## 2013 Sustainability Report Data Summary

Personal Control   Personal Process   Personal Pr	Performance indicator overview			
Perfect or any of managed properties socialable (histors square feet)		2012	2012	2011
Perfocus and protection products on contract (Chain requests only Lissals Investment (Management (Elfort 5)		2013	2012	2011
Corporate of this accordinate from the control of the control of the corporate of the corpo		3	2.6	2.1
Section   Sect	Private and public property equity investments managed by LaSalle Investment Management (billion \$)	47.6	47	48
Counters (with a presence but no corporate office)				221
Procession			_	
1,730   15,505   15,805   15,905   15				
Semblows American			,	
Employees, Abar Peder 1		· · · · · · · · · · · · · · · · · · ·	,	13,936
New comploses hinses, Americans		27,506	25,209	20,918
New emptopee hirts, Asia Papilic   9.44   9.44		7,476	6,673	6,824
New emptopes haves, DMEA 1 New emptopes haves, DMEA 1 New emptopes haves, Dichal (main) New emptopes haves,		· · · · · · · · · · · · · · · · · · ·	,	3,657
Non-marriage have, Cabele (famous)		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·	
New employee here, Global (male)  - February Emilians (S)  - February E		,	,	
Section   Sect			,	
Revenue infilinc 5		11,100	0,010	0,000
Earnings per diluted share \$)		4,462	3,933	3,585
BEITOA (million S)	Net income (million \$)	269		164
Second   S				3.70
Statementity awards   31   28   Not available   2015   2				339
Sustainability awards		265	204	INOT AVAIIABle
Some of susemability reportions  Position of proceeds  Position of the Board of Directors (% of total)  Results of shareholder voting on executive remuneration (in funor)  Position of shareholder voting on executive remuneration (in funor)  Position of shareholder voting on executive remuneration (in funor)  Position of shareholder voting on executive remuneration (in funor)  Position of shareholder voting on executive remuneration (in funor)  Position of shareholder voting on relection of Board members (in favor)  Position of shareholder voting on relection of Board members (in favor)  Position with a fundament internal sustainability programs (%)  Positions with a fundament responsibility for sustainability (formerly CSR) (%)  Positions with a fundament responsibility for sustainability (formerly CSR) (%)  Positions with a fundament responsibility for sustainability - Services (FTE) <sup>4</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a fundament responsibility of sustainability (FTE) <sup>5</sup> Positions with a fundament responsibility of sustainability (FTE) <sup>5</sup> Positions with a fundament responsibility of sustainability of sustainability (FTE) <sup>5</sup>		31	29	Not available
2016   2016		31	20	140t available
Independent members of the Board of Directors (% of Istal)   80%   73%		2013	2012	2011
Results of shareholder voting on executive remuneration (in favor)         99%         95%         95%           Results of shareholder voting on re-election of Soard members (in favor)         99%         95%         95%           Solitation of Shareholder voting on re-election of Soard members (in favor)         39%         51%         95%           Countries with formal internal sustainability programs (%)         39%         51%         44%           Solitation of Shareholder voting on re-election of Soard members (in favor)         39%         51%         44%           Solitation of Shareholder voting on re-election (Programs (FTE) 4         180         161         Not swell of the state of	Governance			
Results of shareholder voting on re-election of Board members (in favor)  Statistically programs of Statistically programs (%)  Southers with front internal sustainability programs (%)  Southers with front internal sustainability programs (%)  Rosurvey  Positions with a functional responsibility for sustainability (formerly CSR) (%)  Positions with a functional responsibility for sustainability - Services (FTE) 4  Positions with a functional responsibility for sustainability - Operations (FTE) 5  8 16 8 Not available Sustainability clients (including a majority from ESS) 8  8 233 366 333  8 8 Not available Statement of Statement (%) 7  8 SS revenue / global revenue (%) 7  8 25 12 18 1194  ESS revenue / global revenue (%) 7  8 25 24 12 18 1194  ESS revenue / global revenue (%) 7  8 27 0.55% 0.5				73%
Countries with formal internal sustainability programs (%)  Source Statemach's principy  Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)  Positions with a functional responsibility for sustainability - Services (FTE) <sup>6</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability in the sustain				
Countries with formal internal sustainability programs (%)		99%	98%	98%
Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)  Positions with a functional responsibility for sustainability - Services (FTE) <sup>4</sup> Positions with a functional responsibility for sustainability - Services (FTE) <sup>5</sup> Positions with a functional responsibility for sustainability - Operations (FTE) <sup>5</sup> Sustainability clients (including a majority from ESS) <sup>8</sup> Sustainability (including a majority f	··	39%	51%	44%
Positions with a functional responsibility for sustainability. Services (FTE)   180   161   Not available Positions with a functional responsibility for sustainability. Operations (FTE)   64   8   Not available Sustainability controlled in the probability of the positions with a functional responsibility for sustainability. Operations (FTE)   64   8   Not available Sustainability clients (including a majority from ESS)   323   366   333   332   356   333   325   254   218   19.4   218   19.4   218   19.4   218   219   220   22			21,1	
Positions with a functional responsibility for sustainability - Services (FTE) <sup>4</sup>	Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)	No survey	76%	No survey
Positions with a functional responsibility for sustainability - Operations (FTE) Sustainability clients (including a majority from ESS) Sustainability client (including a majority from ESS) Sustainability clients (including a majority from ESS) Sustainability of ESS Sustainability (including a majority from ESS) Sust	·			
Sustainability clients (including a majority from ESS) 6   334   335   336   334   335   336   334   335   336   334   335				Not available
ESS revenue (nillion \$)         2.5.4         2.1.8         1.9.4           ESS revenue (1) (botal revenue (%) <sup>1</sup> 0.57%         0.56%         0.54%           Energy and resources         2013         2012         2017           Client more resources         33         1.76         1.00           Client nemeral savings - U.S. managed portfolio (million kWh)         377         1.663         965           Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)         220,000         913,000         587,000           Client emissions reduction - Equivalency massure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316         192,11         123,378           Client emissions reduction - Equivalency massure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316         192,11         123,378           Client emissions reduction - Equivalency massure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316         192,11         123,378           Client emissions reduction - Equivalency massure (removing emissions from x passenger vehicles) <sup>9</sup> 48,316         192,11         123,378           Capacity of client renewable energy - installed or consented (MW)         28         388         Not available and passenger (removing emissions from client renewable energy - installed seade passenger vehicles (metric nemewable energy - installed seade passenger vehicles (metric nemewable energy -				
ESS revenue   (global revenue   %)   2013   2012   2011				
Client monetary savings - U.S. managed portfolio (million \$\footnote{\shape{s}} \)   100				0.54%
Client monetary savings - U.S. managed portfolio (million KWh)         39         176         105           Client emissions reduction - U.S. managed portfolio (million KWh)         377         1.663         965           Client emissions reduction - Equivalency measure (removing emissions from x passenger vehicles) <sup>8</sup> 46,316         192,211         123,578           Renewable energy for our clients         2         46,316         192,211         123,578           Capacity of client renewable energy installed or consented (MW)         28         388         Not available capacity of client renewable energy installed or consented (MW)         1,861         3,137         Not available capacity of client renewable energy installed and operational; or consented (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available capacity of client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available capacity of client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available capacity of client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available capacity of client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         2,802,718         5,799,946         Not available capacity of client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         2,802,718         5,799,946         Not avail	*			
Client energy savings - U.S. managed portfolio (million kWh)         377         1,663         965           Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)         220,000         913,000         587,000           Client emissions reduction - Equivalency measure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316         192,211         123,575           Capacity of client renewable energy for our clients         28         388         Not available capacity of client renewable energy - installed or consented (MW)         1,861         3,137         Not available capacity of client renewable energy sources - planning and feasibility (MW)         1,861         3,137         Not available capacity of client renewable energy - planning and feasibility (my)         1,861         3,137         Not available capacity of client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available capacity of client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         2,802,718         5,798,946         Not available capacity of client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         2,802,718         5,798,946         Not available capacity of client renewable energy increased and reporting performance           Total emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         5,1068         49,344         48,495           Scope 1: Seturated emissions (metric tons CO <sub>2</sub> e)         99         233 </td <td>Energy management for our clients</td> <td></td> <td></td> <td></td>	Energy management for our clients			
Client emissions reduction - U.S. managed portfolio (metric tons CO₂e)         220,000         913,000         587,000           Client emissions reduction - Equivalency measure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316         192,211         123,373           Renewable energy for our clients         28         388         Not available           Capacity of client renewable energy - installed or consented (MW)         1,861         3,137         Not available           Capacity of client renewable energy - installed and operational; or consented (metric tons CO₂e)         18,038         595,894         Not available           Averted emissions from client renewable energy - planning and feasibility (metric tons CO₂e)         2,802,718         5,798,946         Not available           Indicastencing our own emissions and reporting performance         15,068         49,344         48,493           Scope 1: Company-owned vehicles (metric tons CO₂e)         51,068         49,344         48,493           Scope 1: Natural gas (metric tons CO₂e)         11,241         9,980         11,083           Scope 2: Electricity (metric tons CO₂e)         10,544         11,551         10,563           Scope 3: Electricity (metric tons CO₂e)         13,975         14,432         13,875           Scope 3: Electricity (metric tons CO₂e)         13,975         14,432         13,875				
Client emissions reduction - Equivalency measure (removing emissions from x passenger vehicles) <sup>9</sup> 46,316 192,211 123,575 Renewable energy for our clients  Capacity of client renewable energy - installed or consented (MW)  Capacity of client renewable energy sources - planning and feasibility (MW)  Averted emissions from client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)  Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)  Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)  Didestraining our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  10 51,068 49,344 48,493  Coope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)  11,241 9,980 11,089  Coope 2: Electricity (metric tons CO <sub>2</sub> e)  10,544 11,551 10,563  Coope 3: Business travel (metric tons CO <sub>2</sub> e)  11,241 13,163 12,776  Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  24,607 26,201 24,627  Building-related emissions intensity (metric tons CO <sub>2</sub> e)  8uilding-related emissions intensity (metric tons CO <sub>2</sub> e) (with exclusions) <sup>11</sup> 1.5 1.6  1.7  Building-related energy intensity (MWh/corporate office employee) (with exclusions) <sup>12</sup> Countries that report business travel (%)  Energy consumption - Natural gas (MWh)  542 1,285 11,386  Energy consumption - Selecticity (MWh)  542 1,285 11,386  17,933				963
Renewable energy for our clicnts   Capacity of client renewable energy - installed or consented (MW)   28   388   Not available   Capacity of client renewable energy - installed or consented (MW)   1,861   3,137   Not available   Not av				
Capacity of client renewable energy - installed or consented (MW)         28         388         Not available Capacity of client renewable energy sources - planning and feasibility (MW)         1,861         3,137         Not available Averted emissions from client renewable energy - planning and feasibility (MW)         1,861         3,137         Not available Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         18,038         595,894         Not available Not available Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)         2,802,718         5,798,946         Not available Available Vinderstanding our own emissions and reporting performance           Understanding our own emissions (metric tons CO <sub>2</sub> e)         51,068         49,344         48,493           Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)         51,068         49,344         48,493           Scope 1: Natural gas (metric tons CO <sub>2</sub> e)         98         233         205           Scope 2: Electricity (metric tons CO <sub>2</sub> e)         98         233         205           Scope 3: Business travel (metric tons CO <sub>2</sub> e)         10,544         11,551         10,563           Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)         13,975         14,432         13,876           Building-related emissions (metric tons CO <sub>2</sub> e)         24,607         26,201         24,602           Building-related em		46,316	192,211	123,579
Capacity of client renewable energy sources - planning and feasibility (MW)         1,861         3,137         Not available Averted emissions from client renewable energy - installed and operational; or consented (metric tons CO2e)         18,038         595,894         Not available Averted emissions from client renewable energy - planning and feasibility (metric tons CO2e)         2,802,718         5,798,946         Not available Not av	U7	28	388	Not available
Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)  Total emissions (metric tons CO <sub>2</sub> e) 10  Total emissions (metric tons CO <sub>2</sub> e) 10  Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)  Scope 1: Natural gas (metric tons CO <sub>2</sub> e)  Scope 2: Electricity (metric tons CO <sub>2</sub> e)  Scope 3: Business travel (metric tons CO <sub>2</sub> e)  Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  Suiding-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Suiding-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (metric tons CO <sub>2</sub> e)  Suiding-related emissions intensity (metric tons CO <sub>2</sub> e)  Suiding-related energy intensity (metric tons CO <sub>2</sub> e)  Suiding-related emissions (m		1,861	3,137	Not available
Understanding our own emissions and reporting performance         51,068         49,344         48,493           Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)         11,241         9,980         11,089           Scope 1: Natural gas (metric tons CO <sub>2</sub> e)         98         233         205           Scope 2: Electricity (metric tons CO <sub>2</sub> e)         10,544         11,551         10,663           Scope 3: Business travel (metric tons CO <sub>2</sub> e)         15,214         13,163         12,776           Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)         13,975         14,432         13,876           Building-related emissions (metric tons CO <sub>2</sub> e)         24,607         26,201         24,628           Building-related emissions intensity (metric tons CO <sub>2</sub> e)         24,607         26,201         24,628           Building-related emissions intensity (metric tons CO <sub>2</sub> e)         27,91,906         1,75         1,6         1,7           Building-related emergy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> 3,5         3,7         Not available           Rented area (square feet) <sup>13</sup> 2,791,906         2,752,228         2,556,322           Workplace density (square feet / corporate office employee)         163         172         1,752,228         2,556,322           Countries that report business travel (	Averted emissions from client renewable energy - installed and operational; or consented (metric tons CO <sub>2</sub> e)	18,038	595,894	Not available
Total emissions (metric tons CO <sub>2</sub> e)         51,068         49,344         48,493           Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)         11,241         9,980         11,089           Scope 1: Natural gas (metric tons CO <sub>2</sub> e)         98         233         205           Scope 2: Electricity (metric tons CO <sub>2</sub> e)         10,544         11,551         10,563           Scope 3: Business travel (metric tons CO <sub>2</sub> e)         15,214         13,163         12,776           Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)         13,975         14,432         13,876           Building-related emissions (metric tons CO <sub>2</sub> e)         24,607         26,201         24,622           Building-related emissions intensity (metric tons CO <sub>2</sub> e) (corporate office employee) [with exclusions] <sup>11</sup> 1.5         1.6         1.3           Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> 3.5         3.7         Not available           Rented area (square feet) <sup>13</sup> 2,791,906         2,752,228         2,556,322           Workplace density (square feet / corporate office employee)         163         172         176           Countries that report business travel (%)         47%         57%         56%           Energy consumption outside JLL operations (business travel and gasoline) (MWh)	Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e )	2,802,718	5,798,946	Not available
Scope 1: Company-owned vehicles (metric tons CO2e)         11,241         9,980         11,089           Scope 1: Natural gas (metric tons CO2e)         98         233         205           Scope 2: Electricity (metric tons CO2e)         10,544         11,551         10,563           Scope 3: Business travel (metric tons CO2e)         15,214         13,163         12,776           Scope 3: Estimated leased building carbon (metric tons CO2e)         13,975         14,432         13,876           Building-related emissions (metric tons CO2e)         24,607         26,201         24,626           Building-related emissions intensity (metric tons CO2e) (with exclusions) (with				
Scope 1: Natural gas (metric tons CO <sub>2</sub> e)         98         233         205           Scope 2: Electricity (metric tons CO <sub>2</sub> e)         10,544         11,551         10,563           Scope 3: Business travel (metric tons CO <sub>2</sub> e)         15,214         13,163         12,776           Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)         13,975         14,432         13,876           Building-related emissions (metric tons CO <sub>2</sub> e)         24,607         26,201         24,626           Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup> 1.5         1.6         1.7           Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> 3.5         3.7         Not available           Rented area (square feet) <sup>13</sup> 2,791,906         2,752,228         2,556,322           Workplace density (square feet / corporate office employee)         163         172         176           Countries that report business travel (%)         47%         57%         56%           Energy consumption outside JLL operations (business travel and gasoline) (MWh)         63,850         57,679         58,607           Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677			,	48,493
Scope 2: Electricity (metric tons $CO_2e$ )10,54411,55110,563Scope 3: Business travel (metric tons $CO_2e$ )15,21413,16312,776Scope 3: Estimated leased building carbon (metric tons $CO_2e$ )13,97514,43213,876Building-related emissions (metric tons $CO_2e$ )24,60726,20124,628Building-related emissions intensity (metric tons $CO_2e$ /corporate office employee) [with exclusions] 11.51.61.7Building-related energy intensity (MWh/corporate office employee) [with exclusions] 23.53.7Not availableRented area (square feet) 32,791,9062,752,2282,556,322Workplace density (square feet / corporate office employee)163172176Countries that report business travel (%)47%57%56%Energy consumption outside JLL operations (business travel and gasoline) (MWh)63,17254,78457,387Total actual energy consumption (MWh)63,85057,67958,607Energy consumption - Natural gas (MWh)5421,2851,134Energy consumption - Electicity (MWh)21,67719,82817,933	1 1 1		,	
Scope 3: Business travel (metric tons CO <sub>2</sub> e)       15,214       13,163       12,776         Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)       13,975       14,432       13,876         Building-related emissions (metric tons CO <sub>2</sub> e)       24,607       26,201       24,626         Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup> 1.5       1.6       1.7         Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> 3.5       3.7       Not available         Rented area (square feet) <sup>13</sup> 2,791,906       2,752,228       2,556,322         Workplace density (square feet / corporate office employee)       163       172       176         Countries that report business travel (%)       47%       57%       56%         Energy consumption outside JLL operations (business travel and gasoline) (MWh)       63,172       54,784       57,387         Total actual energy consumption (MWh)       63,850       57,679       58,607         Energy consumption - Natural gas (MWh)       542       1,285       1,134         Energy consumption - Electicity (MWh)       21,677       19,828       17,933				
Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup> Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> Rented area (square feet) <sup>13</sup> Workplace density (square feet / corporate office employee)  Countries that report business travel (%)  Energy consumption outside JLL operations (business travel and gasoline) (MWh)  Countries that report business travel energy consumption (MWh)  Energy consumption - Natural gas (MWh)  Energy consumption - Related energy intensity (MWh)  State of the exclusions (MWh)  Energy consumption - Related energy intensity (MWh)  13,876  26,201  24,607  3.5  3.7  Not available  2,752,228  2,556,322  2,752,228  2,556,322  2,752,228  2,556,322  2,752,228  2,556,322  2,752,228  2,752,228  2,556,322  2,752				
Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup> Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> Rented area (square feet) <sup>13</sup> Workplace density (square feet / corporate office employee)  Countries that report business travel (%)  Energy consumption outside JLL operations (business travel and gasoline) (MWh)  Forward actual energy consumption (MWh)  Energy consumption - Natural gas (MWh)  Energy consumption - Electicity (MWh)  Energy consumption - Electicity (MWh)  Suppose the exclusions (Maccountries that report business travel)  Suppose the exclusio	, -,		-	13,876
Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup> Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> Rented area (square feet) <sup>13</sup> Workplace density (square feet / corporate office employee)  Countries that report business travel (%)  Energy consumption outside JLL operations (business travel and gasoline) (MWh)  Energy consumption - Natural gas (MWh)  Energy consumption - Natural gas (MWh)  Energy consumption - Electicity (MWh)  Energy consumption - Electicity (MWh)  1.5  1.6  1.7  1.5  1.6  1.7  1.7  1.7  1.7  1.7  1.7  1.7	1 27	,	,	24,628
Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup> 3.5         3.7         Not available av	Building-related emissions intensity (metric tons CO <sub>2</sub> e/corporate office employee) [with exclusions] <sup>11</sup>			1.7
Workplace density (square feet / corporate office employee)         163         172         176           Countries that report business travel (%)         47%         57%         56%           Energy consumption outside JLL operations (business travel and gasoline) (MWh)         63,172         54,784         57,387           Total actual energy consumption (MWh)         63,850         57,679         58,607           Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677         19,828         17,933	Building-related energy intensity (MWh/corporate office employee) [with exclusions] <sup>12</sup>			Not available
Countries that report business travel (%)         47%         57%         56%           Energy consumption outside JLL operations (business travel and gasoline) (MWh)         63,172         54,784         57,387           Total actual energy consumption (MWh)         63,850         57,679         58,607           Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677         19,828         17,933				2,556,322
Energy consumption outside JLL operations (business travel and gasoline) (MWh)         63,172         54,784         57,387           Total actual energy consumption (MWh)         63,850         57,679         58,607           Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677         19,828         17,933				176
Total actual energy consumption (MWh)         63,850         57,679         58,607           Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677         19,828         17,933				
Energy consumption - Natural gas (MWh)         542         1,285         1,134           Energy consumption - Electicity (MWh)         21,677         19,828         17,933				
Energy consumption - Electicity (MWh)         21,677         19,828         17,933				1,134
Energy consumption - Gasoline (MWh)         41,619         36,563         39,537				17,933
	Energy consumption - Gasoline (MWh)			39,537

	1		
Energy consumption - Diesel (MWh)	12	40.700	20 201
Estimated building-related energy (MWh)  Electricity sold to tenants (MWh)	39,928 13	40,780 20	36,291 22
Reducing our own carbon footprint	13	20	22
Disclosure score from CDP Supplier Program	80	70	79
Performance score from CDP Supplier Program	В	D	C
Offices with energy and greenhouse gas emissions initiative(s) (%)	66%	70%	Not available
Offices with video conferencing facilities (%) <sup>14</sup>	58%	72%	88%
Offices with renewable energy (%)	12%	16%	10%
Lessening our environmental impact through waste and water management			
Offices with water initiative(s) (%)	30%	25%	13%
Offices with waste initiative(s) (%)	52%	69%	68%
Client service excellence	2013	2012	2011
Ethics overview (see more data in JLL's Ethics Everywhere report)	0.470/	0.520/	0.200/
Ethics investigations (% of total employees)  Number of JLL ethics officers	0.47%	0.53% Not available	0.30% Not available
Actions taken from ethics violations (% of total investigations)	73%	77%	77%
Employees who believe JLL shows a commitment to ethical conduct (%)	No survey	87%	No survey
Employees who received in-person training on anti-corruption policies and procedures	4,095	3,858	3,753
Type of ethics concern investigated	1,000	0,000	0,100
Improper employment practices or behavior, including unprofessional conduct	147	155	72
Employee theft, personal conflicts of interest or other employee fraud	63	50	31
Improper vendor payments or conflicts of interest, or other improper conduct to or by vendors	7	10	10
Improper client payments or conflicts of interest, or other improper conduct to or by clients	3	4	1
Inappropriate use of the Internet or business computer	6	5	4
Inappropriate entertainment	3	0	0
Compliance with competition laws / broker requirements	1	2	5
Falsification of books and records	5	3	2
Illegal drug use at work; inappropriate use of alcohol	6	6	1
Employment health or safety issues from ethics perspective	3	5	0
Privacy issues	3	7	0
Miscellaneous matters	3	6	7
Total investigations	250	253	133
Ethics investigations (% of total employees)	0.47%	0.53%	0.30%
Action taken for ethics concern  Terminations of employment	49	61	50
Terminations of employment	40	UI	
• •	11	10	13
Job changes or transfers; changes to procedures	11	10	13
Job changes or transfers; changes to procedures Employee arrests and criminal matters referred to prosecutors	8 33	10 2 35	3
Job changes or transfers; changes to procedures	8	2	
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses	8 33	2 35	3 15
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken	8 33 0	2 35 0	3 15 0
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills	8 33 0 82	2 35 0 86	3 15 0 32
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration	8 33 0 82 183 73%	2 35 0 86 194 77%	3 15 0 32 113 77%
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)	8 33 0 82 183	2 35 0 86 194	3 15 0 32 113
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability 15  Using technology to advance our sustainability services offer	8 33 0 82 183 73%	2 35 0 86 194 77%	3 15 0 32 113 77%
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Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability 15  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership	8 33 0 82 183 73% 47	2 35 0 86 194 77% 56	3 15 0 32 113 77% 18 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability 15  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications	8 33 0 82 183 73% 47 126,151	2 35 0 86 194 77% 56 153,610	3 15 0 32 113 77% 18 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability 15  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts	8 33 0 82 183 73% 47 126,151	2 35 0 86 194 77% 56 153,610	3 15 0 32 113 77% 18 Not available
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Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green buildings  Leading the way with green building certification and improvements  Number of buildings where JLL sustainability teams completed work <sup>16</sup>	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012	3 15 0 32 113 77% 18 Not available 38 158 7,570 2011
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability 15  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green buildings  Leading the way with green building certification and improvements  Number of buildings where JLL sustainability teams completed work 16  Client green building certified space (m2) 17	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available	3 15 0 32 113 77% 18 Not available 38 158 7,570 2011 1,058 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green buildings  Leading the way with green building certification and improvements  Number of buildings where JLL sustainability teams completed work 16  Client green building certified space (m2) 17  Client green building certifications	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59	3 15 0 32 113 77% 18 Not available 38 158 7,570 2011 1,058 Not available Not available
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Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry citiatives related to sustainability  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green buildings where JLL sustainability teams completed work (16)  Client green building certification and improvements  Number of buildings where JLL sustainability teams completed work (16)  Client green building certified space (m2) (17)  Client green building certifications  LEED  Green Globes  Green Mark  BREEAM  Green Star  Accreditations for green building skills  Energy and sustainability accredited professionals (cumulative to year-end)  Greening our own office portfolio  Offices with a green building or fit-out principles (%)  Revolutionary trinking through alternative workplace strategies	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 1,414	33 15 0 32 113 77% 18 Not available 38 158 7,570 2011 1,058 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry collaboration  Industry initiatives related to sustainability <sup>16</sup> Using technology to advance our sustanability services offer  Buildings on JLL's sustainability data platforms  Sustainability hought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green buildings where JLL sustainability teams completed work <sup>16</sup> Client green building certified space (m2) <sup>17</sup> Client green building certified professionals (cumulative to year-end)  Green Green Globes  Green Green Globes  Green Mark  BREEAM  Green Star  Accreditations for green building of fit-out certificate (%)  Offices with a green building of fit-out principles (%)  Revolutionary trinking through alternative workplace strategies  Offices with an alternative workplace strategies  Offices with an alternative workplace strategies	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 - 1,414 6% 37%	31 15 0 32 113 77% 18 18 Not available 38 158 7,570 2011 1,058 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry ollaboration  Industry initiatives related to sustainability is  Using technology to advance our sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Blog unique readers  Green Buildings  Leading the way with green building certification and improvements  Number of buildings where JLL sustainability teams completed work if  Client green building certifications  LEED  Green Globes  Green Mark  BREEAM  Green Star  Accreditations for green building skills  Energy and sustainability accredited professionals (cumulative to year-end)  Greening our own office portfolio  Offices with a green building of fit-out certificate (%)  Offices with a green building of fit-out principles (%)  Offices with a green building of fit-out principles (%)  Community and supply chain	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 1,414	33 15 0 32 113 777% 18 Not available 38 158 7,570 2011 1,058 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry ollaboration  Industry initiatives related to sustainability services offer  Buildings on JLL's sustainability total platforms  Sustainability hought leadership  Thought leadership publications  Green Blog unique readers  Green Blog unique readers  Green Blog unique readers  Creen buildings  Leading the way with green building certification and improvements  Number of buildings where JLL sustainability teams completed work <sup>16</sup> Client green building certifications  LEED  Green Globes  Green Mark  BREEAM  Green Star  Accreditations for green building skills  Energy and sustainability accredited professionals (cumulative to year-end)  Greening our own office portfolo  Offices with a green building or fit-out certificate (%)  Offices with a green building or fit-out certificate (%)  Offices with a green building or fit-out principles (%)  Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Waking a global impact	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 9 1 1,417	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 1 1 1 1 -	3 15 0 0 32 113 77% 18 18 Not available 46% 2011
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions. (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry initiatives related to sustainability services offer  Buildings on JLL's sustainability data platforms  Sustainability thought leadership  Thought leadership publications  Green Blog posts  Green Blog unique readers  Green Bug unique readers  Green Bug inique readers  Creen buildings where JLL sustainability teams completed work <sup>16</sup> Client green building certifications  LEED  Green Blog sess  Green Blar  Accreditations for green building sells  Energy and sustainability accredited professionals (cumulative to year-end)  Green Igen our own office portfolio  Offices with a green building or fit-out certificate (%)  Offices with a green building or fit-out certificate (%)  Offices with a green building or fit-out principies (%)  Revolutionary trinking through alternative workplace strategies  Offices with a gleen building or oft-out principies (%)  Revolutionary trinking through alternative workplace strategies  Offices with a gleen building corporate and employee (million \$)	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417 10% 42%	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 1 -	3 15 0 0 32 113 77% 18 18 Not available 46% 2011
Job changes or transfers; changes to procedures Employee arrests and criminal matters referred to prosecutors Formal warnings, deferred promotions and/or reduced bonuses Matters referred to government agency or other legal actions taken Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills Total actions Actions taken from ethics violations (% of total investigations) industry initiatives related to sustainability (5) Using technology to edvence our sustainability services offer Buildings on JLL's sustainability data platforms Sustainability thought leaders in Thought leadership publications Green Blog prosts Green Blog unique readers Green Blog unique readers Green Blog unique readers Green buildings where JLL sustainability teams completed work (6) Client green building certification and improvements Number of buildings where JLL sustainability teams completed work (7) Client green building certifications LEED Green Globes Green Star Accreditations for green building skills Energy and sustainability accredited professionals (cumulative to year-end) Green star Accreditations for green building of fit-out principles (%) Clifices with a green building of fit-out principles (%) Coffices with a green building of fit-out principles (%) Community and supply chain Making a global impact Total charitable contribution (million \$) Corporate charitable contribution (million \$)	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417 10% 42% 54% 2013	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 - - 1,414 6% 37% 62% 2012	3 15 0 0 32 113 77% 18 18 Not available 46% 2011 4.3 Not available
Job changes or transfers; changes to procedures  Employee arrests and criminal matters referred to prosecutors  Formal warnings, deferred promotions and/or reduced bonuses  Matters referred to government agency or other legal actions taken  Either (1) additional ethics awareness training sessions, (2) training on being better managers or (3) training on better communications skills  Total actions  Actions taken from ethics violations (% of total investigations)  Industry initiatives related to sustainability industry oil of the properties of the publications of the publication and improvements  Rumber of buildings where JLL sustainability teams completed work of the publications of the p	8 33 0 82 183 73% 47 126,151 35 52 13,514 2013 1,852 481,224 76 57 8 1 1 9 1 1,417 10% 42%	2 35 0 86 194 77% 56 153,610 27 98 11,564 2012 1,391 Not available 59 31 26 1 1 1 -	3 15 0 32 113 77% 18 18 Not available 38 158 7,570 2011 1,058 Not available And available Not available Not available And available

Volunteering days	2,821	1,749	2,228
Living wage to JLL suppliers (% of countries) <sup>18</sup>	37%	Not available	Not available
Procuring green office and kitchen supplies			
Spend on office and kitchen supplies (million \$)	6.3	5.0	3.9
Spend on office and kitchen supplies with sustainability credentials (% of total spend)	26%	33%	30%
Existence of a policy governing the procurement of sustainable kitchen, office and printing supplies (% of countries)	24%	Not available	Not available
Workplace, well-being and diversity	2013	2012	2011
Diversity in our business			
Countries with at least one D&I initiative (%)	44%	44%	49%
Total employees by gender (% female) <sup>19</sup>	34%	34%	34%
Directors by gender (% female) <sup>19</sup>	26%	25%	26%
Directors as proportion of total employees (%)	11%	12%	12%
Employees under 25 <sup>20</sup>	6%	7%	8%
Employees age 25-34 <sup>20</sup>	34%	35%	47%
Employees age 35-44 <sup>20</sup>	26%	26%	19%
Employees age 45-55 <sup>20</sup>	21%	22%	19%
Employees over 55 20	13%	10%	7%
Board-level diversity			
Board members by gender (% female)	30%	27%	27%
Employee satisfaction and engagement			
Employee turnover	25%	21%	23%
New starters (% of total employees)	33%	30%	35%
Employee turnover (males)	24%	20%	23%
Employee turnover (females)	26%	23%	24%
Completion rate for Global Employee Engagement Survey	No survey	70%	No survey
Employees who agree that overall, they are extremely satisfied with this company (%)	81%	75%	No survey
Training and development			
Training and development spend (million \$)	12.5	10.7	10.5
Training and development spend per employee (\$)	235	225	248
Employees with agreed performance objectives	23,908	21,467	20,626
Sustainability training			
Training hours from JLL's Sustainability University	4,586	5,616	3,853
Sustainability training hours outside of Sustainability University <sup>21</sup>	7,217	7,025	Not available
Employee compensation and benefits			
Employees who are extremely satisfied that compensation plans reward outstanding performance	No survey	51%	No survey
Maintaining a safe and healthy working environment for our clients and ourselves			
Recordable cases incidence (RIR) rate for Integrated Facilities Management globally + all employees in U.S. <sup>22</sup>	0.55	0.56	0.74
Days away, restricted duty and transfer (DART) rate for Integrated Facilities Management globally + all employees in U.S. <sup>22</sup>	0.26	0.36	0.53
Countries with at least one HW&S initiative (%)	63%	71%	61%
Labor standards and labor relations			
Employees who belong to a labor union (% of total employees)	2%	4%	3%
About this report (JLL's Sustainability Report)			
Countries from carbon management system (including LaSalle)	53	50	50
Corporate offices from carbon management system (including former King Sturge)	263	248	250
Corporate office employees represented by carbon management system (including former King Sturge)	17,252	15,930	15,468
Countries from Corporate Sustainability Survey responses (including separate LaSalle responses)	54	55	55
Corporate offices from Corporate Sustainability Survey responses (including former King Sturge)	242	239	246
Corporate office employees represented by Corporate Sustainability Survey responses (including former King Sturge)	17,192	15,832	15,289

<sup>&</sup>lt;sup>1</sup> Excludes LaSalle Investment Management employees, who are not disaggregated by region.

<sup>&</sup>lt;sup>2</sup> Excludes 79 new starters of an unknown region, as well as LaSalle Investment Management employees, who are not disaggregated by region.

<sup>&</sup>lt;sup>3</sup> 2011 value retained cannot be calculated as we recorded corporate charitable contribution combined with employee charitable contributions.

<sup>&</sup>lt;sup>4</sup> Includes ESS and LaSalle staff

<sup>&</sup>lt;sup>5</sup> Includes staff from local offices, Diversity & Inclusion staff and the Global Corporate Sustainability team. Increase due to 2013 being first time when all countries provided employee figures, as opposed to only including global level staff.

<sup>&</sup>lt;sup>6</sup> 2013 figure excludes clients from France and Romania

<sup>&</sup>lt;sup>7</sup> Includes all known sustainability activity, primarily related to the Energy and Sustainability Services business. It also includes sustainability activity within other business lines such as Property and Facilities Management.

<sup>&</sup>lt;sup>8</sup> All figures relate to our U.S. managed portfolio and are based on extrapolated data from ENERGY STAR . Greenhouse gas emissions

<sup>&</sup>lt;sup>9</sup> The 2013 saving of 220,000 metric tonnes of CO2e is equivalent to roughly the annual emissions of 46,316 passenger vehicles. (Source:

<sup>&</sup>lt;sup>10</sup> The total emissions figure has been reduced by 10 tCO2e, to account for the emissions from electricity that was re-sold to JLL's tenants and is therefore not part of our carbon footprint.

<sup>&</sup>lt;sup>11</sup> We normalize our building-related emissions by the number of corporate office employees (this excludes employees based on client sites).

<sup>&</sup>lt;sup>12</sup> We normalise our building-related energy consumption by the number of our corporate office employees (this excludes employees based on client sites). We feel this best represents the day-to-day use of our offices. Energy consumption includes building-related consumption only (actual electricity and natural gas consumption, as well as estimated building energy consumption), excluding busines travel and vehicle fuel consumption. This is due to our consumption reduction target, which was set on building-related energy consumption due to gaps in our travel and fuel consumption data capture. The intensity figure includes only energy consumed within the organisation.

<sup>&</sup>lt;sup>13</sup> Total rented area of JLL corporate offices at year end. 2011 and 2012 figures are restated due to data corrections and to ensure consistency in methodology from year-to-year.

<sup>&</sup>lt;sup>14</sup> In 2013 we requested only video conferencing facilities, not including web conferencing. This caused a drop from 2012.

<sup>&</sup>lt;sup>15</sup> 2012 and 2013 number industry initiatives are not comparable, as in 2013 definition of initiative was adjusted to longer term initiatives, excluding speaking events.

- <sup>16</sup> 2012 figure is restated, with the addition of 40 buildings in the Energy Reduction Program delivered by JLL's Upstream Sustainability Services in the UK.

  17 Data from Poland and Ukraine are excluded.
- 18 2013 is the first year we collected information on this indicator. 35% of countries stated that supplier living wage was not applicable to their country context.

  19 322 employees of undisclosed gender excluded from analysis
- <sup>20</sup> 420 employees with undisclosed age excluded from analysis
- <sup>21</sup> Due to gaps in training records, we likely slightly under-reported our training hours outside of Sustainability University in 2013.
- <sup>22</sup> Based on Occupational Safety and Health standards. Recordable cases incidence rate (RIR) refers to OSHA recordable incidents. Days away and restricted time (DART) refers to cases with days away from work, job transfers, or restrictions. The rates are derived using the standard OSHA calculation for recordable incidence rates. The calculation is based on a standard of 200,000 hours worked by 100 employees (40 hours per week, 50 weeks per year). The resulting incidence rate indicates the number of injuries or illnesses per 100 employees. These figures represent Asia Pacific; EMEA; Latin America; and North America. The U.S. figure accounts for all JLL employees. All other regions account for our Integrated Facilities Management business only