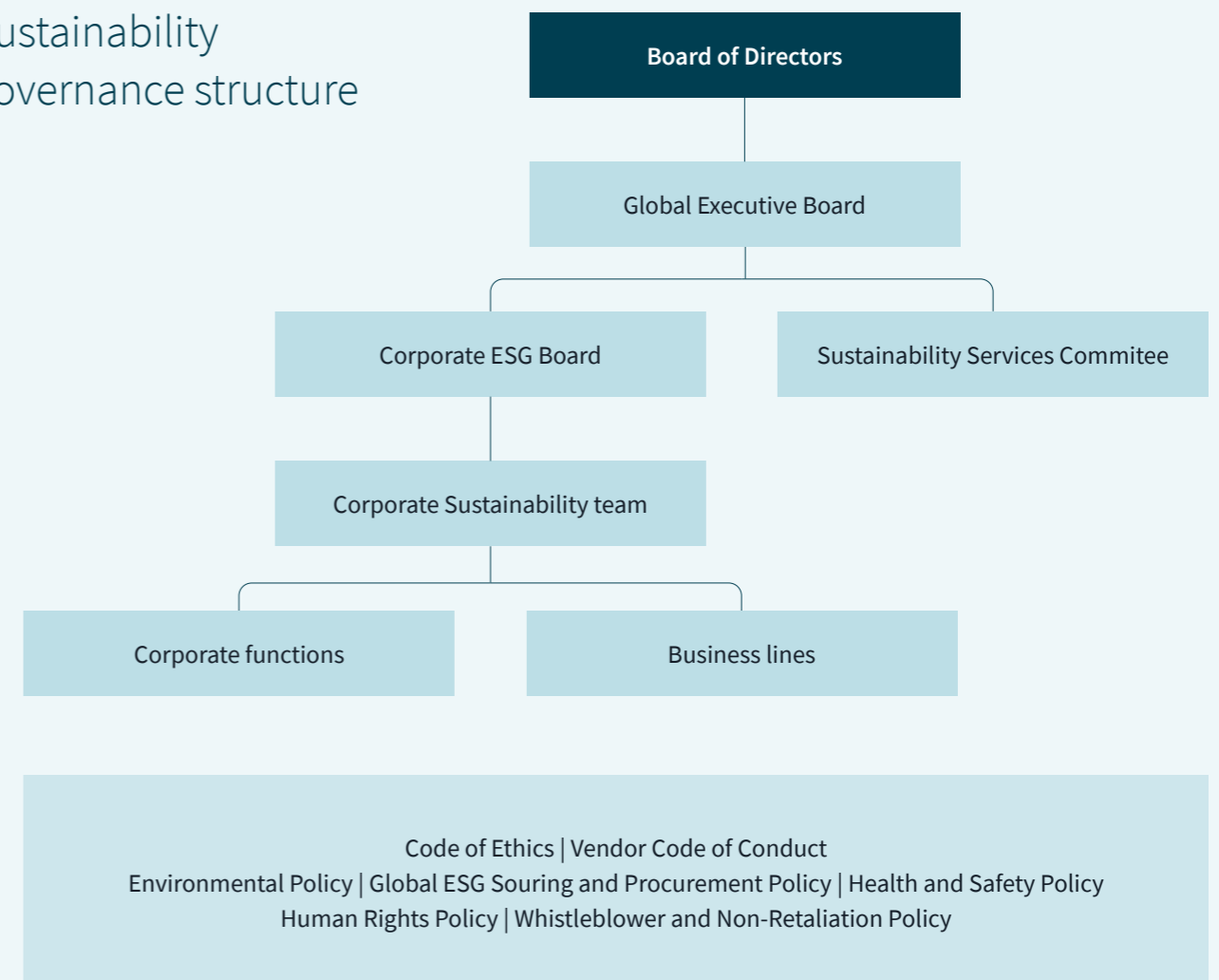
The Sustainability Services Executive Committee is chaired by Guy Grainger, Global Head of Sustainability Services and ESG, who reports directly to Neil Murray. Guy Grainger oversees JLL's external sustainability services, products and strategy to ensure we provide industry-leading support and services to our clients. Our efforts to address sustainability within our internal operations are reviewed by the Corporate ESG Board which meets quarterly. It is comprised of the global heads of business lines and corporate functions, including Human Resources, Finance, Legal and Marketing. It is chaired by Erin Meezan, JLL's Chief Sustainability Officer.

The Corporate ESG Board is responsible for aligning the sustainability interests of JLL with those of our clients, employees, and shareholders, and monitoring our sustainability program and its implementation.

The Corporate ESG Board reviews strategic and operational decisions related to JLL's sustainability performance and progress against our targets.

Our Chief Sustainability Officer is supported by a Global Sustainability team. The team is responsible for the delivery of global ESG reporting and communications, the facilitation of the program globally, delivery of JLL's sustainability targets, and representing JLL in its interactions with external sustainability organizations.

## Sustainability governance structure



# Risk management

JLL's Enterprise Risk Management (ERM) Framework identifies, assesses, and prioritizes the most significant enterprise risks that could impact, both positively and negatively, the achievement of JLL's strategic objectives. ERM aims to maximize short- and long-term value to JLL's stakeholders. Our global ERM framework enables JLL's Global Executive Board (GEB) to take targeted actions to mitigate risks. This framework is governed by the GEB and coordinated by the Global Director of Enterprise Risk Management. Our Audit and Risk Committee reviews the ERM program to ensure it is fit for purpose.

In alignment with the risk governance framework, JLL has dedicated operational risk management functions in place at many organizational levels. The initial line of operational risk ownership sits with front-line employees or dedicated operational roles (e.g., Risk Managers and Business Unit Heads). As a second line, a dedicated role or committee exists at the senior management or executive level, responsible for setting control standards and overseeing compliance.

The ERM function works with risk owners to establish Key Risk Indicators to monitor risk exposures and effectiveness of risk management efforts.

Our Global Internal Audit (GIA) provides our third line of risk management, conducting independent audits of our control environment and processes. Audits are selected and scoped using a risk-based approach to provide assurance over our enterprise risks and material business units and controls.

The sustainability program is included in Global Internal Audit's risk assessment and annually considered for testing. Sustainability and the broader ESG agenda are core pillars of JLL's strategy and are therefore key components of our ERM framework. The ESG materiality assessment (referenced earlier in this report) is one of many inputs used in our ERM assessments to identify and prioritize risks.

JLL determines risk appetite for identified risks by establishing dimensions of risk. This sets a clear, consistent approach to taking on risk, and investing in risk mitigations. We then align these dimensions to the specific enterprise risk identified. With this approach, the risk appetite can be easily updated to reflect business needs, and then applied to any emerging risk.

## Our ERM reporting provides insight into JLL's most important risks, specifically to guide:

 <p><b>Understanding</b> Improve our understanding of the most significant short- and long-term risks facing our organization</p>	 <p><b>Consistency</b> Improve consistency of decision making, governance, strategy and objectives</p>	 <p><b>Risk</b> Define actions to mitigate the impact and/or likelihood of significant risks impacting JLL setting and operations</p>	 <p><b>Ownership</b> Assign ownership for those actions</p>
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## Several ESG-related risks are regularly reported to the GEB and Audit and Risk Committee, including the following:

### Ethics and compliance

#### Risk scope

Managing core compliance risk, including financial crime, corruption, data privacy, regulatory standards and modern slavery. Maintaining a strong culture of ethics and integrity

#### Examples of key mitigations

- Wide array of global programs covering ethical behavior, trade sanctions, anti-bribery and corruption, anti-money laundering, data privacy, fair competition/antitrust and modern slavery
- M&A due diligence and post-acquisition processes
- Ethics and compliance training, resources and communications
- Ethics investigations, anti-retaliation policies and response framework

### Health and Safety

#### Risk scope

Inherent risk of life-changing injury or loss of life as a result of acts or omissions in the services JLL provides.

#### Examples of key mitigations

- H&S management systems and assurance programs
- Hazard identification, risk assessment and minimum required operational controls
- One team S.A.F.E.R. together — behavioral safety surveys and training programs

### Diversity, equity, and inclusion

#### Risk scope

We aim to create an inclusive culture and environment where everyone is welcome at JLL.

#### Examples of key mitigations

- Development of a five-year strategy in partnership with an external firm
- Define behaviors to drive more inclusive work environment for all
- Defined Global Strategy and toolkits available to leadership and staff

### Delivering 2030 carbon reduction commitments

#### Risk scope

Developing and deploying strategies at sufficient scale to deliver our objectives:

- 51% reduction in Scope 1, 2 and 3 carbon emissions by 2030
- To only occupy net zero carbon (NZC) offices by 2030

#### Examples of key mitigations

- Global governance and oversight processes focused on environmental commitments
- Global Sustainable Procurement Framework
- Established sustainability reporting platform
- Regular and transparent carbon emission reporting, with third-party verifications, including and annual ESG report, CDP

# Ethics and compliance

*At JLL, our ethical business practices define who we are and how we behave, guiding our actions. Our ethics and compliance framework enables us to navigate and comply with increasingly complex regulations.*

## Code of Ethics

Our [Code of Ethics](#) is the cornerstone of our Ethics Everywhere program. Together with our Vendor Code of Conduct, our Code of Ethics sets the foundation for the way we conduct our business. The Code sets our ethical expectations for all those who work for us and with us.

To align better with JLL's purpose to shape the future of real estate for a better world, we revised and updated the Code in 2022, making it more easy to navigate, simpler and more engaging. It provides guidance and resources to help employees and managers foster an ethical, 'Speak Up' culture and covers the most significant ethics and compliance risks for JLL.

We conduct an annual exercise to ensure our people have read, understood and subsequently certified to the Code. In 2023, out of a global workforce of more than 106,000 people, we achieved a 90% certification and training completion rate.

## Ethics program

JLL's Ethics Everywhere program provides guidance to help our employees follow the spirit of our Code. It empowers them to speak up and confidently raise integrity concerns without fear of retaliation.

The program covers the broad risk areas of corruption, financial crime, data privacy, conflict of interest, trade sanctions and export control, regulatory standards and other issues, including modern slavery.

We support our people (including on an anonymous basis) to raise ethics and compliance questions, report misconduct, and make suggestions. Our Ethics and Compliance team, supported by a global network of more than 330 Ethics Officers, Ethics Liaisons and Ethics Investigators, provides program oversight.

To keep our global workforce up to date with our ethics program, we offer training and awareness campaigns, including required annual ethics training. In 2023, we delivered approximately 340,000 training sessions on a broad range of ethics and compliance topics to our workforce.

## Ethics reporting

### Policies

JLL's global Whistleblower and Non-Retaliation Policy outlines our commitment to fairness, transparency and compliance with applicable laws. We encourage a 'Speak Up' culture, providing protection from retaliation for any person willing to report any activity they reasonably believe to be wrong or unlawful. The policy

protects JLL employees, business partners (including those involved in pre-contractual negotiations), third parties (clients, contractors, suppliers, or consultants), visitors or any other facilitators who assist those who speak up.

The policy covers all reporting formats, and all reports are investigated as per the defined procedures the policy outlines.

## Reporting

JLL has an independently administered, anonymous whistleblower helpline and online reporting platform, EthicsPoint, for employees and other stakeholders to report issues. They can also report directly to our Legal, Ethics and Compliance or Human Resources functions, Ethics Officers, or externally to the relevant authority.

Our complete ethics statistics are presented in our Ethics Everywhere Annual Report. This includes comparisons to prior years and benchmarking against data published by NAVEX Global, our helpline service provider. We categorize our matters using NAVEX's categories of Accounting, Auditing and Financial Reporting, Business Integrity, Human Resources, Diversity and Workplace Respect, Environment, Health and Safety, and Misuse and

Misappropriation of Assets. This allows us to benchmark our results against NAVEX's database of 3,784 organizations that received a total of 1.86 million individual reports in 2023.

## Risk assessments

To ensure that our resources are directed to the most significant areas, we conduct an annual global ethics and compliance risk assessment to identify, assess and prioritize our key risks, such as sanctions, bribery and corruption, data privacy, and money laundering. Our risk-based approach focuses on the likelihood of a risk materializing and the subsequent impact of that risk if it were to occur. The findings inform risk mitigation plans that are embedded in our annual compliance plan, which are monitored on an ongoing basis throughout the year.

Updates are included in our quarterly report to the Audit and Risk Committee. Furthermore, periodic evaluations of our ethics and compliance programs are conducted, including through Ethisphere's World's Most Ethical Companies assessment and Compliance Leader Verification. Compliance Leader Verification consists of a rigorous review of the ethics and compliance program and corporate culture. Compliance Leader status is awarded to organizations that demonstrate a high level of excellence. Our Ethics Everywhere Annual Report provides performance metrics and further insights into our key ethics and compliance risks.

## Modern slavery

JLL publishes a modern slavery statement annually. The statement details our risk exposure and the practical steps we are taking to assess and address modern slavery risks in our operations and supply chain across our business globally. For more information on how we are responding to risks both within operations and our supply chain, please visit the report [here](#).

## 2023 performance

**We track the number of reported matters and confirmed violations to monitor the effectiveness of our compliance framework.**

**1,290**  
matters investigated

**12**  
matters per 1,000 employees

**724**  
actions taken, ranging from additional training to termination of employment

# Responsible procurement

*In 2023, JLL managed an annual procurement spend of approximately \$12.6 billion on behalf of our clients and across our corporate operations. A significant portion of this is direct spend for services, including the management of workplaces, projects and properties, which we provide to clients globally. We also managed \$1.3 billion of indirect procurement spend toward goods and services we buy for JLL.*

## Supply chain policies

JLL's procurement policies and governance determine how we engage with suppliers globally and regulate compliance and alignment with our ESG principles. All suppliers, for our clients and for JLL, are contractually obliged to comply with the practices described in our [Vendor Code of Conduct](#) that reflects JLL's Code of Ethics.

JLL updated the Vendor Code of Conduct in 2023, updating minimum expectations for suppliers, including ESG elements such as health, safety, and wellness; diversity, equity, and inclusion, which includes non-discrimination policies; the environment; business ethics; and human rights, including forced labor, human trafficking, child labor and freedom of association. Our Vendor Code of Conduct covers our suppliers' direct operations and the actions of their suppliers.

Further, JLL addresses these issues within our own Global ESG Sourcing and Procurement Policy which establishes core ESG objectives that are applied across our global supply chains. These objectives determine how we expect suppliers to contribute to our program, support client sustainability goals, and improve our suppliers' performance over time.

## JLL's global ESG strategy and governance for Sourcing and Procurement

JLL's Responsible Sourcing Framework identifies the most important ESG issues from a sourcing and procurement perspective. This Framework guides our priorities, including the following six focus areas within the 2023 Global ESG Sourcing and Procurement Strategy.

In 2023, JLL made progress against all focus areas, highlighted with the achievement of our Sustainable Procurement Framework target. We will continue our efforts, particularly around modern slavery and ESG Standards in 2024.

<p><b>Carbon</b></p> <p>Reduce supply chain emissions in line with JLL clients' targets and JLL Net Zero by 2040</p> 	<p><b>Supplier diversity</b></p> <p>Increase certified diverse and small supplier spend to \$2.5B by 2025</p> 
<p><b>ESG Standards</b></p> <p>Deliver environmental and social impact in the supply chain through category-based standards</p> 	<p><b>Modern slavery</b></p> <p>Manage risk in our supply chain around modern slavery</p> 
<p><b>Sustainable Procurement Framework</b></p> <p>At 2023-end, the top eight countries by revenue reached Level 3 of the Sustainable Procurement Framework</p> 	<p><b>Awareness</b></p> <p>Deepen ESG awareness and knowledge for internal and external stakeholders</p> 

JLL Responsible Procurement Framework



## Social procurement

Strategies that enhance health and well-being, promote human rights, benefit communities and champion diversity, equity and inclusion, including procurement from small and diverse businesses.

## Environmental procurement

Reducing negative impacts related to greenhouse gas emissions, biodiversity, chemicals and waste, and increasing climate resilience.

## Governance procurement

Management of risk throughout the procurement lifecycle that ensures compliance with human rights (including modern slavery) and health and safety issues.



## Carbon

Sourcing and Procurement is guided by JLL's enterprise-wide target to reach net zero by 2040. To meet this target, as well as increase client and regulatory expectations, JLL follows a 7-step approach to carbon for our clients' and JLL's suppliers globally, which include:

- Measuring carbon annually
- Setting the supply chain pathway to net zero
- Rolling out ESG requirements for our suppliers
- Increasing spend with a net zero supply chain
- Raising awareness and sharing knowledge internally and externally
- Reducing carbon emissions with our supply partners
- Encouraging our suppliers to engage their own supply chain



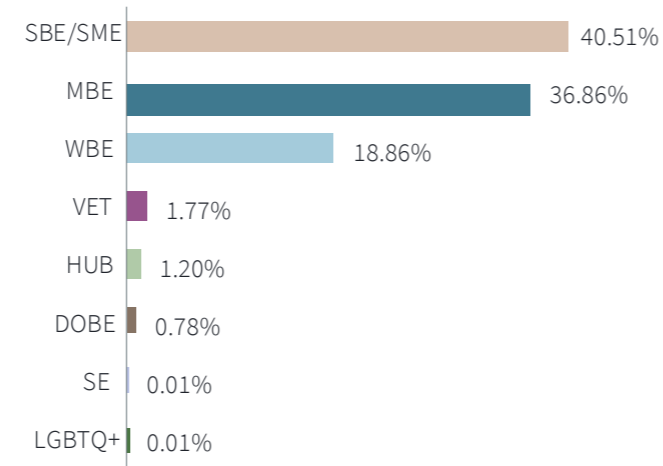
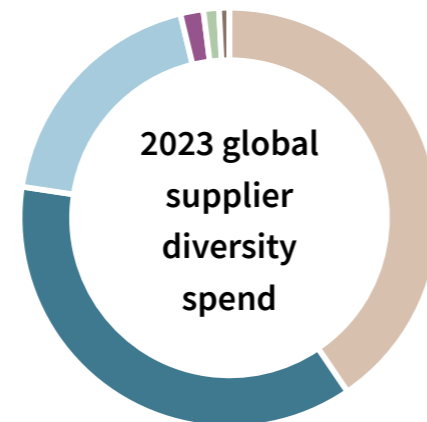
## Supplier diversity

We are committed to a diverse supplier base that is reflective of the communities and clients we serve. Our sourcing strategies focus on increasing business opportunities for micro and small businesses, social enterprises and businesses owned by diverse groups in ethnicity, gender, gender identity, sexual orientation, disabilities, and veteran status, as appropriate locally.

Our Sourcing and Procurement team works to ensure diversity criteria, such as the diverse spend percentage, are integrated into the supplier lifecycle management framework, which includes regular reviews of our strategic and preferred supplier lists by category as a key activity.

In 2023, spend managed by JLL with diverse and small suppliers, which are certified by third parties, reached \$2.31 billion globally. In line with our \$2.5 billion ambition by 2025, our aim is to further develop our pipeline of business with diverse suppliers.

2023 global supplier diversity summary	
Total	\$2.31 billion
Tier 1	\$2.14 billion
Tier 2 (including direct and indirect)	\$0.17 billion



**MBE**- Minority-Owned Enterprise; **WBE** - Women-Owned Enterprise; **SME** - (Micro) Small and Medium Enterprise; **SBE**- Small Business Enterprise (US); **VET**-Veteran Owned; **HUB**-Historically Underutilized Business (US) and Level 4 Contributor BBEEE (South Africa); **SE**-Social Enterprise; **DOBE**-Disability-Owned Enterprise; **LGBTQ+**-Lesbian, Gay, Bisexual, Transgender and Queer- Owned Enterprise.



## ESG Standards

JLL's ESG Standards outline our minimum ESG requirements for suppliers in their service delivery, using a category approach, and ensuring we address ESG consistently across the standards to support our clients in achieving their sustainability goals. In 2023, JLL continued its focus on the cleaning/janitorial category while expanding efforts to draft standards for landscaping, waste, trade, mechanical, electrical and fire.

In 2023, JLL launched the Cleaning Essentials program addressing labor rights, chemical usage, cleaning consumables, cleaning equipment and waste management within the standards. It was launched to suppliers in North America in November 2023 and will be launched globally in the first half of 2024. Complementary to this, nine suppliers were engaged on the standards in Latin America. In our Asia Pacific region, 10 suppliers were onboarded to the standards, and we rolled it out across five client accounts.



## Sustainable Procurement Framework

JLL's Sustainable Procurement Framework is a roadmap to strengthen our internal policies and processes and align training and engagement with clients and suppliers on sustainable procurement. The Framework guides our business through five levels, from 'Foundations' (Level 1) to 'Lead' (Level 5), ensuring a solid groundwork to build a comprehensive and sophisticated approach to sustainable procurement.

In 2023, our efforts aimed at achieving Level 3 for the top eight JLL countries by revenue. Given the operating model for Sourcing and Procurement, we implemented the Framework in key markets from a procurement perspective (which, in some cases, differs from the top eight JLL countries), and evaluated the achievement of the target at a regional level. Based on this, our Americas, EMEA and Asia Pacific regions successfully reached our Level 3 target by the end of 2023.



## Awareness

It is a priority for us to ensure our clients, suppliers, and Sourcing and Procurement team members have the necessary knowledge and skills to deliver our strategy. We focused on delivering regular ESG awareness sessions in 2023 with hundreds of participants per session across our Sourcing and Procurement and Work Dynamics business. These sessions covered JLL's Responsible Sourcing Framework, ESG strategy, carbon, supplier diversity, modern slavery, and JLL's ESG Standards.

ESG is an integrated element of our Supplier Relationship and Performance Management process. This includes setting what JLL's requirements are around ESG and creating ESG roadmaps together with our supply partners. A major milestone in 2023 included JLL's ESG Request for Information (RFI) to suppliers, which aimed to:

- Report JLL's Tier 2 spend with diverse suppliers
- Collect actual greenhouse emissions data
- Baseline supplier ESG performance against JLL's 'ESG requirements for suppliers'

Sent to around 250 suppliers globally, the ESG RFI ensures we measure and monitor supply chain performance across our focus areas of carbon, supplier diversity, and modern slavery. A key output includes mapping suppliers on maturity models that will inform how we engage and tailor advice for suppliers. JLL invested significantly in this area in 2023 by partnering with IntegrityNext, a leading technology solution for supply chain management.

# Industry collaboration

We are an active member and supporter of the following external advocacy organizations for diverse and small businesses:



## Americas

- The National LGBT Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- Women’s Business Enterprise National Council (WBENC)
- National Veteran Business Development Council (NVBDC)
- Canadian Aboriginal and Minority Supplier Council (CAMSC)
- Canadian Council for Aboriginal Business (CCAB)



## Asia Pacific

- Australia Supply Nation (indigenous businesses)
- Northern Territory Indigenous Business Network (NTIBN)
- Social Traders (social enterprises)
- Veteran Community Business Chamber (VCBC)
- Greater China
- Minority Supplier Development in China (MSD China)



## EMEA

- Minority Supplier Development UK (MSDUK)
- The European LGBTIQ Chamber of Commerce (EGLCC)
- South African Supplier Diversity Council (SASDC, black-owned businesses)



## Global

- WEConnect International (women-owned businesses)
- Disability:IN (Global excluding APAC)

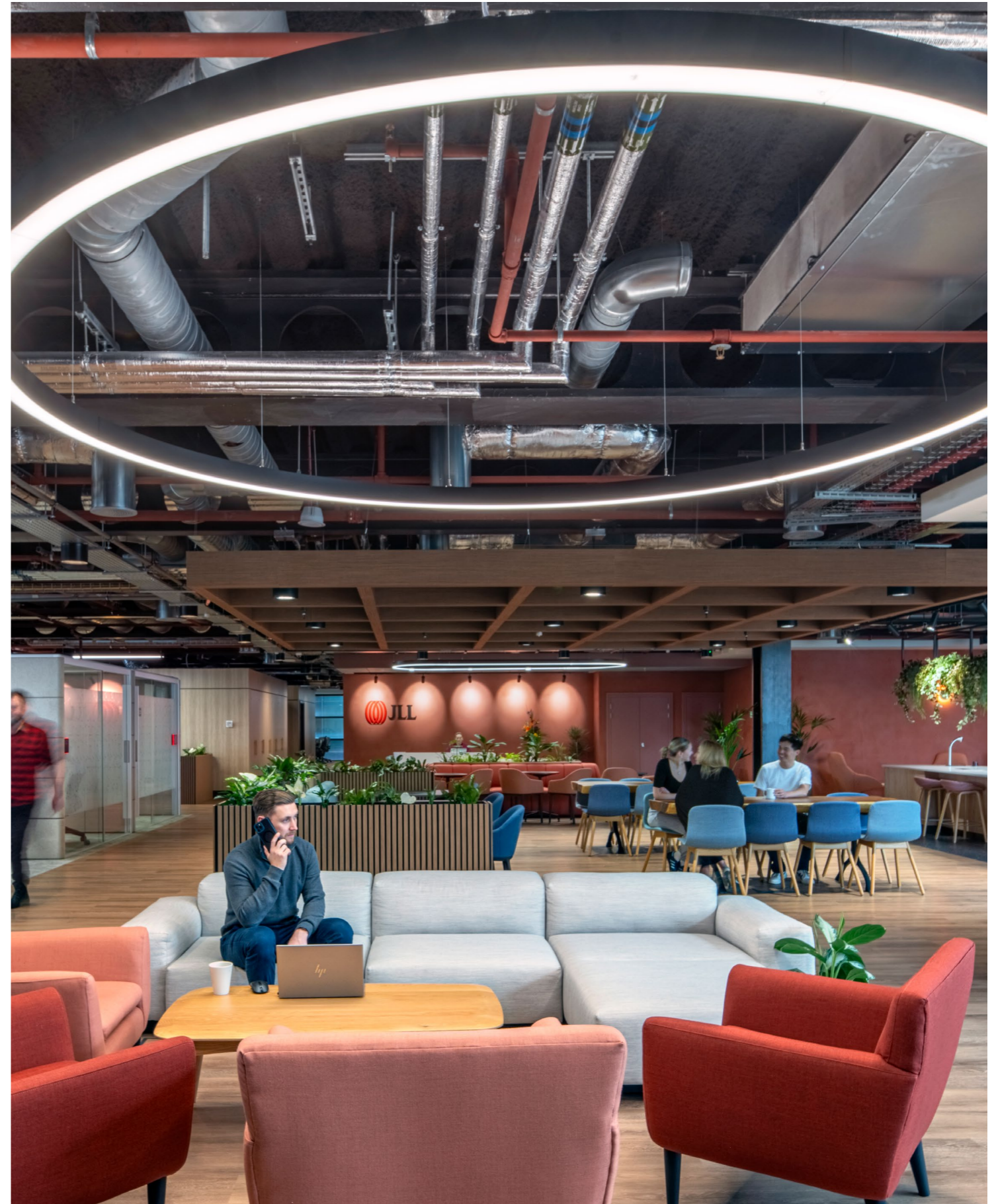


## Awards and recognition

**P&G’s Supplier Impact Awards  
for JLL’s  
Supplier Diversity program**

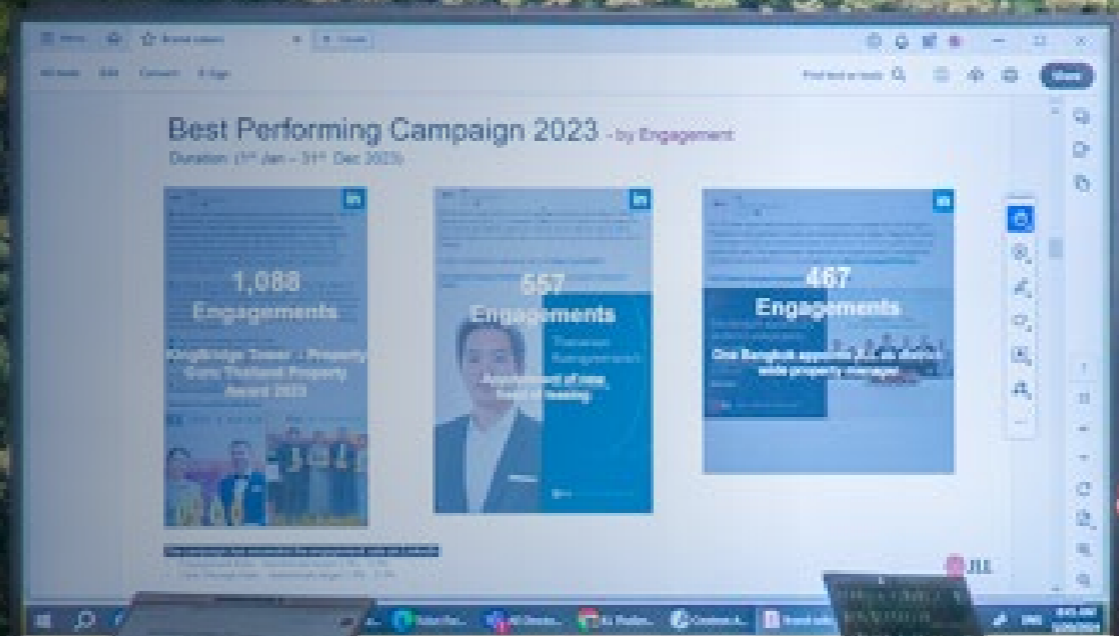
**WEConnect International’s 2023  
Top Global Champions for  
Supplier Diversity – Platinum**

**Intel’s EPIC  
Distinguished  
Supplier Award (2023)**



# Climate action

*As a global leader in real estate, we support action that accelerates the transition to net zero, enhances performance and mitigates risks.*



# Climate action

Guided by our purpose to shape the future of real estate for a better world, JLL is contributing to the transition to net zero. Our target to achieve net zero emissions by 2040 has been certified by the Science Based Targets initiative (SBTi) to its Net-Zero Standard since 2021. Our target provides the framework to manage our climate and energy impacts, targeting decarbonization across our Scope 1, 2 and 3 emissions. To achieve our net zero commitment, we must reimagine how we choose, design, and occupy our space, driving decarbonization efforts across our value chain, and doing the same for our clients.

## Preparing for the Corporate Sustainability Reporting Directive

As ESG reporting evolves with the EU Corporate Sustainability Reporting Directive (CSRD) and the underlying European Sustainability Reporting Standards (ESRS) taking effect soon, JLL is aligning our climate disclosures with these emerging requirements. Using the structure of the ESRS E1 Climate Change requirements as a guide, we are transitioning how and what we report. For consistency, all relevant data points we have reported on in the past are included in this report.

## Climate governance

Our governance structure includes board-level oversight of climate-related issues within JLL. Our CEO, Christian Ulbrich, has overall responsibility for JLL's sustainability performance, including climate-related issues. The Nominating, Governance, and Sustainability Committee assists the Board in overseeing the Company's programs and risks related to environmental, social, legislative, regulatory, and public policy matters. This includes climate-related issues which are reported to the Committee on a regular basis.

Senior management responsibility for meeting our net zero commitments lives with our CSO, Erin Meezan, and the Global Head of Sustainability Services and ESG, Guy Grainger. Our CSO reports to our Global Head of Sustainability Services and ESG, who reports directly to our Global CEO, Work Dynamics. The Global CEO, Work Dynamics, Neil Murray, represents global sustainability and sits on the Global Executive Board.

In 2023, JLL established an internal council made up of the executives leading our key business lines and corporate functions most responsible for JLL's GHG emissions. This internal decision-making body is a critical mechanism to build our net zero commitment into business decisions and operations globally.

## Climate risk management

Material climate change risks that could impact, positively or negatively, the achievement of JLL's strategic objectives, are identified through our Enterprise Risk Management (ERM) Framework (described on pg. 10). This framework is continuously updated, and considers risks over the short, medium, and long-term.

Representatives from JLL's ERM function work with senior leaders of JLL's corporate and business functions to identify potential risk and their causes, along with their potential impacts and consequences. Climate-related risks and opportunities are identified and assessed on a geographic, business line and functional level. Federal, state, and/or local environmental laws are monitored by business function managers in each of our global offices. Representatives of JLL's ERM function, work with sustainability professionals and operational teams to identify potential physical risks that may impact our operations.

The relative importance of climate-related risks are defined through a consistent, probability-adjusted formula to arrive at separate inherent and residual risk assessments.

Risk dependencies are also considered where we look at the potential impact of a certain risk increasing which could have on other risks.

Between 2019 and 2021 we conducted an assessment of climate-related risks and opportunities aligned with the Task Force on Climate-related Financial Disclosures (TCFD). The analysis provided a qualitative and quantitative assessment of physical and transition risks specific to JLL's direct operations, upstream and downstream value chain over the short, medium and long term across three climate scenarios: an aggressive mitigation net zero scenario that aligns with the goal to limit warming to <1.5° C; an intermediate mitigation scenario resulting in 2° - 3.7° C warming by the end of the century, and a worst-case climate scenario with >5° C warming.

The findings indicate that the financial opportunities for our business are greater than the financial risks under all three climate scenarios, with the strongest opportunities existing under a net zero scenario.

We anticipate lower climate-related financial risks to JLL as our business model is not carbon-intensive and mitigation measures are already in place for many risks. Additionally, our existing investments in property technology, green building solutions and our climate change consulting provide significant and scalable avenues to realize the identified climate-related opportunities.

The conclusions were published in our standalone [JLL TCFD 2022 Report](#).





# Material climate-related impacts, risks, and opportunities

In 2023, JLL completed a double materiality assessment aligned with the European Sustainability Reporting Standards (ESRS). The assessment identified the most material sustainability-related impacts, risks, and opportunities (IROs) across our value chain.

The following infographic provides an overview of the most material climate-related IROs aligned with the ESRS E1 Climate Change Topic along with where in the JLL value chain the IRO statement occurs. The material IRO statements inform strategic prioritization efforts in our Climate Action program to manage climate-related IROs.

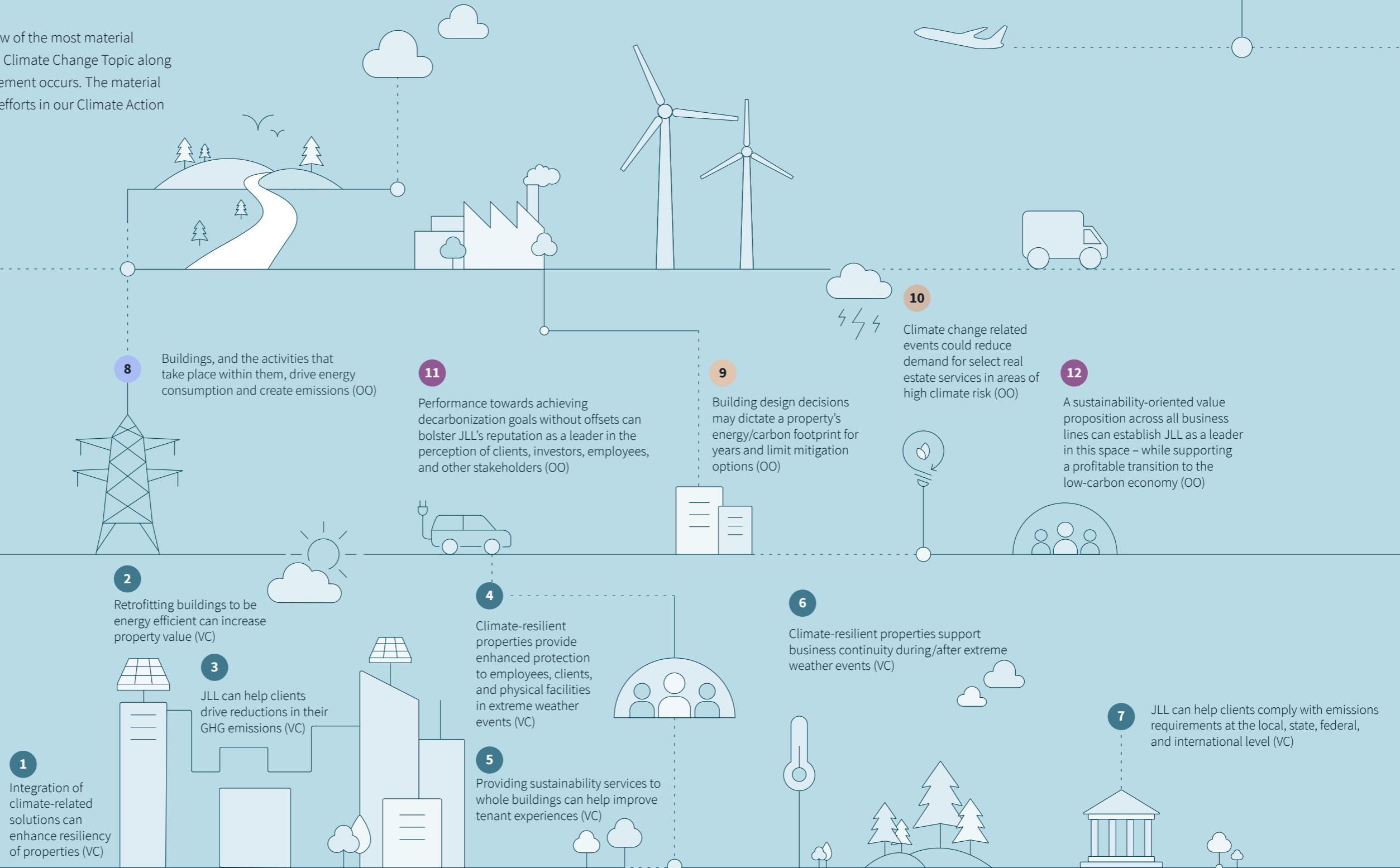
● Positive impact  
● Negative impact  
● Risk  
● Opportunity

(OO) Own Operation  
(VC) Value Chain

## Upstream activities

## JLL Operations and Services

## Downstream activities



## Our strategy and targets

JLL's net zero target commits us to:

- A near-term target to reduce absolute Scope 1, 2 (market-based) and 3 emissions by 51% by 2030 from a 2018 baseline (including 100% of Scope 1 and 2 emissions from JLL-occupied buildings)
- A long-term target to reduce absolute Scope 1, 2 and 3 emissions by 95% by 2040 from a 2018 baseline

We are updating our emission category decarbonization pathways in 2024 to reflect the planned actions and performance projections guiding our net zero journey. We have committed to offset no more than 5% of our 2018 baseline and are investing in abatement measures as a priority.

In 2023, JLL took the following actions to accelerate our progress toward achieving our net zero targets.

### Increasing accountability

We enhanced oversight, accountability, and integration of decarbonization efforts across the firm through the establishment of the JLL Net Zero Council. Made up of business leads responsible for key emission categories, this working group reviews progress, sets direction and priorities and monitors progress toward our net zero goals.

### Clear pathways to achieve our goals

In 2023, JLL updated its pathways to enable us to have better visibility into current gaps toward progress, and to map out our strategies to see their relative impact toward achieving our targets.

### Improving data quality

Through an external data quality assessment, we identified and implemented data quality improvements including reducing the use of estimation methodologies, particularly across our Scope 3 greenhouse gas emission categories.

We also transitioned away from a revenue-based methodology to consumption-based methodology for our largest emissions category (3.11 Use of Sold Products, see pg. 39) which will enable us to more effectively measure and track progress towards our net zero target.

As a consequence of these methodological changes, base-year performance is not always comparable. We have not restated previous year's data in line with our recalculation policy.

With progress against these objectives continuing into 2024, we will produce updated decarbonization pathways for all 11 emission categories included in our target. The pathways will be published in an updated net zero climate transition plan outlining investments, actions and interim targets as these aspects are further identified and agreed upon.

Finally, we increased the number of categories of GHG emissions subject to external assurance. For 2023 GHG emissions data, we engaged KPMG to provide limited assurance covering our total Scope 1 and 2 emissions, and Category 1, 5, 6 and 7 Scope 3 emissions (as well as other ESG metrics). Please see the Statement of ESG performance metrics as of and for the year ended December 31, 2023 (pg. 34) for more information.



# Actions

JLL continues to make progress in the decarbonization of our footprint across Scope 1 and 2 emissions. Acknowledging the challenges of Scope 3 emission reduction, our decarbonization efforts continue across the entire JLL value chain.



## Own operations

An integrated team from our Work Dynamics business leads JLL's efforts to decarbonize our office portfolio in line with our commitment, requiring all operational carbon emissions to be net zero by 2030.

JLL's programs to reduce energy demand across our portfolio start with a portfolio analysis of proposed sites and lease renewals against our sustainability criteria. Through this process we identify and prioritize features that align with our targets or request these through lease clauses that are tailored by location. These complement our standard green lease clauses which support our target such as sub-metering and data sharing. Fit-out, operations, and maintenance criteria, also address energy efficient fixtures and appliances.

We are integrating renewable energy tariffs and community renewable energy programs into our leased office space. Where renewable energy is not directly available, we purchase Renewable Energy Certificates (RECs).

In 2023, on-site energy audits were carried out at strategic sites across Asia Pacific and provide in-depth understanding of further areas for improvement, alongside a portfolio-wide review of energy use intensity to support prioritization of action.

Our approach has contributed to meaningful reductions in energy consumption and an uptake in renewable energy across our office portfolio resulting in 37% of electricity supplied by renewable sources at the end of 2023.



## Fleet

We have a significant vehicle fleet in the Americas and EMEA to provide engineering and other services for clients. We are transitioning our fleet away from combustion engines toward electric vehicles (EVs) which accounted for approximately 11% of our global fleet by the end of 2023.



## Employee commuting

We take steps to reduce the impact of JLL employee commuting, such as prioritizing office locations that are accessible by public transit so employees can get to work in a way that is both low-cost and sustainable.

Facilities including EV charging stations and bicycle parking are also assessed as part of our site selection criteria and fit-out standards. We also incentivize public transit and other low-carbon travel options by providing tax-efficient transport benefits and EV leasing for employees depending on region.



## Business travel

We support virtual, remote, and flexible working to minimize travel volumes. JLL internal policies advise against unnecessary business travel, to both reduce our environmental impact and manage operating costs. If the travel is unavoidable, we recommend employees use less impactful modes of transport wherever possible.



## Procurement

We are collaborating with suppliers across our main product categories to set targets, track key performance indicators, gather emissions data and work together on shared solutions as part of our long-term strategy to achieve this pathway. For more information, see pg. 35.



## Clients

Our Clients pathway tracks emissions from the building that we manage on behalf of our clients. As they account for more than 97% of our carbon footprint, client emissions are the most challenging element of our net zero commitment. For 2023, we have transitioned from a revenue-based methodology to a consumption-based methodology as part of our continued efforts to refine how we measure and report this category (see pg. 40).

The new methodology matches floor area with available consumption data, and where consumption data is not available, estimations are based on property type and floor area using established industry benchmarks for property types. The shift in methodology will enable us to more effectively track the impact of decarbonization efforts as emissions are matched to floor area, and build greater accuracy, validation, and standardization into our approach.

## Our offices

### Sustainability in action - Our global offices

Reducing our Scope 1 and 2 emissions from our offices and ensuring they operate sustainably are our key priorities. By deploying conservation, circular economy and low carbon practices, we are embedding our sustainability goals into our own office portfolio. We have developed a coordinated, portfolio-wide process to embed sustainability criteria into our corporate real estate by focusing across its full life cycle including initiating focus at site selection, continuing through leasing, and design and construction, fit-out, operation, all the way through to sourcing.

### Healthy and sustainable spaces

Our corporate real estate operations incorporate criteria that promote employee well-being, covering site selection and design through to operations. High indoor air quality and sufficient natural light are mandatory criteria for JLL offices seeking WELL certification, alongside broader environmental and health and safety standards.

We give preference to furnishings and materials that emit less volatile organic compounds, ergonomic workstations and energy-efficient equipment during office fit-outs.

Furthermore, we prioritize lighting levels, acoustics, fresh air ventilation, indoor air quality sensors and thermal comfort (in line with LEED, WELL and/or local equivalent standards) to add to employees' comfort. Our operational procedures integrate ongoing monitoring of indoor environmental metrics, surveys, and ergonomic assessments to support certification. We include in our office design spaces that support well-being like relaxation areas, or multifaith and mothers' rooms.

By the end of 2023, 60% of JLL offices over 10,000 s.f. had a green building certification, up from 41% in 2020. Our certification count of our offices over 10,000 s.f. included 38 LEED certifications, 17 WELL certifications, 3 BREEAM certifications, 19 Base-Building certifications and 11 local green building equivalent standards for our fitouts (including Green Star, Green Mark, HQE, RICS SKA). 2023 Highlights include JLL's offices in Tokyo, Japan, and Atlanta, United States, which both achieved LEED Platinum and WELL Platinum certification.

In 2023, JLL was recognized for the third consecutive year by the International WELL Building Institute for its commitment and leadership prioritizing health and well-being in their offices with The Global WELL Leadership Award.



## Waste and circularity

JLL strives to minimize the amount of waste we produce to reduce the impact of our operations. We have targets to equip 100% of JLL offices with waste streaming and recycling programs and remove single-use plastics by the end of 2023. While we did not reach our 2023 goals, our efforts will persist as we integrate practices to address them as a standard practice into our real estate lifecycle. Incorporating criteria into our site selection, fit-out, operational and maintenance procedures enables us to achieve these goals over the longer term.

By the end of 2023, 92% of JLL offices had a recycling program in place.

Because JLL is a minority tenant in multi-tenanted buildings, the goal of 100% waste streamlining requires significant landlord cooperation, which is typically most effective when negotiating a new lease or during a renewal and working closely with our facilities management teams. We deploy strategies like better signage, landlord engagement and contract clauses for suppliers to achieve waste reduction goals.

To eliminate single-use plastics, specifications are integrated into our fit-out standards. In our supply chain, we are implementing green clauses that prohibit single-use, non-recyclable or non-biodegradable plastics. We are also coordinating with catering suppliers to provide reusable options. Overall, steps taken in over 50% of JLL offices have resulted in the removal of single-use plastic items previously present.

### Embedding circularity

Circular economy principles are embedded into our design specifications and choice of materials, which reduce waste and embodied carbon in our fit-outs. We also extend lease agreements and improve the space where possible to limit the impact of a full fit-out of new sites. Our fit-out standards support circularity through the design process, including material selection and optimization, construction and deconstruction, and flexibility. For instance, our product specifications consider recycled material and the potential for longevity, disassembly, and reuse. We identify opportunities to reuse, renovate and redeploy materials and furniture, wherever possible, during refurbishments and fit-outs. We also prefer materials with the lowest embodied carbon, high recycled content, or products that support reuse, remanufacture and repair.

We engage our suppliers to support these efforts and communicate our expectations, encouraging reduced packaging and increased use of reusable and recyclable alternatives.

## Water

As a predominantly office-based organization, JLL does not have a significant water footprint. During 2023, JLL's estimated water consumption across our portfolio was 165,232 m<sup>3</sup>. We target reductions across our portfolio through measures to improve water efficiency and increase reuse and recycling rates.

Most water use across our portfolio is related to sanitation and catering. As toilets are part of the core fit-out, their water use falls mostly under landlord control. To reduce our water consumption, we focus on addressing kitchenette areas and moving to buildings with low water consumption (i.e., LEED/BREEAM).

Alongside targeted efforts, progress towards this goal is supported by water efficiency measures being a mandatory part of sustainable building certifications, such as LEED and BREEAM. Furthermore, low-flow water fixtures (that exceed LEED requirements) are an integral part of our design guidelines for all regions.

By the end of 2023, we met our goal for water management plans to be in place for all JLL offices in high water-stress areas. Action plans for at-risk sites, even those without sustainable building certification, are informed by JLL's site selection criteria and fit-out standards. As part of the site selection process, for example, we capture information on water-efficient fixtures and the availability of rainwater/greywater reuse systems.

In 2023, we revised a water-stress assessment across our global office portfolio using the World Resources Institute Aqueduct Water Risk Atlas to identify JLL locations most likely to be impacted by water scarcity. The software plots office locations against water stress and provides baseline data. The findings categorize offices into different water-stress situations, rating each from low-water use to extremely high-water stress, utilizing the 'pessimistic scenario' to 2030. The results of the analysis indicate that while the majority of JLL offices operate in locations of low to medium-high water risk, 22% of office operate in high water-risk areas, and 23% of our offices are in areas of extremely high-water risk.

## Natural capital and biodiversity

JLL occupies a variety of leased spaces, often in multi-tenanted urban office buildings, which means we have a limited direct impact on nature and biodiversity, but we are working to better understand our indirect impacts.

We mapped our global office portfolio against the World Database on Protected Areas, a joint project between the United Nations (UN) Environment Program and the International Union for Conservation of Nature (IUCN) in 2022. The analysis showed that less than 0.3% of our global office portfolio is situated within protected areas and 63% of our offices are situated adjacent to protected areas.

This helped us realize that our best opportunity to protect biodiversity may be to promote practices that preserve and protect nature through our supply chain and client services. We are a member of the Science Based Targets Network Corporate Engagement Program, to help understand emerging best practices and connect with other organizations working on nature and biodiversity.

# LaSalle sustainable property investing

*In 2023, LaSalle prioritized delivering on our ESG commitments and laying the groundwork for a more strategic approach moving into 2024.*

## **Our focus**

We're committed to uncovering opportunities where sustainability is driving investment performance, toward a brighter future for our clients and communities.

Our strategy is grounded on understanding how, where and when sustainability can drive and protect performance and at the same time reduce carbon emissions to net zero ahead of our targets, and advance the industry's decarbonization efforts through research, thought leadership, and collaborations with industry peers and experts.

We're mobilizing our internal teams to work toward these goals. With over 90 employees on sustainability committees, and 12 full-time roles dedicated to sustainability at LaSalle, we're well-positioned to deliver and ensure success across our geographies and business lines.

## **Our commitments**

### **Urban Land Institute (ULI) Greenprint Center for Building Performance**

LaSalle has aligned with ULI Greenprint Center for Building Performance's goal to reduce landlord-controlled operational carbon emissions of LaSalle's global portfolio of managed assets to Net Zero Carbon (NZC) by 2050.

### **Net Zero Asset Managers initiative (NZAM)**

In 2021, we committed to reducing Scope 1 and 2 landlord-controlled operational carbon emissions and Scope 3 to the extent possible. Our targets include net zero by the year 2050, including a 50% reduction by 2030, subject to our fiduciary duty to our clients.

### **GRESB participation**

LaSalle submitted \$43.5 billion in assets under management (AUM) to the Global Real Estate Sustainability Benchmark (GRESB) in 2023. 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 the 2023 GRESB, LaSalle submitted 20 of the firm's funds and separate accounts, domiciled across Europe, North America, and the Asia Pacific region, that have been recognized for their ESG standards. Across the 20 submissions, seven achieved a 5-star rating, up from four in 2022, nine achieved a 4-star rating, and four achieved a 3-star rating.

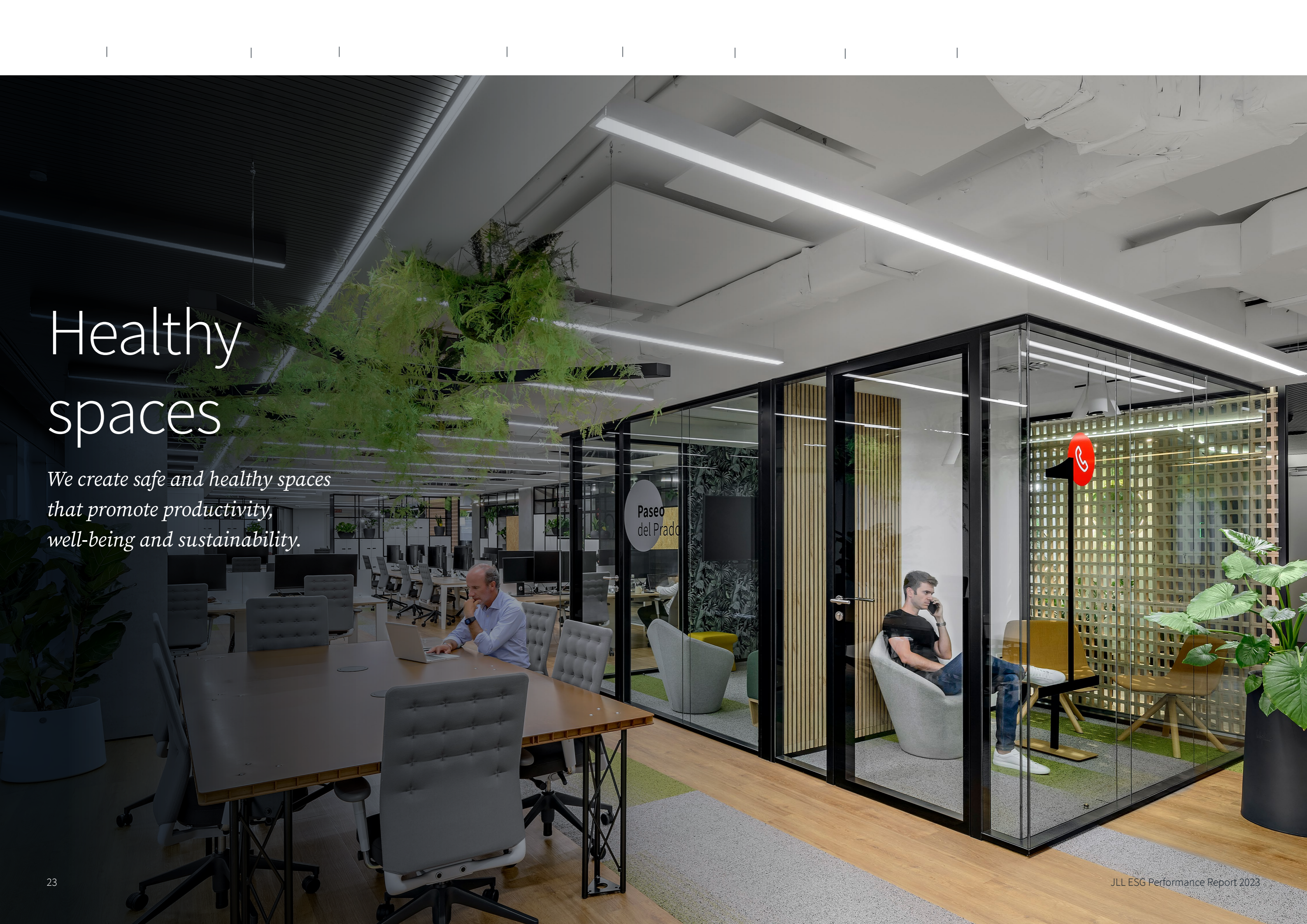
### **Principles for Responsible Investment (PRI)**

LaSalle has received updated scores for the 2023 'Principles for Responsible Investment' (PRI) Assessment Report, securing four stars in the categories pertaining to Policy Governance and Strategy, Direct – Listed Equity – Active Fundamental, and Confidence Building Measures, as well as achieving three stars for Direct Real Estate.

For more information on LaSalle's ESG policy and practices, please visit the [LaSalle website](#).

# Healthy spaces

*We create safe and healthy spaces that promote productivity, well-being and sustainability.*



# Health and safety

*JLL's safety vision is 'One team S.A.F.E.R. together', which is a global approach to embed safety behaviors company-wide. Under this vision, we create workplaces and provide services that protect the health and safety of our employees, clients, and vendor partners.*

1. JLL's Global Health, Safety, Security and Environment (HSSE) policy sets forth our commitment to prioritize the well-being of our people, ensure safe and healthy workplaces, and promote our health and safety culture.
2. Our Health, Safety and Environmental Management System (HSEMS) provides the framework to manage health, safety, and environmental risks. In 2023, HSEMS for Work Dynamics, covering 51% of JLL's total employee population, was certified globally to ISO 14001 and 45001, audited by Lloyd's Register Quality Assurance (LRQA) - an external certification body.
3. The HSEMS applies across client sites and JLL-occupied offices. It defines our health, safety and security standards and procedures through planning, operations, performance evaluation and improvement while allowing sufficient flexibility to meet local legal obligations and/or client-specific requirements. We apply a global hazard identification and risk assessment standard to identify work-related hazards and assess risks on a routine and non-routine basis.
4. JLL also utilizes third-party providers for occupational health and safety services to identify and eliminate hazards and minimize risks, covering topics such as asbestos surveys, indoor air quality, legionella, and fire risk assessments. Supplementary management standards are implemented for contractors and suppliers under JLL's control, including site-based teams and remote site managers. In cases where JLL does not have control over the workplace, efforts are made to align health and safety standards with the HSEMS and comply with minimum legal requirements. As a managing agent, JLL collaborates with partners to proactively prevent injuries.
5. JLL has established a safety culture where everyone has the right and responsibility to report unsafe behaviors and hazardous situations to prevent injuries or illnesses. Our 'good catch' approach proactively identifies unsafe actions or conditions that could pose harm to people or the environment. Our Cardinal Rule of 'Speak Up' and the 'One team S.A.F.E.R. together culture' protect employees from retaliation when reporting concerns.

Key steps include:

- Risk assessments, which must be completed for each work location or work group to identify potential hazards and their severity, with and without controls. We apply a hierarchy of measures to isolate, engineer or administratively control the risk.
- Job hazard identification prior to all non-routine or high-hazard work and/or routine work if required by a client or project scope.
- Point of work checklists before commencing work, which includes a review/validation of the job hazard assessment or a mental review of the upcoming tasks.

Our standard on incident reporting provides a framework for investigating work-related hazards and situations, with root cause analyses and corrective actions to prevent recurrence. Health and safety teams also conduct 'lessons learned' exercises and share the analysis to promote continual improvement in our safety culture and HSEMS.

## JLL's 5-tier HSSE management system



We have a standard for non-conformity, corrective action, and preventative actions to ensure their effectiveness. New or changed controls undergo necessary risk assessment procedures. Regular monitoring through performance reviews, audits, and inspections allows our safety leadership to track progress and identify areas for improvement.

The HSEMS includes monthly and quarterly performance evaluations against objectives and KPIs for individual client accounts, encompassing safety performance, accident management, and training. A global accident reporting dashboard captures health and safety data covering JLL-occupied offices and client sites operating under our HSEMS. This data includes information on JLL employees and contractors where JLL serves as the principal.



## Our culture of health, safety and well-being

At JLL, health and safety is a collective as well as an individual responsibility. In practice, this means employees are responsible for the work under their control, people working under their control and for those who could be affected by their work activities. During 2023, we continued to drive and expand our 'One team S.A.F.E.R. together' program that defines the behaviors we encourage employees and contractors to embed into their work approach.

## Employee participation and engagement

Under the HSEMS, JLL encourages employees to engage and participate throughout the year in various HSE topics, including an annual Global Safety Week, safety committees, workplace inspections, audits and risk assessments. A safety survey is an integral part of these initiatives, allowing employees to score HSSE on many topics.

In 2023, our Global Safety Week theme was 'United in Safety: One team S.A.F.E.R. together', which was aligned with the U.N. World Day for Safety and Health at Work. The week-long activities aimed to reinforce our safety vision and cascade safe personal behavior to supplier partners. The event showcased impactful video testimonials from individuals who had experienced workplace accidents, prompting teams to engage in discussions on prevention.

The videos were translated and made accessible to employees across all regions. The Global Safety Week SharePoint site received a significant increase of 79% in total visits compared to the previous year, with over 13,739 employees pledging to minimize safety and environmental risks. Our messages reached employees through various internal channels, including Yammer and daily huddles, as well as external social media channels with 76,000 views across all accounts.

## Training

A Global HSSE training matrix determines core training and qualification requirements for our employees. Core components include the HSEMS and common health and safety risks. In 2023, our 10,000 employees completed approximately 20,000 hours of core behavior-based training, in line with JLL's 'One team S.A.F.E.R. together' vision.

Other mandatory training programs are determined based on an employee's role and responsibilities, with additional training assigned for specific tasks such as working in confined spaces, defensive driving, and fire safety. Optional components may relate to training for vulnerable groups, compliance, or third-party certifications.

## 2023 performance

Collectively, our activities resulted in improved health and safety KPIs across most areas of our business. We once again encouraged JLL staff to take an online safety survey, and 10,593 employees participated, similar to 2022.

Our results exceeded the real estate industry average across all eight categories, indicating we met our target to achieve a safety culture score above the industry standard benchmark. Significantly, our performance puts us in the 95th percentile of 130 real estate companies included in our peer group. The feedback informed the development of our strategic priorities for 2024. JLL's top scoring area was "Organizational Commitment".

Contractor injury prevention remained a focus area in 2023 with the Phase One rollout of a globally consistent Pre-Qualification process within Work Dynamics. Despite this, JLL sadly suffered one contractor fatality in 2023. A thorough root cause investigation was carried out with lessons learned completed post-incident to prevent such recurrence, according to the processes outlined in our HSEMS.

Such incidents reinforce the importance of our continued efforts to advance our safety culture through JLL's 'One team S.A.F.E.R. together' program and roadmap.

At the end of 2023, JLL recorded an employee Lost Time Injury Rate (LTIR) of 0.17; a Total Recordable Incident Rate (TRIR) of 0.39; a Days Away, Restricted Duty and Transfer Rate (DART) of 0.24; and an Incident Severity Rate (ISR) of 4.76. Our Experience Modification Rate (EMR) remained unchanged at 0.48 between the end of 2022 and 2023. There were zero JLL employee fatalities reported.

In 2023, we recorded a contractor Lost Time Injury Rate (LTIR) of 0.14 down from 0.19 in 2022, and a contractor Total Recordable Incident Rate (TRIR) of 0.31 up from 0.29 in 2022.



# Inclusive places

*We provide fair and inclusive places that support equal opportunities and thriving communities.*

## Employee well-being

JLL believes in helping its people thrive at work and in life. We offer a supportive culture that values their well-being, including mental, physical, and financial health. We believe that employee well-being fuels innovative thinking, enhancing our collective performance and business results.

We offer our people a range of voluntary health programs and services, which are further customized at the country level. These offerings include health rewards programs, stress management programs, programs to support mental health, programs for children and family members, JLL-funded health spending accounts and vendor discounts, such as gyms and childcare providers.

Inclusivity is at the core of over 200 unique offerings available globally, enabling us to ensure that our people feel valued and supported. JLL's Well-being Hub, available in 15 languages, provides content, including training and webinars, country-specific employee assistance programs and resources for caregivers and working parents, to support each of our well-being pillars.

Our parental leave benefit is one of the key ways we demonstrate our commitment to well-being. We are proud to offer comprehensive parental leave policies that vary across different countries, ensuring our employees can prioritize their growing families. In the U.S., our employees are offered 8 weeks of parental leave at 100% base pay and an average of 7.5 weeks of leave to bond with their newborn or newly placed child. We recognize the importance of supporting new parents in their return to work, as an example we are currently working to establish breastfeeding facilities for new mothers in 100% of our offices worldwide.

Our data suggests that our commitment to employee well-being and the programs we deliver yields positive results. In 2023, our learning and development platform logged more than 57,000 users who participated in over 50,000 hours of well-being courses.

This includes dedicated manager training on tailoring one's approach to the well-being needs of employees – a course that was taken by over 50% of our people managers.

Another way that JLL measures well-being is through its People Survey. In 2023, we evolved our approach to measuring well-being by asking three questions tied to the multiple dimensions of well-being:

- Knowing that managers play a critical role in employee engagement and well-being, our “Manager care” question allows us to understand if an employee feels cared for by their manager. The Global JLL Manager Care score was 83% favorable (meaning 83% of our people scored it 4 or 5). The external benchmark is 64% favorable.
- Our inclusion question “Can be myself” indicates how comfortable an employee is with being themselves at work, which can have a great impact on an employee's sense of well-being. The global “Can be myself” score was 85% favorable (85% of our people scored 4 or 5) versus the global benchmark of 74% favorable.
- To ensure our team members have the right balance, we include a work-life balance question in our People Survey. Our global work-life balance score was 75% favorable (score 4 or 5), compared to the external benchmark of 63% favorable.

## Diversity, equity, and inclusion

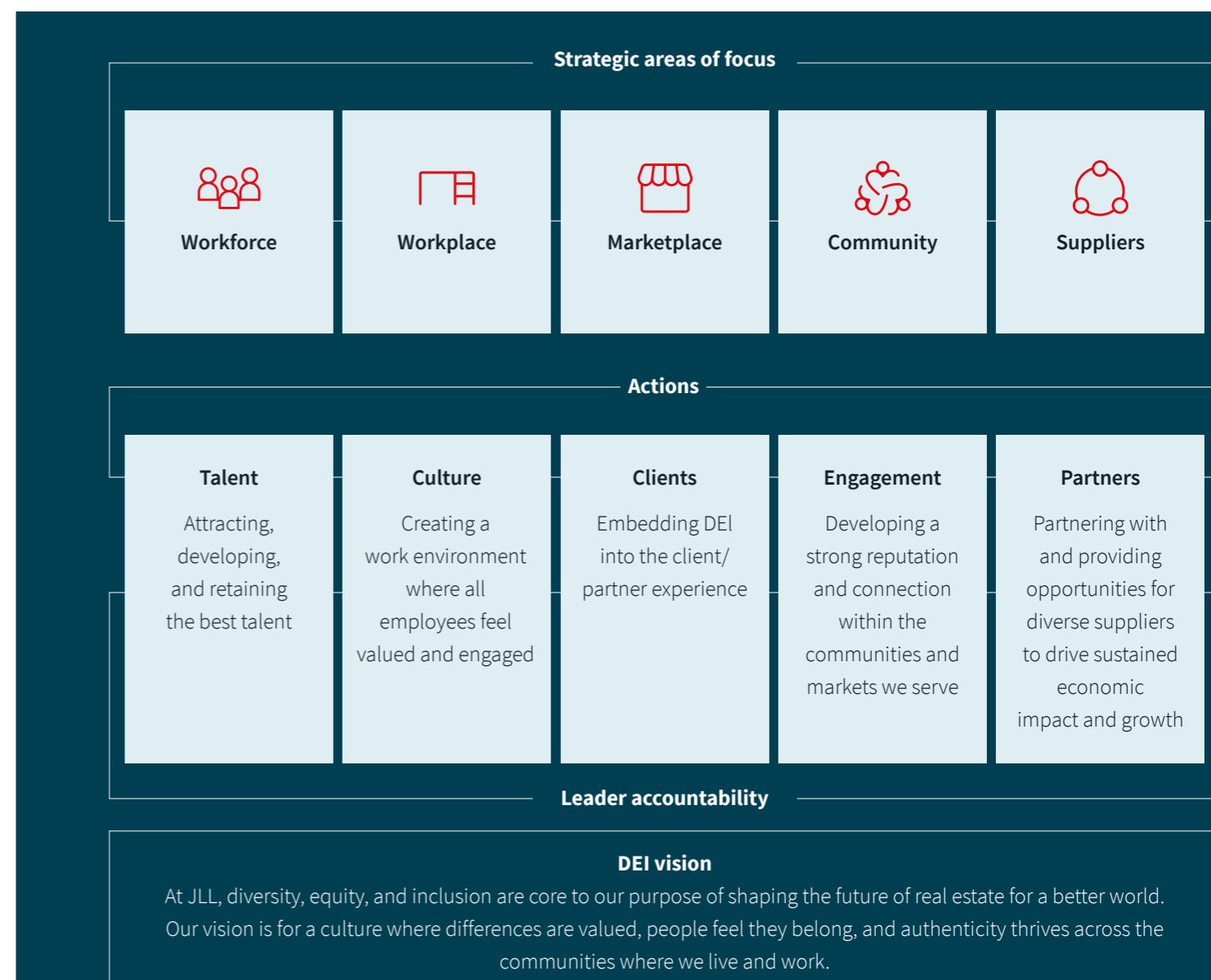
### Culture at JLL

Inclusion and belonging are core to shaping the future of real estate for a better world. In April 2023, we announced our five-year Diversity, Equity, and Inclusion (DEI) Strategy with five strategic focus areas to drive culture outcomes on a global scale: workforce (talent), workplace (culture), marketplace (clients), community and suppliers.

Our strategy was developed through extensive external research about leading practices, internal research about our current culture at JLL, and feedback from our leaders.

Guided by our strategy pillars, JLL remains committed to shaping an environment where everyone belongs, and we continue to actively invest and progress against our five-year aspirations. We focused our efforts in 2023 on

investing in our culture and the experience for our people and clients. In 2024, and beyond, we will broaden this and further invest in our community and supplier programs (on pg. 32 and 13, respectively).



## Workforce

JLL is committed to attracting, developing, and retaining talent at all levels and areas within our firm. We support diversity in many forms: ability, education, generation, industry and life experiences, neurodiversity, gender, ethnicity, and sexual orientation. As we value what makes our employees unique, we empower them with the opportunity, knowledge, and tools to own their success and shape a career that matters to them.

Globally, our people thrive with career opportunities, rewards and a supportive culture that prioritizes physical, mental, and financial well-being. We equip our people with training and support to expand their horizons — to grow their business and technology acumen, widen their expertise and be aware of unconscious bias. Inclusion and belonging are strategically integrated into our global learning platform.

We aim to partner with organizations to increase awareness of the opportunities at JLL. This includes: Department of Defense SkillBridge; Project Destined; HBCU Business Deans Roundtable; Changing the Face of Property; Girls in Property and Women in Property; The Mom Project; Commercial Real Estate Women (CREW) Network; Society of Women Engineers; Women in Manufacturing; and Best Buddies International.

## Workforce efforts in 2023

**Training:** Employees completed over 21,400 hours of facilitated training on principles to foster inclusive behaviors and teams. Training efforts extended to our LinkedIn Learning platform, where 34% of JLL engaged with inclusion-related content.

**Leadership representation:** We believe in diverse representation in leadership. Women in management represent 39% of leaders at JLL, and four country CEOs are women. Across our total workforce, 36% of employees are female. With 58% of our JLL Board of Directors being diverse, we gain valuable insights and business perspectives. Please see our 2024 [Proxy Statement](#) for information on Board-level diversity.

**Gender equality:** Our gender equality index, aligned with national legislation, was published in France. All four JLL France entities included in the index scored the maximum available points in at least one of the five criteria – spanning pay, promotions and leadership – and achieved a cumulative top score of 89.

**Employee wellness:** JLL believes in helping its people thrive professionally and personally. We offer many health and well-being programs to support the needs of employees, including access to mental health resources, support for working parents, JLL UK's accommodative menopause policy, and more.

We also initiated a pilot program for mental health first-aiders. This accredited program empowers and equips individuals with the knowledge, skills and confidence needed to support a friend, family member or colleague in need. In 2023, we remained dedicated to the Working with Cancer Pledge, emphasizing our commitment to providing benefits that nurture all aspects of well-being. We continue to create safe spaces for open dialogue, care and belonging, with personalized support for our people when they need it most.

## Supporting careers in real estate

We continue to partner with Project Destined (PD), which offers financial literacy, entrepreneurship, and real estate industry experience. In 2023, we expanded this partnership from the U.S. to the EMEA region. As one of the first real estate firms to partner nationally with PD, JLL supports national and local efforts, including a \$250,000 sponsorship of a virtual eight-week real estate internship program for high school and undergraduate students.

Our Capital Markets business continues a college repayment program in the U.S., through which all newly hired analysts are eligible to receive loan repayment support of up to \$5,000 annually, with a lifetime maximum of \$15,000 applied toward student loan debt. Since its creation, participants have saved over \$600,000 in principal and interest payments.

In Australia, JLL supports veterans from all ranks and services as they transition from military to civilian careers.

We offer dedicated coaching to translate their skills during the job interview process, facilitating the application process for veterans and their families and positively impacting over 2% of Australia's workforce. In the U.S., Workforce Development helped 58 active-duty members transition to civilian jobs at JLL through the Skill Bridge program.

## Culture

JLL continues to build a culture where authenticity thrives, differences are valued, and people feel they belong. We cultivate a brighter path for diverse minds and experiences to shape opportunities for collaboration and innovation.

## Culture efforts in 2023

**Leadership accountability:** We foster a culture where leaders are held accountable for promoting inclusive experiences that align with our core values of teamwork, ethics, and excellence for all. In 2023, we directly embedded inclusivity as part of our redefined core leadership behaviors to drive our near and long-term success in shaping inclusion across diverse teams and cultures.

The Head of Diversity, Equity, and Inclusion reports directly to our CEO and actively engages with our global executives, clients and JLL's Board of Directors.

Additionally, we aim to provide leaders with tools and resources, including a listening toolkit and cultural observances guides, to foster more supportive experiences for their teams to learn and grow. Showing appreciation is also essential for creating an inclusive workplace and a brighter way of working.

We've introduced resources to foster inclusivity and community, including a program that connects employees for virtual connections, with over 1,000 employees signed up to participate. Furthermore, our Code of Ethics, supported by a broader suite of policies and procedures, continues to provide the foundation for our culture of belonging and meet the diverse needs of our people worldwide.

**Business Resource Groups:** Our Business Resource Groups (BRGs) are open to all and provide community and cultural learning opportunities. We have more than 30 BRGs and DEI workgroups around the world supporting race/ethnicity, veterans, people with disabilities, caregivers, and diverse sexual orientations. In 2023, more than 12,000 Americas employees participated in our BRGs. Additionally, JLL hosted over 300 BRG events globally, resulting in 93% of surveyed attendees in the Americas reporting increased workplace engagement.

**Celebrating cultural observances:** We celebrate many important cultural observances around the world, including International Women's Day and Pride Month, which are meaningful to our colleagues and reinforce our culture of belonging and unite our community.

**Culture of listening:** To ensure we continuously improve our workforce culture, we regularly survey our employees to measure their perception of fair treatment, sense of belonging, leader inclusion, and authenticity at JLL. Our 2023 inclusion score was 77, with over 85% of underrepresented groups in the U.S. reporting that they can 'be themselves at work.'



## Marketplace

Our business vision is to build the most reputable commercial real estate platform in the industry that attracts highly talented people and allows us to create enduring client relationships across JLL. We deliver exceptional results for clients every day, with the goal of attracting, retaining, and engaging a diverse consumer, business, and community partner base. How we engage with the business marketplace reflects our commitment to DEI and leading ESG practices.

### Marketplace efforts in 2023 Strengthening inclusion and belonging across our clients:

We continue to build inclusive spaces where all can thrive in the workplace. Community is important to our clients, and we are proud to partner to create programs that lead to long-term social change. JLL partnered with a client in London to launch their first real estate work experience program called “Building Your Future” to increase awareness of opportunities in real estate. Over 1,900 students participated in the program, and knowledge of the real estate industry increased from 10% to 88%.



### Awards and recognition

While we remain committed to our ongoing journey toward greater inclusion, we take pride in the significant accomplishments we achieved in 2023.

- Middle East Consultant Awards – Gender and Ethical Employment Champion of the Year
- DiversityInc Top 50 Noteworthy list 2023
- Just 100 – America’s Most JUST Companies and Industry Leaders in Real Estate
- Best Company for Diversity by Black Enterprise
- Best Workplaces in Real Estate – India’s Best Workplaces for Women Top 50 Large Organization
- U.S. News and World Report Best Companies to Work For
- Community Business 2023 Hong Kong LGBT+ Inclusion Index
- Seramount:
  - Best Companies for Multicultural Women
  - Inclusion Index
  - Top Companies for Executive Women
- Institute for Workplace and Facilities Management (IWFM) Impact Awards 2023



# Employee engagement

In 2023, despite continued economic, geopolitical and societal challenges, we remained committed to creating an inclusive workplace and listening to our people. To bring our people's ambitions and business strategy together, we implemented our global People Strategy, an enterprise-wide plan to attract, retain and develop inspired people who are equipped and rewarded for delivering the best solutions for all.

Our People Strategy focuses on what weaves us together as OneJLL – our culture, experience, workforce and rewards – to guide our actions toward achieving our business vision. Under the People Strategy, we bolstered employee experience by defining our Employee Value Proposition, or 'promise' to our people, which is brought to life at moments that matter the most. We continue to use this as a framework for evaluating and improving employee experience.

Our 2023 survey had the highest number of respondents at 78,692, which is 76% of our population. JLL's engagement score remained stable at 69, maintaining JLL's position in the top 25% of companies, according to our survey provider. Survey insights are used to gauge how well employees understand and feel about our evolving business strategy, purpose and commitments. Results show that our people value career development and recognition, as well as our commitments to DEI, well-being, and safety.

In 2023, we continued to administer two additional global surveys, both for those joining and those leaving JLL to understand what attracts people to our firm and what motivates them to move on. Our data-driven approach to reviewing survey results provides critical information to shape our approach and make sure we have the right talent in the right place at the right time. This includes advanced diagnostic and predictive analysis to evaluate the efficacy of our processes, validate people strategy outcomes, and take steps to enhance our people experience to attract and retain the best talent in the industry.

## Celebrating wins: A culture of reward and recognition

Every day, JLL colleagues seek to go above and beyond for our clients and our industry. In alignment with our values of teamwork, ethics and excellence, we work together to deliver on common goals and share the outcomes. Showing appreciation fosters an inclusive workplace, helps retain talent and shapes a brighter way of working. We provide recognition in various ways, so employees feel included, appreciated and inspired to do their best work. We celebrate wins of all sizes, especially when going above and beyond, and it all starts with a thank you.

Going Beyond, our global digital recognition platform, allows employees to publicly thank colleagues, and notifies managers so their teams and colleagues can celebrate their success.

In 2023, over 50,000 Going Beyond awards were issued to deserving team members. We also leverage a global recognition playbook that offers creative ideas for managers to celebrate teams and colleagues on a regular, personalized basis. In addition, nearly 40% of JLL's employees have a length of service greater than 5 years. To honor the tenure of JLL's employees, we have anniversary milestone awards through locally relevant recognition programs.

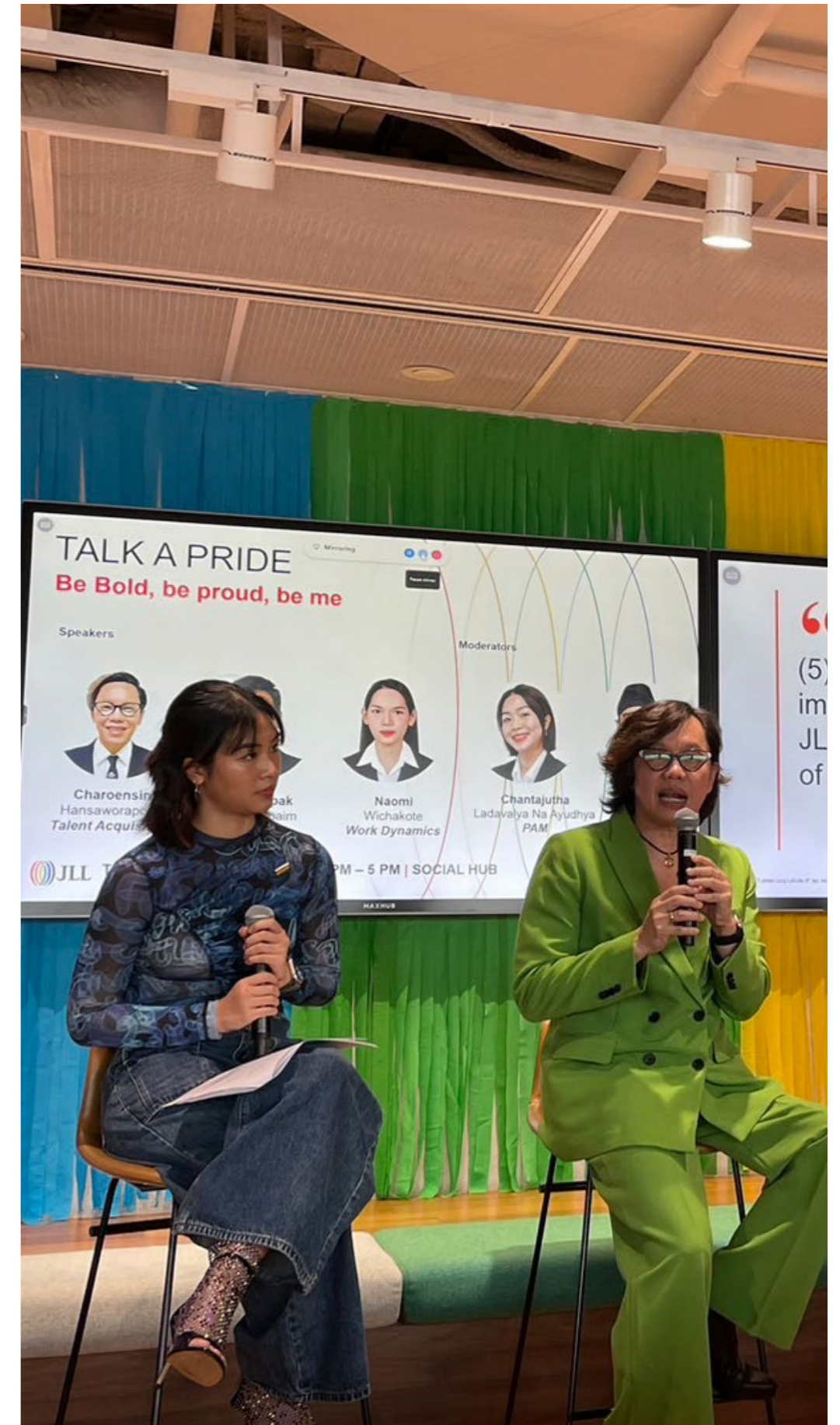
## Performance management and incentives

For talent planning, JLL uses strong reporting and analytics that help us in overall performance reviews for employees, identification and development of high-potential employees, long-term skill gap identification, and leadership succession planning. Our annual performance process is based on individual goals which are aligned with team and business priorities. Managers are encouraged to regularly check in on performance throughout the year so that feedback shared during the year-end performance discussion is not a surprise. In 2023, we launched the Get Feedback feature in Workday, allowing employees and managers to gather feedback to enrich the year-end conversations. In 2023, 97% of in-scope employees received a performance rating from their manager to enable continued growth.

As our organization continues to evolve, our incentive plans do too, particularly to be more enterprise-focused. Incentives for our senior leadership roles now have an increasing focus on overall enterprise and segment performance to further encourage a OneJLL mindset. This link to enterprise performance is something that will be woven into other employee incentive plans over time, ensuring a linkage across our business and all levels and roles to drive towards and be rewarded for enterprise success.

From the funding of our plans to individual decisions, we strive to make all pay decisions based on consistent and fair criteria and without bias. As such, we use a globally consistent methodology where role, rather than individual, is in focus when mapping employees into career levels, designing compensation plans, and assessing individual pay against internal salary ranges and relevant market data.

A review with HR and an approval process at the leadership level are integral to our annual compensation planning. This ensures pay and bonus decisions are fair and objective and are based on skills, experience, knowledge, and performance.



## Developing talent

At JLL, we recognize that everyone has a different definition of success. Therefore, we empower our people to shape careers that matter to them – whether that’s deepening their expertise, making an internal move, or getting promoted. We strive to hire highly talented people and equip them with opportunities, knowledge, and tools to own their success, no matter where they are on their journey.

Using extensive internal and external research, we have redefined the core leadership behaviors that drive our near and long-term success. These behaviors are the foundation for leadership development, leadership performance and talent assessments, succession planning and other career advancements. Our award-winning leadership development program, Leading the Way, previously known as Real Leadership, was updated to reflect the expectations of leaders, and our employees can self-assess against those expectations.

Leading the Way is an end-to-end platform that helps our leaders grow their leadership skills from frontline to executive. It has served over 10,000 employees worldwide with 10 different programs, including partnerships with Harvard, Stanford, Cambridge University, IMD Business School and many other prestigious partners.

As our business evolves, so do our broader learning and development platform and products. We continue to upskill our workforce on future-focused skills, ensuring our employees worldwide receive the development opportunities they need, whether for technical or professional development, or through leveraging our JLL Virtual Learning library. Annually, more than 87,000 employees have been able to learn in seven different languages through our virtual, on-demand offerings about topics such as, but not limited to, sustainability, technology, and the future of work.

For a deeper dive, our Sustainability Essentials program arms employees with an understanding of sustainability in the built environment, what JLL has committed to for sustainability, and its importance to our industry. To date, 28,000 employees (and counting) have participated in this training that will help us to shape a brighter way. Similarly, over 5,000 new managers have taken our Manager Essentials training which prepares them for success in leading teams at JLL by teaching best practices in delegation, providing feedback, building relationships, and more.



## Highlights from the year

On average, employees spent nearly 22 hours developing themselves through training.



Nearly 100% of employees with access to online learning took a course, totaling 1.9 million completed courses and 967,000 training hours.



The overall rating of all courses in MyLearning was 4.5/5 and the 2023 People Survey saw a +1pp improvement in careers with people citing the increased opportunities to learn and grow.



We revitalized our leadership development programming, converting core courses to open enrollment, leading to a 122% increase in participation vs. 2022.



We launched multiple new sustainability training programs, delivering global sessions to over 1,000 employees to upskill themselves in everything Sustainability at JLL.



We refreshed OneJLL Live Learning to increase the number of products and offerings, reaching 5,000 employees globally.



When our people are ready for their next move, we help them choose which doors to open from endless JLL opportunities. In 2023, we introduced a new approach, supported by AI and reinforced by manager conversations, to make it easier for our people to find internal roles that fit their skills and aspirations. The new approach leverages existing recruitment and workforce technology to make internal jobs match, and our dedicated recruitment team is encouraged to review internal candidates for open positions first. Out of 32,000 positions filled in 2023, 18% were filled internally, up from 16.7% in 2022. In addition, JLL’s Recruitment Redeployment team leverages the new approach and associated procedures to help our people find their next move at JLL.

# Community engagement

*JLL helps to create thriving and inclusive communities through the efforts of our employees and through innovative support offered through the JLL Foundation.*

## JLL Foundation

JLL Foundation is a catalyst for startups and early-stage companies focused on climate mitigation, helping to reduce barriers to scaling up and fostering a collaborative ecosystem of support. JLL Foundation helps startups bring new ideas to market rapidly through zero-interest recoverable loans to innovators. JLL Foundation then invests returned loans as funding to other innovators. Through the Foundation's circular model of investment and in partnership with Good Machine, a venture studio specializing in climate impact, we are building a diverse community that contributes to a more sustainable world. JLL Foundation prioritizes startups with diverse entrepreneurs who traditionally have less access to venture capital, investing 53% of its loans with female innovators.

In 2023, JLL Foundation supported 15 new startups with loans totaling nearly \$4.4 million, including reinvested funds from returned loans. For more information, visit JLL Foundation [website](#) and view highlights in its [2023 Annual Report](#).

## Global Communities Week - Our employees giving back

At JLL, we empower our employees to make their communities better by encouraging them to share their time and skills. This can be community volunteering, providing advice to local community organizations or raising funds for organizations that matter. Our community efforts are purposely decentralized and driven by local teams. Our efforts are implemented by a network of Community Leads and staff volunteers.

We promote volunteering and fundraising across our global employee base all year, but also seek to generate community involvement during an identified week, our annual JLL Global Communities Week. During this week, JLL employees around the world simultaneously give back to their communities. In 2023, more than 4,200 colleagues in 30 countries contributed over 2,400 days of action, making it the most successful Communities Week since its inception.

## Measuring our contributions

JLL's community contributions are guided by the Business for Societal Impact (B4SI) framework, a global standard for managing and measuring a company's social impact. Most JLL countries participate in an annual reporting process to track and measure our community efforts.

We currently measure our inputs and outputs — metrics like cash contributions, employee time, and beneficiaries reached. In 2023, JLL achieved its target of donating at least 1% of our pre-tax profit to community causes, with the contribution standing at 1.1%. JLL's charitable contributions include corporate cash contributions to JLL Foundation and other charities, in-kind donations, program management costs, the value of employee time and employee contributions.

JLL 2023 results:

Corporate charitable contributions	\$10,002,862
Employee cash contributions	\$233,475
Days volunteered	7,081 days*
Number of people directly reached or supported	66,116
Number of beneficiary organizations	339
% pre-tax profit donated	1.1%
Staff members took part in community activities during 2023	9,633

\* Footnote: This is short of our goal of reaching 20,000 days by the end of 2023.





# Independent Accountants' Review Report



KPMG LLP  
345 Park Avenue  
New York, NY 10154-0102

## Independent Accountants' Review Report

To the Board of Directors and Management of Jones Lang LaSalle Incorporated:

### Report on the Statement of ESG performance metrics of Jones Lang LaSalle as of and for the year ended December 31, 2023

#### Conclusion

We have reviewed whether Jones Lang LaSalle's (the Company's) Statement of ESG performance metrics and notes (the Statement), on pages 34 to 37 of the Company's 2023 ESG Performance Report, as of and for the year ended December 31, 2023 have been prepared in accordance with the reporting criteria set forth in Note 1.1, Note 2.1 and Note 2.2 (collectively, the Criteria).

Based on our review, we are not aware of any material modifications that should be made to the Statement as of and for the year ended December 31, 2023 in order for it to be prepared in accordance with the Criteria.

Our conclusion on the Statement does not extend to any other information that accompanies or contains the Statement and our report.

#### Basis for conclusion

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants in the versions of AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements* that are applicable as of the date of our review. We are required to be independent and to meet our other ethical requirements in accordance with relevant ethical requirements related to the engagement. We believe that the evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

#### Responsibilities for the Statement

Management of the Company is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Statement such that it is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the Statement and appropriately referring to or describing the criteria used; and
- preparing the Statement in accordance with the Criteria.

#### Inherent limitations in preparing the Statement

As described in Note 1.6 to the Statement, emissions data presented are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements.

As described in Note 2.2, health and safety metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data, such as the reliance on

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individuals to report incidents and the identification of new facts and circumstances during investigations of reported incidents.

#### Our responsibilities

The attestation standards established by the American Institute of Certified Public Accountants require us to:

- plan and perform the review to obtain limited assurance about whether any material modifications should be made to the Statement in order for it to be prepared in accordance with the Criteria; and
- express a conclusion on the Statement based on our review.

#### Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Statement and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we performed procedures that consisted primarily of:

- inquiring of management to obtain an understanding of the methodologies applied to measure and evaluate the greenhouse gas emissions, sustainable buildings and health & safety metrics;
- evaluating management's application of the methodologies;
- inspecting a selection of supporting documentation related to the underlying subject matter;
- recalculating a selection of the underlying subject matter; and
- performing analytical procedures.

The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the subject matter information is prepared in accordance with the criteria, in all material respects, in order to express an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed.

**KPMG LLP**

New York, NY  
July 19, 2024

# Statement of ESG performance metrics

JLL is a leading global commercial real estate and investment management company with annual revenue of \$20.8 billion, operations in over 80 countries and a global workforce of more than 106,000 as of December 31, 2023. We help clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties.

This Statement of ESG performance metrics (Statement) as of and for the year ended December 31, 2023 covers JLL's services and operations across all business segments and geographies. In addition to this Statement, JLL has prepared supplemental ESG performance data that are available on pg. 38. This supplemental ESG performance data have not been subject to assurance.

In 2023, data relating to our operations represented 99.7% of sites that we occupied during the year, excluding coworking spaces outside of JLL's operational control. Where we refer to 'offices', this relates to JLL's corporate space unless otherwise indicated.

## Part 1: Climate action

Emissions (mtCO <sub>2</sub> e)	2023
Scope 1: Fleet (mobile fuels and mileage)	25,472
Scope 1: Natural gas and office fuels	391
Scope 2 (Location-based): Office electricity	11,044
Scope 2 (Market-based): Office electricity	7,896
<b>Total Scope 1 and Scope 2 (location-based) emissions</b>	<b>36,907</b>
<b>Total Scope 1 and Scope 2 (market-based) emissions</b>	<b>33,759</b>
Scope 3.1: Purchased goods and services	58,918
Scope 3.5: Waste	233
Scope 3.6: Business travel inc. hotels	56,325
Scope 3.7: Employee commuting, inc. employee homeworking	118,344
<b>Scope 3 emissions, categories 1, 5, 6 and 7</b>	<b>233,820</b>

### 1.1 Reporting year and basis of presentation

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 (January 1 – December 31). JLL has prepared the GHG emissions metrics and related notes for the year ended December 31, 2023, in accordance with management's criteria, as follows:

- Other than as explained in Note 1.5 for recalculations, Scope 1 and the reported Scope 3 emissions have been prepared using the guidance in the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard (revised edition).
- Other than as explained in Note 1.5 for recalculations, Scope 2 emissions have been prepared using the guidance in the WRI/WBCSD GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard.

The WRI/WBCSD GHG Protocol standards and guidance are collectively referred to as the 'GHG Protocol' in this statement.

### 1.2 Organizational boundaries

JLL uses the operational control approach to determine its organizational boundaries. Operations where JLL has full authority to introduce and implement operating policies, are included in our Scope 1 and 2 emissions inventories. Emissions associated with LaSalle-managed investments are excluded from our inventory, except where properties are managed by JLL, in which case they are included in Scope 3 Category 11.

### 1.3 Operational boundaries

Emissions are calculated and presented independent of any GHG trades such as sales, purchases, transfers, or banking of allowances

#### Scope 1:

Scope 1 emissions are direct emissions from the combustion of fuel from sources inside the organizational boundary and include the following:

Source	Boundary description
Mobile fuel consumption	• JLL-owned/leased/operated cars and vans
Stationary fuel consumption	• Gaseous fuels consumed at a building that is owned and fully occupied by JLL • Gaseous fuels consumed at a JLL-leased building where JLL is the sole commercial tenant

#### Scope 2:

Scope 2 emissions are indirect emissions from the generation of electricity occurring at sources outside of JLL's organizational boundary as a consequence of activities within the organizational boundary. For JLL, this includes the following:

Source	Boundary description
Purchased electricity (heat, steam and cooling are excluded because they are not applicable)	• Electricity consumed at a JLL-leased building where JLL is the sole commercial tenant

#### Scope 3:

Scope 3 emissions are indirect emissions from the generation of the fuel from sources outside the organizational boundary as a consequence of the activities of JLL. JLL includes the following categories of Scope 3 emissions in its Statement of ESG performance metrics.

Source	Boundary description
Category 1: Purchased goods and services	• Corporate procurement by category: technology, professional services, human resources and marketing
Category 5: Waste	• Operational waste generated at JLL-owned and leased buildings (excluding waste from office fit-outs and refurbishments due to data availability)
Category 6: Business travel	• Business travel by car, rail, air, and hotel stays when JLL employees travel for business
Category 7: Employee commuting	• Travel by rail, bus, and automobile when employees commute between home and JLL offices or client sites. Employee homeworking

### 1.4 Emissions per gas

All GHG emissions figures are reported in metric tons (mt) of carbon dioxide equivalents (CO<sub>2</sub>e). Using guidance in the GHG Protocol, JLL has included carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O) in its reporting. Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur Hexafluoride (SF<sub>6</sub>) and Nitrogen trifluoride (NF<sub>3</sub>) 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). JLL uses the conversion of 1 ton of CO<sub>2</sub>e as 1 mtCO<sub>2</sub>e.

### 1.5 Base year and recalculation policy

JLL has established 2018 as its base year for Scope 1, Scope 2 and Scope 3 emissions (categories 1, 3, 5, 6, 7, 8 and 11) ('combined emissions').

JLL recalculates emissions based on any of the following occurring:

- Structural changes that result in a cumulative impact >10% of combined emissions (base year)
- Discovery of calculation errors or adoption of methodological changes that would result in >5% increase or decrease in combined emissions unless it is impractical to do so
- Or the identification of new emission sources that will contribute >10% to combined emissions

### 1.6 Estimation uncertainty

JLL bases its estimates and methodologies on historical experience, available information, and various other assumptions that it believes to be reasonable. Emissions data presented are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

For emissions related to JLL's occupied offices, consumption is based on actual data when available. Where actual data is not available, consumption is estimated using either the daily rate of the latest bill (for months with partial data) or the same month of the previous year by account number. When no invoice data is available for either base building or tenancy, JLL uses the average annual consumption per m<sup>2</sup> by region applied to the building's area.

### 1.7 Measurement methodologies

#### Scope 1 emissions

Source	Method	Emissions factors	Inputs
Mobile combustion	• Scope 1 emissions from JLL's fleet are calculated based on a mixture of distance traveled and fuel type purchased. Emission factors for distance traveled are based on vehicle size and fuel type	• AMER: EPA 2023 • EMEA and APAC: DEFRA 2023	• Distance traveled • Fuel purchased by type • Mode of transport by vehicle size and fuel type
Stationary fuels	• Scope 1 emissions from stationary fuels are calculated based on the volume of fuel purchased by type, or JLL's share of base building usage	• DEFRA 2023	• Natural gas (utility/ landlord bills) under JLL operational control

#### Scope 2 emissions

Source	Method	Emissions factors	Inputs
Purchased electricity	• Location-based	• US sites: eGRID2021 • Non-US sites: IEA 2023	• Utility bill/ metered consumption
Purchased electricity	• Market-based	• US sites: 2023 Green-e® Residual Mix Emission Rates: eGRID2021 • EMEA sites: European Residual Mixes 2021: Association of Issuing Bodies. Version 1.0 • All Others: Location-based factors	• Utility bill/ metered consumption. • Renewable energy certificates and green tariffs

#### Methodology descriptions

##### Location-based:

- Purchased and estimated electricity consumption data in JLL's occupied offices are multiplied by country-level International Energy Agency (IEA) emission factors to convert kWh to metric tons of CO<sub>2</sub>e. The exceptions are Australia and the United States, where state-based emission factors are used (NGA factors in Australia and eGRID in the United States).
- Estimations are calculated in our system using the daily rate of the current bill for the most recent month, then reverting to the same month of the previous year for other missing invoice values.
- In instances where actual data is not available, estimations for our (grid) electricity consumption were derived from comparable properties that had an actual invoice account for the period. Regional benchmarks were calculated for the Americas, Asia Pacific and EMEA based on kWh/m<sup>2</sup> for our scope 1 and 2 tenancy-space data.

##### Market-based:

- We have included validated green energy/ Renewable Energy Certificate purchases in our global portfolio, and we have also adopted residual mix factors for the Americas (Green-e) and EMEA (ReDISS) portfolio where available.

##### Fleet emissions:

- Emissions related to JLL's electric vehicle fleet are currently excluded from our Scope 2 emissions. Although not significant, JLL's fleet includes a growing number of EVs managed under a variety of lease agreements.

Scope 3 emissions

Source	Method	Emissions factors	Inputs
Category 1, purchased goods and services	<ul style="list-style-type: none"> <li>Spend-based</li> </ul>	<ul style="list-style-type: none"> <li>US EPA commodity and industry emission factors, Supply Chain Factors Dataset</li> </ul>	<ul style="list-style-type: none"> <li>Spend (\$) overview by category: Technology, Professional Services, Human Resources, Marketing</li> </ul>
Category 5, waste	<ul style="list-style-type: none"> <li>Average data</li> </ul>	<ul style="list-style-type: none"> <li>DEFRA 2023</li> </ul>	<ul style="list-style-type: none"> <li>Kg of total waste in each building where waste information collected</li> <li>OECD 2019 Dataset, Municipal Waste, Generation and Treatment for waste stream per country and OECD region for estimation</li> <li>Property name, floor area (m<sup>2</sup>) per country and OECD region</li> </ul>
Category 6, business travel (car, rail, air)	<ul style="list-style-type: none"> <li>Distance-based method for travel booked via travel management companies and spend-based method where travel is expensed by employees</li> </ul>	<ul style="list-style-type: none"> <li>DEFRA 2023</li> </ul>	<ul style="list-style-type: none"> <li>Distance in km for each travel mode</li> <li>Total spend by region for each travel mode (via travel management companies and expensed)</li> </ul>
Category 6, business travel (hotel)	<ul style="list-style-type: none"> <li>Spend-based method</li> </ul>	<ul style="list-style-type: none"> <li>DEFRA 2023</li> </ul>	<ul style="list-style-type: none"> <li>Total spend by region</li> <li>Night stays by region</li> </ul>
Category 7, employee commuting	<ul style="list-style-type: none"> <li>Average data</li> </ul>	<ul style="list-style-type: none"> <li>AMER: Commute: EPA 2023; Homeworking electricity: EPA Eirgrid 2022; Homeworking gas: EPA EF Hub 2023</li> <li>EMEA: Commute, homeworking electricity and gas: DEFRA 2023</li> <li>APAC: Commute and homeworking gas: DEFRA 2023; Homeworking electricity: IEA 2021</li> </ul>	<ul style="list-style-type: none"> <li>National statistics on homeworking and commuting averages</li> <li>HR data analytics</li> </ul>

**Methodology descriptions**

Emissions from the following Scope 3 categories have been calculated using guidance in the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions.

**Category 1: Purchased goods and services.**

- For 2023, spend data per category is multiplied by the relevant EPA Industry and Commodity Emission Factors. Previously, emissions were calculated using the GHG Protocol's Scope 3 Evaluator Tool, which was retired in 2023. Data for previous years has not been recalculated because the impact from this change does not meet the threshold set out in our recalculation policy.
- Emissions from leased data centers were previously captured in Scope 3 Category 1, but in 2023, we updated our methodology and moved these to Category 8 to be more in line with the guidance in the GHG Protocol. Data for previous years has not been recalculated because the impact from this change does not meet the threshold set out in our recalculation policy.

**Category 5: Waste**

- The average annual kg of waste per m<sup>2</sup> of JLL-occupied offices with actual data is used to estimate total waste consumption across our remaining occupied portfolio. The total amount of waste is divided into four waste streams: Recycling, Landfill, Waste to energy and other. The OECD 2019 data set: "Municipal waste: Generation and Treatment" is used to estimate the amount of waste per stream. Composting is included for sites with known composting facilities.

**Category 6: Business travel**

- Business travel data consists of both actual and estimated data using a combination of the distance-based and spend-based methods. Travel type data (distance travelled by mode of transport and hotel nights) is obtained from JLL's travel management companies. Where travel is expensed directly by employees, emissions related to travel type are estimated based on spend using regional proxies drawn from the actual data in 2023. Previous years' data - which did not use regional proxies - has not been recalculated because the impact from this change does not meet the threshold set out in our recalculation policy.

**Category 7: Employee commuting and homeworking**

- Emissions related to employee commuting and homeworking are estimated according to the average-data method using information on the number of JLL employees (excluding Integral, our property maintenance subsidiary in the UK) in each location, average days in the office, and publicly available national statistics on commuting patterns. National statistics on commuting patterns are supplemented by responses to our most recent employee commuting and homeworking survey (conducted in 2022) where publicly available data on average distance travelled is not available. JLL uses regional proxies extrapolated from national statistics where national statistics are not available - and for countries with fewer than 1,000 employees.
- Homeworking emissions are likewise estimated based on publicly available information. The methodology accounts for average days worked from home, energy use from equipment and lighting, as well as the heating and/or cooling of homes. JLL accounts for all the emissions from the heating and/or cooling of employee homeworking space to prevent under-counting.
- Category 7 emissions were previously extrapolated based on the results of our commuting and homeworking survey. Previous years' data have not been recalculated because the impact from this change in methodology does not meet the threshold set out in our recalculation policy.

**1.8 Global warming potentials**

The global warming potentials for all GHGs were sourced from the Intergovernmental Panel on Climate Change Fifth Assessment Report.

## Part 2: Healthy spaces

Sustainable buildings	2023
JLL offices >10k s.f. with a sustainability certificate (%)	60%
Health and safety	2023
Employees - Lost time incident rate (LTIR)	0.17
Employees - Total recordable incident rate (TRIR)	0.39
Employees - Days away, restricted duty and transfer rate (DART)	0.24

### 2.1 Sustainable buildings

#### Organizational boundaries and reporting year

JLL offices >10k s.f. with a sustainability certificate is determined based on all JLL-occupied offices as of December 31, 2023. Sustainability certifications include certificates related to both base-building performance and fit-out criteria (such as energy, water, waste, and occupant well-being) issued by an accredited operator of BREEAM, LEED, WELL or other similarly industry-recognized rating system. Where both base-building and fit-out certificates have been achieved for one site, only one certificate is counted.

### 2.2 Health and safety

#### Organizational boundaries and reporting year

Lost Time Incident Rate (LTIR), Total Recordable Incident Rate (TRIR) and Days Away, Restricted Duty and Transfer (DART) Rate cover all JLL employees during the 2023 calendar year. JLL has defined employees for hours worked to include any individual registered on our HR management software which covers all locations globally.

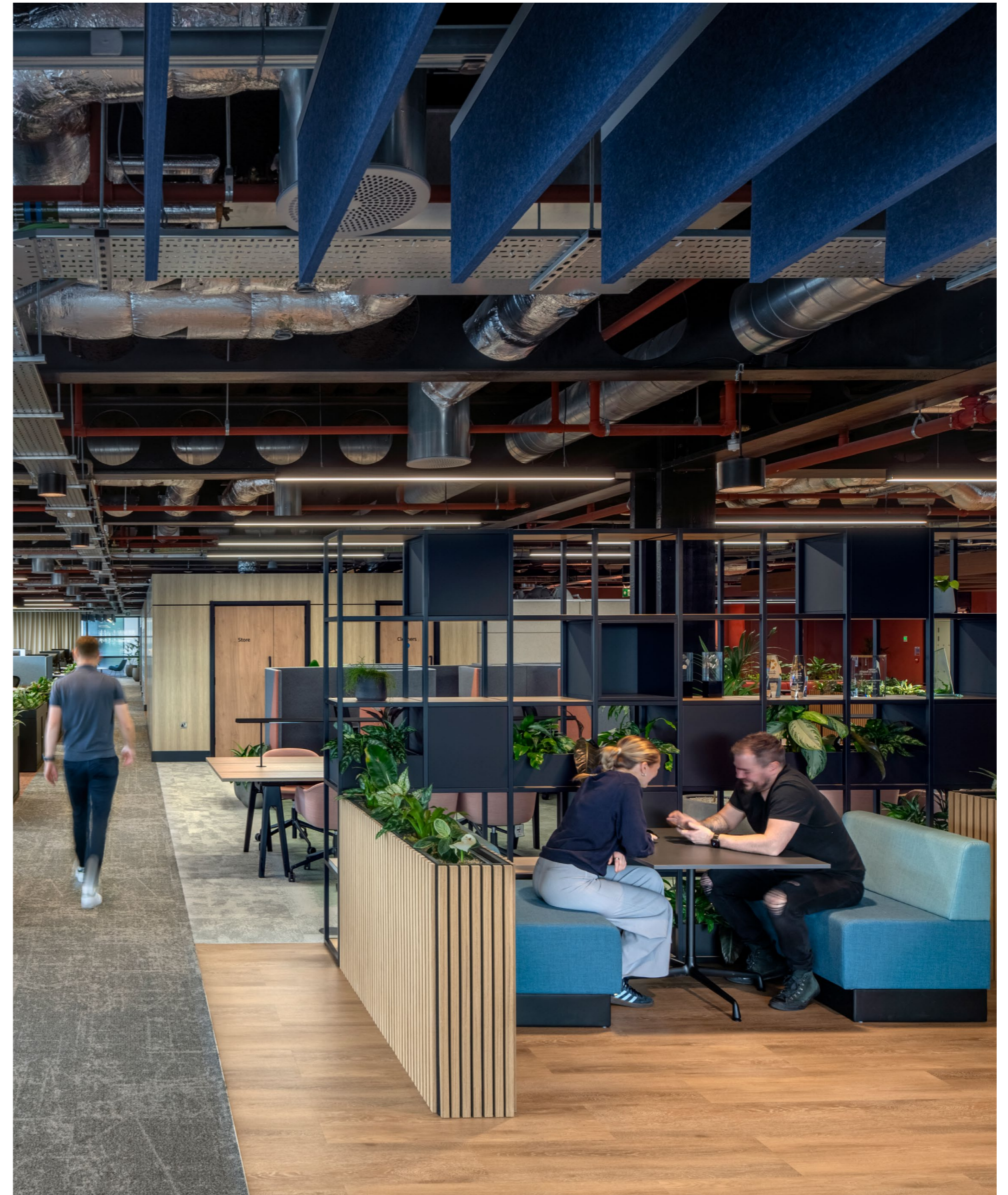
Previously, LTIR, TRIR and DART employee hours were calculated only using JLL employees in our Work Dynamics and Property Management business lines. The updated methodology allows JLL to track our key health and safety metrics across the total JLL employee population. Management has recalculated the LTIR, TRIR, DART for 2022 in this report, 2021 and 2020 have not been recalculated.

#### Measurement methodologies

JLL follows the applicable U.S. Occupational Safety and Health Administration (OSHA) standard definitions in preparing LTIR, TRIR and DART as follows.

Health and safety metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data, such as the reliance on individuals to report incidents and the identification of new facts and circumstances during investigations of reported incidents.

- LTIR is the measure of recordable illness and injuries resulting in 24 hours or more lost time per 100 full-time employees. Lost time incidents are defined as any work-related illness or injury that results in a day away from work the day after the incident as determined by a physician or other licensed health professional.
- TRIR is the measure of recordable illness and injuries resulting in medical treatment per 100 full-time employees. An illness or injury is considered recordable, if they result in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness. They also meet the general recording criteria if it involves a significant injury or illness diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.
- DART is a measure of recordable illness and injuries per 100 full-time employees per year that resulted in days away from work, restricted duties or transferred due to illness/injury. Restricted duty includes incidents that prevent an employee from performing their usual duties, resulting in a restricted or modified role. Transfers result from incidents requiring employees to transfer to another job temporarily or permanently.



# Supplemental ESG performance data

JLL has prepared supplemental ESG performance data as of and for the year ended December 31, 2023, which have not been subject to assurance (see footnote on pg. 39). The data include additional Scope 3 emissions, environmental, health and safety and corporate charitable contributions metrics for which the measurement methodologies are included below.

About JLL	2023	2022	2021	2020
<b>Corporate facts</b>				
Employees	105,756	103,315	98,200	90,000
Corporate office employees	31,098	32,727	32,251	28,295
Employees, Americas	43,635	41,310	39,353	33,084
Employees, Asia Pacific	44,842	44,264	42,204	41,027
Employees, EMEA	17,279	17,741	16,633	14,798

Climate action	2023	2022	2021	2020	2018 (Baseline)
<b>Energy and resource use</b>					
Total emissions (metric tons CO <sub>2</sub> e)	26,348,054	20,743,449	20,932,897	19,304,043	18,206,755
Scope 1: Fleet (mobile fuels and mileage)	25,472*	26,344	28,548	23,073	31,164
Scope 1: Natural gas and office fuels	391*	278	254	1,110	568
Scope 2 (Location-based): Office electricity	11,044*	10,345	9,468	11,321	12,431
Scope 2 (Market-based): Office electricity	7,896*	8,246	7,910	11,321	12,261
Scope 3.1: Purchased goods and services	58,918 *	330,812	302,238	302,225	407,789
Scope 3.3: Transmission and distribution	775	786	2,206	1,819	2,254
Scope 3.3: Well to tank	6,734	7,190	7,751	6,121	8,028
Scope 3.5: Waste	233*	343	330	157	372
Scope 3.6: Business travel inc. hotels	56,325*	59,900	22,765	16,278	76,740
Scope 3.7: Employee commuting	60,376*	87,068	54,956	56,819	86,969
Scope 3.7: Employee homeworking	57,968*	27,743	49,681	42,451	13,482
Scope 3.8: Base building electricity and natural gas (incl. heat and steam)	18,374	12,423	14,593	14,000	17,785
Scope 3.8: Data centres	655	783	880	1,096	1,608
Scope 3.11: Client emissions	26,053,937	20,181,531	20,440,784	18,827,573	17,547,735
Outside of scope: CO <sub>2</sub> emissions from bioethanol (mtCO <sub>2</sub> )	23	72	195	52	112
Scope 1 and 2 emissions by region (metric tons CO <sub>2</sub> e): Americas	24,350	20,956	22,697	NA	NA
Scope 1 and 2 emissions by region (metric tons CO <sub>2</sub> e): EMEA	5,187	9,726	9,958	NA	NA
Scope 1 and 2 emissions by region (metric tons CO <sub>2</sub> e): APAC	4,222	4,187	4,057	NA	NA

Climate action	2023	2022	2021	2020
<b>Energy and resource use</b>				
Rented area s.f.	4,960,147	4,670,984	4,884,437	4,854,942
Total energy consumption (MWh)	136,919	150,646	152,520	138,320
Energy consumption: Electricity (incl. heat and steam)	27,422	27,798	27,263	29,150
Energy consumption: Natural gas	2,134	1,421	1,375	2,457
Energy consumption: Stationary fuels	-	78	10	23
Energy consumption: Fleet (mobile fuels and mileage)	107,364	121,349	123,872	106,690
Energy consumption from electricity per s.f. of rented floor area (MWh/s.f.)	0.00585	0.0058	0.0056	0.0060
Renewable energy used (MWh)	10,081	8,001	7,194	361
Renewable energy used: Americas	3,094	1,278	1,731	361
Renewable energy used: EMEA	5,900	6,454	5,463	0
Renewable energy used: APAC	1,087	269	0	0
Total estimated waste (metric tons)	966	1,136	1,471	1,799
Estimated waste to landfill	425	659.8	672	275
Estimated combusted waste	246	199	79	347
Estimated recycled waste	278	273.6	662	1,077
Estimated composted waste	17	4.4	57	100
Total estimated water consumption (m <sup>3</sup> )	165,232	220,735	207,065	255,088
Estimated water consumption: Americas	86,550	109,014	109,510	140,847
Estimated water consumption: EMEA	44,298	59,669	55,931	62,241
Estimated water consumption: APAC	34,384	52,053	41,623	52,000
<b>Healthy spaces</b>				
<b>Healthy and sustainable buildings</b>				
JLL offices with a sustainable building certificate	95	97	97	79
JLL offices with a sustainable building certificate (%)	34%	26%	26%	21%
JLL offices >10k s.f. with a sustainability certificate (%)	60%*	54%	45%	41%
Total LEED certifications	38	64	59	40
Total BREEAM certifications	3	10	11	12
Total WELL certifications	17	8	3	2
Total other certifications	11	30	21	31

Healthy spaces	2023	2022	2021	2020
<b>Health and safety</b>				
Employees - Lost time incident rate (LTIR)	0.17*	0.15	0.29	0.21
Employees - Total recordable incident rate (TRIR)	0.39*	0.34	0.48	0.49
Employees - Days away, restricted duty and transfer rate (DART)	0.24*	0.18	0.30	0.26
Employees - Experience modification rate	0.48	0.48	0.49	0.53
Employees - Incident severity rate (average days lost per 100 people)	4.76	3.95	1.93	5.12
Employees - Number of staff fatalities	0	0	0	0
Contractors - Lost time incident rate (LTIR)	0.14	0.19	NA	NA
Contractors - Total recordable incident rate (TRIR)	0.31	0.29	NA	NA
Contractors - Number of fatalities	0	4	NA	NA
<b>Sustainable procurement</b>				
Diverse supplier spend (billion \$)	2.31	2.24	1.97	0.94
Inclusive places	2023	2022	2021	2020
<b>Diversity and inclusion</b>				
Employees under 18	0.02%	0.03%	0.02%	0.02%
Employees age 18-29	16%	17%	18%	17%
Employees age 30-39	33%	33%	33%	34%
Employees age 40-49	25%	24%	23%	23%
Employees age 50-59	16%	17%	17%	17%
Employees age 60-69	9%	9%	8%	8%
Employees age 70+	0.5%	0.5%	0.5%	0.4%
Board members (% female)	33%	33%	42%	33%
Independent board members (% female)	36%	36%	45%	36%
Management as a proportion of total employees (%)	17%	20%	18%	19%
Top management level (% female)	26%	21%	21%	18%
Management (% female)	37%	35%	33%	27%
Junior management (% female)	36%	36%	36%	36%
Non management (% female)	36%	36%	35%	35%
All Management (% female) **	37%	36%	35%	35%
All staff (% female)	36%	36%	35%	35%
US staff (% White)	62%	64%	66%	67%
US staff (% Hispanic or Latino)	14%	13%	12%	11%
US staff (% Black or African American)	10%	10%	9%	9%
US staff (% Asian)	6%	6%	5%	5%
US staff (% two or more races)	3%	3%	2%	2%
US staff (% Native American)	0.5%	0.5%	0.4%	0.4%
US staff (% Native Hawaiian or Other Pacific Islander)	0.4%	0.3%	0.3%	0.4%
US staff (% not specified)	4%	4%	5%	5%
US staff - all management (% White)**	70%	72%	63%	76%

Inclusive places	2023	2022	2021	2020
<b>Diversity and inclusion</b>				
US staff - all management (% Hispanic or Latino)**	10%	9%	13%	8.4%
US staff - all management (% Black or African American)**	7%	7%	10%	5.3%
US staff - all management (% Asian)**	6%	6%	6%	4.9%
US staff - all management (% two or more races)**	2%	2%	2%	0.8%
US staff - all management (% Native American)**	0.4%	0.5%	0.4%	0.4%
US staff - all management (% Native Hawaiian or Other Pacific Islander)**	0.4%	0.2%	0.4%	0.3%
US staff - all management (% not specified)**	4%	4%	5%	4%
<b>Community engagement</b>				
Employee time donated (days) incl. volunteering and other time donations	7,081	8,920	4,221	7,959
Number of employees volunteering	9,632	8,018	6,906	6,964
Corporate philanthropic contribution (% of pre-tax profit)	1.1%	1.7%	1.2%	1.15%
<b>Personal and career development</b>				
Training and development spend per employee (\$)	204	289	182	148
Total voluntary attrition	17.6%	20.2%	18.7%	NA
Employee voluntary attrition (males)	17.7%	19.5%	17.9%	14%
Employee voluntary attrition (females)	17.4%	21.3%	19.9%	14%
Completion rate for Global Employee Engagement Survey	76%	70%	67%	65%
<b>Ethics</b>				
Number of JLL ethics officers	25	28	31	31
Actions taken from ethics violations (% of total matters)	44%	77%	59%	51%
Employees who received in-person training on all ethics topics including anti-corruption	14,988	19,138	34,814	18,745
Employees who received online training on all ethics topics	128,271	28,271	69,807	42,990
% of total workforce trained on business ethics issues	90%	100%	90%	67%
Total ethics matters	1,290	1,276	1,108	1,118
Ethics matters per 1,000 employees	12	13	11.3	12.2
Total actions	724	908	650	574

The metrics indicated with the symbol \* as of and for the year ended December 31, 2023, are included in the Statement of ESG performance metrics as of and for the year ended December 31, 2023 that was subject to limited assurance by an independent accountant. That Statement (with Independent Accountants' Review Report thereon) is included on pg. 33 to 37 of JLL's 2023 ESG Performance Report.

\*\* All Management (% female) - denoted by asterisk - includes Top, Medium and Junior management positions, and all employees with a direct report.

## Climate action

Category 3, 8 and 11 GHG emissions included in our supplementary ESG performance data are aligned with the reporting year, basis of preparation, organizational and operational boundaries, base-year and recalculation policy used to prepare the GHG emissions included in our externally verified Statement of ESG performance metrics.

JLL includes the following categories of Scope 3 emissions in its supplementary ESG performance data.

Source	Boundary description
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2	<ul style="list-style-type: none"> <li>JLL consumption of liquid and gaseous fuels</li> <li>Electricity consumption at JLL-occupied offices</li> </ul>
Category 8: Upstream leased assets	<ul style="list-style-type: none"> <li>Base building energy consumption (multi-tenant and leased buildings where JLL cannot claim full operational control)</li> <li>Data centers electricity consumption</li> </ul>
Category 11: Use of sold products	<ul style="list-style-type: none"> <li>Client assets where JLL provides Integrated Facilities Management and Property and Asset Management services</li> </ul>

## Measurement methodologies

Source	Method	Emissions factors	Inputs
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2	<ul style="list-style-type: none"> <li>Average-data</li> </ul>	<ul style="list-style-type: none"> <li>Well-to-tank (WTT) and Transmission and Distribution Losses (T&amp;D): DEFRA 2023</li> </ul>	<ul style="list-style-type: none"> <li>Emissions from consumed fuel and electricity</li> </ul>
Category 8: Upstream leased assets	<ul style="list-style-type: none"> <li>JLL-occupied offices: Average data and assets-specific</li> <li>Data centers: Lessor-specific</li> </ul>	<ul style="list-style-type: none"> <li>US sites: eGRID 2021</li> <li>Non-US sites: IEA 2023</li> <li>Data centers EMEA and APAC: IEA 2023</li> <li>Data centers US: eGRID 2021</li> </ul>	<ul style="list-style-type: none"> <li>Base building energy consumption (multi-tenant and leased buildings where JLL cannot claim full operational control)</li> <li>Leased data centers energy consumption</li> </ul>

## Measurement methodologies

Source	Method	Emissions factors	Inputs
Category 11: Use of sold products	Our methodology matches floor area with available consumption data. Where consumption data is not available, this is estimated at the property level based on property type, climate zone and floor area using established energy use intensity benchmarks from Energy Star Portfolio Manager	<ul style="list-style-type: none"> <li>US electricity: EPA eGRID 2022</li> <li>Canada electricity: Canada's GHG Offset System: Emissions Factors and Reference Values</li> <li>UK electricity and global fuels: DEFRA 2023</li> <li>Global electricity: IEA 2023</li> </ul>	<ul style="list-style-type: none"> <li>Property type, and climatic zone and floor area</li> <li>Asset-level energy consumption</li> <li>Established energy use intensity and benchmarks (Energy Star Portfolio Manager)</li> </ul>

## Methodology descriptions

### Category 8: Upstream leased assets (incl. data centers)

- Category 8 emissions relate to leased data centers and JLL's share of whole building energy consumption in JLL-occupied multi-tenant and leased buildings offices it cannot claim full operational control. JLL does not claim operational control over base building power (for heating, ventilation/air-conditioning (HVAC), lifts or communal areas), and emissions related to these activities are classified as Scope 3.8.
- Emissions are calculated using whole building energy use intensities (EUI) provided by our landlords or reported via Energy Star, with JLL's proportion estimated based on its rented floor area as a proportion of total floor area. Where whole building energy use intensities are not provided, JLL uses average data across its remaining portfolio.
- 2023 emissions are based on a significantly larger sample size than previous years. Secondly, emissions for 2023 are reported based on total energy consumption, whereas previously we reported emissions separately for electricity consumption and natural gas consumption. Previous years' Category 8 emissions also exclude emissions from leased data centers because these were previously captured in Category 1. In 2023, we updated our methodology and moved these to Category 8 to be more in line with the guidance in the GHG Protocol.
- Previous years' emissions for Category 8 have not been recalculated because the impact from these changes do not meet the threshold set out in our recalculation policy.



### Category 11: Use of sold products

- Client emissions are derived from client properties managed by Work Dynamics and PAM. Our methodology matches floor area with available consumption data. Where consumption data is not available, this is estimated at the property level based on property type, climate zone and floor area using established energy use intensity benchmarks from Energy Star Portfolio Manager. End-uses and energy mix were estimated using the Commercial Buildings Energy Consumption Survey (CBECS), Residential Energy Consumption Survey (RECS), and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Baseline Service Water-Heating System.
- Under our previous methodology (2022 and earlier), emissions were estimated based on intensity benchmarks (kWh/\$ of delivered services) derived from client properties managed by Work Dynamics and PAM. The intensity benchmark was calculated where revenue is matched to energy consumption data and then applied to total global revenue from these services.
- Previous years' emissions data have not been restated due to data availability.

### Water consumption:

- Water consumption across our occupied office portfolio is estimated based on offices that are able to provide the required information. This data is extrapolated across all offices globally based on floor area.

### Healthy spaces

- For the year ended 2023, the calculation of employees was expanded to include all JLL employees (see Note 2.2 above). JLL is continuing to expand its processes to quantify health and safety performance. Previously, LTIR, TRIR and DART employee hours were calculated only using JLL employees in our Work Dynamics and Property Management business lines. The updated methodology allows us to track our key health and safety metrics across the total JLL employee population. Management has recalculated the LTIR, TRIR, and DART for 2022 in this supplemental data, 2021 and 2020 have not been recalculated.
- LTIR and TRIR for contractors use the same definitions and calculations as defined in Note 2.2 above.

### Inclusive places

Corporate charitable contributions as a percent of pre-tax profits:

- We state only corporate contributions (including the value of donated employee time) as a percentage of pre-tax profit. LaSalle Investment Management contributions are included in our corporate figures.
- The value of JLL employees' community time contributions is based on individual countries' average wage figures provided by HR and the number of working days in that country.



U.S. EEO-1 Table

SECTION H – WORKFORCE DEMOGRAPHIC DATA															
JOB CATEGORIES	Race/Ethnicity														
	Hispanic or Latino		Not Hispanic or Latino												Row Total
	Male	Female	Male						Female						
			White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	
Executive/Senior Level Officials and Managers			6	2	200	7	32	0	0	3	113	6	19	2	
First/Mid-Level Officials and Managers	209	109	2278	157	149	8	11	52	1545	188	163	4	10	50	4993
Professionals	601	582	3978	439	505	22	17	170	3546	595	563	18	15	180	11231
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	56	18	2096	41	47	1	8	15	433	6	20	0	0	15	2756
Administrative Support Workers	332	464	731	284	140	12	6	74	1372	522	173	15	13	122	4260
Craft Workers	1752	51	5993	1121	363	50	79	312	124	50	19	2	3	15	9934
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers and Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	509	90	1319	375	55	17	17	60	92	32	11	2	2	10	2591
<b>CURRENT 2023 REPORTING YEAR TOTAL</b>	<b>3465</b>	<b>1376</b>	<b>16595</b>	<b>2424</b>	<b>1291</b>	<b>110</b>	<b>138</b>	<b>686</b>	<b>7225</b>	<b>1399</b>	<b>968</b>	<b>43</b>	<b>43</b>	<b>397</b>	<b>36100</b>
<b>PRIOR 2022 REPORTING YEAR TOTAL</b>	<b>3106</b>	<b>1232</b>	<b>16114</b>	<b>2157</b>	<b>1210</b>	<b>89</b>	<b>135</b>	<b>623</b>	<b>7132</b>	<b>1306</b>	<b>894</b>	<b>35</b>	<b>42</b>	<b>335</b>	<b>34410</b>



Current issue date: 6 February 2024  
 Expiry date: 5 February 2027  
 Certificate identity number: 10582479

Original approval(s):  
 ISO 14001 - 6 February 2024  
 ISO 45001 - 6 February 2024

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## Certificate of Approval

This is to certify that the Management System of:

# Jones Lang LaSalle Incorporated

200 E. Randolph Street, Chicago, IL, 60601, United States

has been approved by LRQA to the following standards:

### ISO 14001:2015, ISO 45001:2018

Approval number(s): ISO 14001 – 00043642, ISO 45001 – 00043643

This certificate is valid only in association with the certificate schedule bearing the same number on which the locations applicable to this approval are listed.

**The scope of this approval is applicable to:**

Management and administration of occupational health, safety, and environmental support for JLL Work Dynamics, including facility management, integrated facility maintenance, construction project development services and portfolio management activities.



**Marta Escudero**

Regional Director, United Kingdom and Americas (UKAM)

Issued by: LRQA Limited



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## About JLL

For over 200 years, JLL (NYSE: JLL), a leading global commercial real estate and investment management company, has helped clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties. A Fortune 500® company with annual revenue of \$20.8 billion and operations in over 80 countries around the world, our more than 108,000 employees bring the power of a global platform combined with local expertise. Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAY<sup>SM</sup>. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated. For further information, visit [jll.com](https://www.jll.com).