Performance indicator overview			
Who we are	2014	2013	2012
About us			
Portfolio size of managed properties worldwide (billion square feet)	3.4	3	2.6
Private and public property equity investments managed by LaSalle Investment Management (billion \$)  Corporate offices	53.6 230	47.6 226	47 225
Countries (with a corporate office)	53	50	56
Countries (with a presence but no corporate office)	80	75	70
Employees	58,100	52,700	48,000
Corporate office employees <sup>1</sup>	16,246	16,762	16,032
Employees, Americas Employees, Asia Pacific	18,922 29,885	17,430 27,506	15,055 25,209
Employees, Asia Paulic Employees, EMEA	8,398	7,476	6,673
New employee hires, Americas <sup>2</sup>	5,395	4,018	3,202
New employee hires, Asia Pacific <sup>2</sup>	11,511	11,514	9,960
New employee hires, EMEA <sup>2</sup>	2,323	1,854	1,236
Global new employee hires (female) <sup>3</sup>	7,207	6,011	4,936
Global new employee hires (male) <sup>3</sup>	12,129	11,460	9,540
Key financials and statistics	E 420	4.460	2.022
Revenue (million \$) Net income (million \$)	5,430 386	4,462 269	3,933 208
Earnings (per diluted share \$)	8.52	5.98	4.63
EBITDA (million \$)	606	476	391
Economic value retained (million \$)	382	265	204
Sustainability awards	•	2.	
Sustainability awards Our approach	24 2014	2013	29 2012
Governance	2014	2013	2012
Independent members of the Board of Directors (% of total)	70%	70%	73%
Results of shareholder voting on executive remuneration (in favor)	99%	98%	95%
Results of shareholder voting on re-election of Board members (in favor)	99.6%	99%	98%
Sustainability strategy			<b>300</b> /
Employees who feel positive about this company's commitment to sustainability (formerly CSR) (%)	No survey	No survey	76%
Our sustainability teams Positions with a functional responsibility for sustainability - Services (FTE)	227	180	161
Positions with a functional responsibility for sustainability - Operations (FTE) <sup>4</sup>	26	64	8
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Sustainability clients (including a majority from ESS)	467	323	366
			366 21.8
Sustainability clients (including a majority from ESS)	467	323	
Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance	467 18.7 0.30%	323 21.6 0.48%	21.8 0.56%
Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)	467 18.7 0.30% 53%	323 21.6 0.48% 38%	21.8 0.56% 51%
Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources	467 18.7 0.30%	323 21.6 0.48%	21.8 0.56%
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Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Energy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million kWh)  Client energy savings - U.S. managed portfolio (million kWh)  Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  Renewable energy for our clients  Capacity of client renewable energy - installed or consented (MW)  Capacity of client renewable energy - installed 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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)  Scope 2: Electricity (metric tons CO <sub>2</sub> e)	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551
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Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Energy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million kWh)  Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e)  Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  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 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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Company-owned vehicles (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)  Building-related emissions (metric tons CO <sub>2</sub> e)	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680 14,599 25,200	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535
Sustainability clients (including a majority from ESS) ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million KWh) Client emergy savings - U.S. managed portfolio (million KWh) Client emissions reduction - U.S. managed portfolio (million KWh) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) Renewable energy for our clients Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - surces - planning and feasibility (MW) 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) Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Natural gas (metric tons CO <sub>2</sub> e) Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e) Scope 1: Natural gas (metric tons CO <sub>2</sub> e) 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 intensity (metric tons CO <sub>2</sub> e) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Building-related energy intensity (metric tons CO <sub>2</sub> e) Sections of the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the following carbon (metric tons CO <sub>2</sub> e) Suppose the fol	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228
Sustainability clients (including a majority from ESS)  ESS revenue / global revenue (%) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Energy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million kWh)  Client energy savings - U.S. managed portfolio (million kWh)  Client emissions reduction - U.S. managed portfolio (million kWh)  Client emissions reduction - U.S. managed portfolio (million kWh)  Client emissions reduction - U.S. managed portfolio (million kWh)  Client emissions reduction - U.S. managed portfolio (million kWh)  Capacity of client renewable energy - installed or consented (MW)  Capacity of client renewable energy - installed or consented (mwl)  Capacity of client renewable energy - planning and feasibility (MW)  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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Natural gas (metric tons CO <sub>2</sub> e)  Scope 1: Natural gas (metric tons CO <sub>2</sub> e)  Scope 3: Estimated leased building carbon (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 (with corporate office employee) [with exclusions]  Building-related emissions intensity (with corporate office employee) [with exclusions]  Workplace density (square feet) per corporate office employee) [with exclusions]	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172
Sustainability clients (including a majority from ESS) ESS revenue (million \$) <sup>5</sup> ESS revenue (global revenue (%) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million kWh) Client energy savings - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (million kWh) Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - installed or consented (MW) Averted emissions from client renewable energy - installed or consented (metric tons CO <sub>2</sub> e) Averted emissions from client renewable energy - installed 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)  Understanding our own emissions and reporting performance Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Natural gas (metric tons CO <sub>2</sub> e) Scope 1: Natural gas (metric tons CO <sub>2</sub> e) Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) Suilding-related emissions (metric tons CO <sub>2</sub> e) Suilding-related emissions intensity (metric tons CO <sub>2</sub> e) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Suilding-related emissions intensity (metric tons CO <sub>2</sub> e) Suilding-related emissions intensity (metric tons CO <sub>2</sub> e) Fented area (square feet) <sup>3</sup> Workplace density (square feet per corporate office employee) [with exclusions] Fented area (square feet) <sup>3</sup> Workplace density (square feet per corporate office employee) Fented area (square feet) Fenter Corporate office employee)	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163
Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue (global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Energy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million kWh)  Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  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 - 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)  Inderstanding our own emissions and reporting performance  Total emissions (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)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (kWh/corporate office employee) [with exclusions] <sup>8</sup> Rented area (square feet) <sup>9</sup> Workplace density (square feet per corporate office employee) [with exclusions]  Ensistens from business travel (metric tons CO <sub>2</sub> e)  Countries that report business travel (metric tons CO <sub>2</sub> e)	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33%	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47%	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57%
Sustainability clients (including a majority from ESS) ESS revenue / global revenue (%) <sup>5</sup> Energy and resources  Energy and resources  Energy analy a swings - U.S. managed portfolio (million \$) Client monetary savings - U.S. managed portfolio (million \$) Client emetary savings - U.S. managed portfolio (million kWh) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) Renewable energy for our clients  Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - planning and feasibility (MW) Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Natural gas (metric tons CO <sub>2</sub> e)  Scope 1: Natural gas (metric tons CO <sub>2</sub> e)  Scope 3: Business travel (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)  Building-related emissions intensity (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (metric tons CO <sub>2</sub> e)  Building-related energy intensity (metric tons CO <sub>2</sub> e)  Countries that report business travel (%) <sup>11</sup> Energy consumption outside JLL operations (diesel and gasoline) (MWh) <sup>12</sup>	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57% 36,565
Sustainability clients (including a majority from ESS)  ESS revenue (million \$) <sup>5</sup> ESS revenue (global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Energy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million kWh)  Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  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 - 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)  Inderstanding our own emissions and reporting performance  Total emissions (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)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (kWh/corporate office employee) [with exclusions] <sup>8</sup> Rented area (square feet) <sup>9</sup> Workplace density (square feet per corporate office employee) [with exclusions]  Ensistens from business travel (metric tons CO <sub>2</sub> e)  Countries that report business travel (metric tons CO <sub>2</sub> e)	467 18.7 0.30% 53% 2014 47 477 278,000 30,011 42 1,095 62,650 1,628,426 51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33%	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47%	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57%
Sustainability clients (including a majority from ESS) ESS revenue / global revenue (%) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) 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 - 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) Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Company-owned vehicles (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) Building-related emissions intensity (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) Fented area (square feet) <sup>9</sup> Workplace density (square feet per corporate office employee) [with exclusions] Rented area (square feet) <sup>9</sup> Workplace density (square feet per corporate office employee) [with exclusions] Fented area (square feet) (metric tons CO <sub>2</sub> e) Countries that report business travel (metric tons CO <sub>2</sub> e) Fensisons from business travel (metric tons CO <sub>2</sub> e) Fensisons from business travel (metric tons CO <sub>2</sub> e) Total actual energy consumption (MWh) <sup>13</sup>	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 16 3,739 2,752,228 172 13,163 57% 36,565 57,679
Sustainability clients (including a majority from ESS)  ESS revenue / global revenue (%) <sup>5</sup> Sustainability governance  Countries with formal internal sustainability programs (%)  Energy and resources  Fibergy management for our clients  Client monetary savings - U.S. managed portfolio (million \$)  Client energy savings - U.S. managed portfolio (million tWh)  Client energy savings - U.S. managed portfolio (million tWh)  Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  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 - planning and feasibility (metric tons CO <sub>2</sub> e)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Company-owned vehicles (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: Business travel (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Building-related emissions intensity (kWh/corporate office employee) [with exclusions]  Building-related emissions intensity (kWh/corporate office employee) [with exclusions]  Workplace density (square feet) Proporate office employee) [with exclusions]  Building-related energy intensity (kWh/corporate offic	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1,6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285
Sustainability clients (including a majority from ESS) ESS revenue (million \$) <sup>a</sup> ESS revenue (million \$) <sup>a</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million KWh) Client energy savings - U.S. managed portfolio (million KWh) Client energy savings - U.S. managed portfolio (million KWh) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) Renewable energy for our clients Capacity of client renewable energy - installed or consented (MW) Capacity of client neewable energy sources - planning and feasibility (MW) Averted emissions from client renewable energy - installed 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) Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e) Scope 1: Rotural 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) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Building-related energy intensity (KWh/corporate office employee) (with exclusions) Reneted area (square feet)  Workplace density (square feet per corporate office employee) (with exclusions)  Energy consumption outside JLL operations (diesel and gasoline) (MWh) Energy consumption - Electricity (MWh) Energy consumption - Electricity (MWh) Energy consumption - Diesel (MWh) Energy consumption - Diesel (MWh)	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882	323 21.6 0.48%  38% 2013  39 377 220,000 46,316  28 1,861 18,038 2,802,718  51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3,363 36,563
Sustainability clients (including a majority from ESS) ESS revenue / rigibal revenue (%) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) 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 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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e) Scope 2: Elictricity (metric tons CO <sub>2</sub> e) Scope 2: Elictricity (metric tons CO <sub>2</sub> e) Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) 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 energy intensity (MWh/corporate office employee) [with exclusions]  Workplace density (square feet)* Workplace density (square fee	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882 42,271	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894 40,925	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3,40,780
Sustainability clients (including a majority from ESS) ESS revenue (million \$) <sup>a</sup> ESS revenue (million \$) <sup>a</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy and resources Energy management for our clients Client monetaly savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million kWh) Client emissions reduction - U.S. managed portfolio (million kWh) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) Renewable energy (for our clients Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - installed or consented (MW) Averted emissions from client renewable energy - installed or consented (Metric tons CO <sub>2</sub> e) Averted emissions from client renewable energy - installed or consented (metric tons CO <sub>2</sub> e) Understanding our own emissions and reporting performance Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Natural gas (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: 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) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Coppa 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) Building-related emissions intensity (metric tons CO <sub>2</sub> e) Coppa 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) Coppa 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) Copparation of the employee) [with exclusions] Building-related energy intensity (Milyh) Energy consumption outside U.L. operations (diesel and gasoline) (MWh) Energy consumption - Bustural (MWh) Energy consumption - Gasoline (MWh) Energy consumption - Gasoline (MWh) Electricity sold to tenants (MWh)	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882	323 21.6 0.48%  38% 2013  39 377 220,000 46,316  28 1,861 18,038 2,802,718  51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3,363 36,563
Sustainability clients (including a majority from ESS) ESS revenue / rigibal revenue (%) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) 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 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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e) Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e) Scope 2: Elictricity (metric tons CO <sub>2</sub> e) Scope 2: Elictricity (metric tons CO <sub>2</sub> e) Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e) 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 energy intensity (MWh/corporate office employee) [with exclusions]  Workplace density (square feet)* Workplace density (square fee	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882 42,271	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894 40,925	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1.6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3,40,780
Sustainability clients (including a majority from ESS) ESS revenue (million \$) <sup>\$</sup> Sustainability governance  Countries with formal internal sustainability programs (%) Energy and resources  Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$Wh) Client emissions reduction - U.S. managed portfolio (metric tons CO <sub>2</sub> e) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption)  Renewable energy for our clients  Capacity of client renewable energy - installed or consented (MW)  Capacity of client renewable energy - installed or consented (MW)  Capacity of client renewable energy - installed or consented (metric tons CO <sub>2</sub> e)  Averted emissions from client renewable energy - installed 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)  Understanding our own emissions and reporting performance  Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Company-owned vehicles (metric tons CO <sub>2</sub> e)  Scope 3: Electricity (metric tons CO <sub>2</sub> e)  Scope 3: Electricity (metric tons CO <sub>2</sub> e)  Scope 3: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  Scope 3: Estimated emissions (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 (metric tons CO <sub>2</sub> e)  Countries that report business travel (%) <sup>11</sup> Energy consumption outside JLL operations (diesel and gasoline) (MWh)  Energy consumption - Natural gas (MWh)  Energy consumption - Natural gas (MWh)  Estimated building-related energy (MWh)  Estimated building-related energy (MWh)  Estimated building-related energy (MWh)  Estimated building-related energy (MWh)  Reducing our own carbon (ootprint)	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882 42,271 0	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894 40,925 13	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 16 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3 40,780 20
Sustainability clients (including a majority from ESS) ESS revenue (million \$) <sup>5</sup> Sustainability governance Countries with formal internal sustainability programs (%) Energy and resources Energy and resources Energy management for our clients Client monetary savings - U.S. managed portfolio (million \$) Client energy savings - U.S. managed portfolio (million \$C) Client energy savings - U.S. managed portfolio (million \$C) Client emissions reduction - U.S. managed portfolio (million \$C) Client emissions reduction - U.S. managed portfolio (million \$C) Client emissions reduction - U.S. managed portfolio (million \$C) Client emissions reduction - Equivalency measure (removing emissions of average home's energy consumption) Renewable energy for our clients Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - installed or consented (MW) Capacity of client renewable energy - installed or consented (metric tons CO <sub>2</sub> e) Averted emissions from client renewable energy - planning and feasibility (MW) Averted emissions from client renewable energy - planning and feasibility (metric tons CO <sub>2</sub> e)  Linderstanding our own emissions and reporting performance Total emissions (metric tons CO <sub>2</sub> e)  Scope 1: Central gas (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: Estimated leased building carbon (metric tons CO <sub>2</sub> e)  Scope 3: Estimated emissions (metric tons CO <sub>2</sub> e)  Scope 3: Estimated emissions (metric tons CO <sub>2</sub> e)  Building-related emissions (metric tons CO <sub>2</sub> e)  Scope 3: Estimated building carbon (metric tons CO <sub>2</sub> e)  Building-related energy intensity (kWh/corporate office employee) (with exclusions)  Building-related energy intensity (kWh/corporate office employee)  Workplace density (square feet per corporate office employee)  Countries that report business travel (metric tons CO <sub>2</sub> e)  Countries that report business travel (metric tons CO <sub>2</sub> e)  Countries that report business travel (metric tons CO <sub>2</sub> e)  Count	467 18.7 0.30%  53% 2014  47 477 278,000 30,011  42 1,095 62,650 1,628,426  51,960 10,736 183 10,762 15,680 14,599 25,200 1.5 3,695 2,657,197 162 15,680 33% 42,120 61,734 1,013 18,600 39,238 2,882 42,271 0	323 21.6 0.48% 38% 2013 39 377 220,000 46,316 28 1,861 18,038 2,802,718 51,786 11,964 98 10,544 15,214 13,975 23,906 1.4 3,476 2,791,907 163 15,214 47% 44,513 62,747 542 17,705 41,619 2,894 40,925 13	21.8 0.56% 51% 2012 176 1,663 913,000 192,211 388 3,137 595,894 5,798,946 49,344 9,980 233 11,551 13,163 14,432 24,535 1,6 3,739 2,752,228 172 13,163 57% 36,565 57,679 1,285 19,828 36,563 3 40,780 20

Content proposed part part of content proposed part of content proposed part of the State of second part of the State of State of the State of State of the State of St	Offices with renewable energy (%)14	10%	10%	15%
Case	Client service excellence			2012
Bethe non-sequences   9.7%	Providing high-quality services to clients			
Mander   All   American   197		0.57%	0.47%	0.53%
Employees and notices   Authors   a commitment   a bits   a commitment   a bits				Not available
Employees for heaved new heaved new promiser go net complete contains and garden and grows and	Actions taken from ethics violations (% of total investigations)	83%	73%	77%
Team State of the Company of the Company of the Company of Company of the Company of C		,	,	87%
Imagenes   Personal	· · · · · · · · · · · · · · · · · · ·	3,577	4,095	3,858
Imagening resonal parametra or conflicts of triened, confine pringene contacts to by by vendors   4   3   3   1   1   1   1   1   1   1   1		135	147	155
				50
Imagen profits a feather for the priess compare   13   8   15   15   15   15   15   15   15			· ·	10
Imagenetation Accordant on Architecture (Imagenetation Configuration Architecture) (Imagenetation Configuration Architecture) (Imagenetation Configuration		· ·	-	4 5
Compision of the Compision best Infestion and Income of Engineering seed in Accessing Compision of the Compision of Comp			-	0
		0	1	2
Final power field for safety saues from ethics perspective			-	3
Princip assis		=	-	6 5
Minimar   Mini				7
Elbac investigations (iv of total employees)   0.37	· ·		3	6
Action International or of property property   100	· ·			253
Termination of many/syment   130   49   150   50   50   50   50   50   50   5		0.57%	0.47%	0.53%
		120	40	61
Employee arrots and cimmal matter referred to proteocotors   3   3   3   3   3   3   3   3   3	1 7			10
Maters a reformed to government against proteined regal actions better (managers or (3) training on better communications skills   76   82   75   75   75   75   75   75   75   7				2
Either (1) additional eithics awaemest fraining asessions, (2) training on beiter communications skills   76   82   133   14   14   15   15   15   15   15   15	Formal warnings, deferred promotions and/or reduced bonuses			35
Total actions         277         183         178           Actions taken from ethics violations (% of total investigations)         38%         37%         77           Inclusion (all contention)         38%         37%         77           Understanding in contention of the contraction of the contractio				0
Actions taken from ethics volations (v. fotal investigations)  Thicks of interest (although a classifications) (1965)  Thicks of interest (although a classification) (1965)				86 <b>194</b>
Pathogs of pathogs of the state of the sta				77%
Using schildings on LLI's schildings for Miss schild by deplotions   158,61   158,	Industry collaboration			
Buildings on ALL's sustainability design before the sustainabili	·	58	47	56
Statemanicky Incogenit leastership publications		160 527	106 151	152 610
The opt   Independency   142   252   255	_ •	100,537	120,151	153,610
Gene Bio gruinque readers         6,22         13,514         11,56           Green Duichlings         201         2013         201           Contraction plus vay with green building critification and improvements         1,698         1,852         1,304           Unumber of client buildings where JLL has enabled incressed sustainability performance         8,098         1,852         1,304           Client green building critifications         87         481,224         Not available for the period per		43	35	27
Green buildings         2014         2013         200           Leading the way with green building sethification and improvements         1,852         1,393         1,852         1,393           Client green building cethifications         8,098         1,852         1,393         481,224         Not evaled client green building cethifications         8,77         76         1.56         1.66         57         1.56         1.66         1.57         1.56         1.57         1.56         1.56         1.56         1.56         1.56         1.56         1.56         1.56         1.56         1.56         1.57         1.56         1.56         1.57         1.56         1.56         1.57         1.56         1.56         1.57         1.57         1.57         1.57         1.57         1.57         1.57         1.57         1.57         1.57         1.57         1.57 </td <td>9.</td> <td></td> <td></td> <td>98</td>	9.			98
Number of client buildings where all. It has enabled increased sustainability performance   8,098   1,592   1,399   1,576,293   481,224   1,399   1,576,293   481,224   1,399   1,576,293   481,224   1,399   1,576,293   481,224   1,399   1,576,293   481,224   1,399   1,576,293   1,	·	·	· · · · · · · · · · · · · · · · · · ·	11,564
Number of Jeint Duildings where "LL has enabled increased sustainability performance   8,088   1,852   1,33     Client green building certified space (m <sup>3</sup> ) (m <sup>3</sup>   481,224   1,33     LEED   877   76   1.15     LEED   987   987   987   987   987   987   987     Client green building certified space (m <sup>3</sup> ) (m <sup>3</sup>   1,53   1,53   1,53   1,53   1,53     Creen Globes   98   98   98   98   98   98   98   9			2013	2012
Client green building certifications		8,098	1,852	1,391
LEED	Client green building certified space (m²)16	1,678,293	•	Not available
Green Globes   0				59
Green Mark				31 26
BREEAM Geen Star         12 0 0 1         9 0 1         12 0 0         12 0 0         12 0 0         12 0 0         12 0 0         12 0 0         12 0         12 0 0 <t< td=""><td></td><td></td><td>1</td><td>1</td></t<>			1	1
Driknown			9	1
Page 1   Page 2   Page 2   Page 3   P			1	-
Energy and sustainability accredited professionals (cumulative to year-end)         1,531         1,417         1,416           Greening our own office portfolio         Cifices with a green building or fit-out principles (%)         17%         10%         6           Offices with a green building or fit-out principles (%)         47%         42%         37           Revolutionary thinking through alternative workplace strategies         5         5         5         62           Offices with an alternative workplace strategy (%)         6         6         6         6         6           Offices with a natemative workplace strategies         5         5         5         6         6           Community and supply chain         6         6         6         6         6         6         6         6           Community and supply chain         6		14	-	-
Greening our own office portfolio         17%         10%         6           Offices with a green building or fit-out certificate (%) 16         47%         42%         37           Revolutionary thinking through atternative workplace strategies         W         2014         2013         20           Offices with an atternative workplace strategy (%)         62%         54%         62           Community and supply chain         2014         2013         20           Making a global impact         W         1.0         4.1         3.9         3.0           Corporate charitable contribution (million 5)         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1         3.9         3.0         3.0         4.1	·	1 521	1 / 17	1 414
Offices with a green building or fit-out certificate (%)18         17%         10%         6           Offices with a green building or fit-out principles (%)         47%         42%         37           Revolutionary thinking through alternative workplace strategies         56%         54%         62           Community and supply chain         2014         2013         20           Making a global impact         35%         54%         62           Corporate charitable contribution, including corporate and employee (million \$)         4.1         3.9         3.3           Corporate charitable contribution (million \$)         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit) of pre-tax profit)         1.2         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit) of pre-tax profit)         1.2         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit)         1.2         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit)         1.2         4.5         1.7         1.2           Volunteering days         4.5         5.5         4.5         1.2         1.7         1.2           Volunteering days         5.0         5		1,551	1,417	1,414
Revolutionary thinking through alternative workplace strategies (%) 62% 54% 62		17%	10%	6%
Offices with an alternative workplace strategy (%)         62%         54%         62           Community and supply chain         2014         2013         20           Making a global impact         Value of package of pack		47%	42%	37%
Community and supply chain         2014         2013         20           Making a global impact         Total charitable contribution, including corporate and employee (million \$)         4.8         4.4         3.3           Corporate charitable contribution (million \$)         4.8         4.4         3.3           Corporate charitable contribution (% of pre-tax profit) 19         0.8%         1.0%         1.0           London Benchmaking Group, average member charitable contributions as % of pre-tax profit         1.2%         1.7%         1.2           Volundering days         4,590         2,821         1,7%         1.2           Evistence of a policy governing the procurement of sustainable kitchen supplies (% of countries)         35%         24%         Not available Existence of a policy governing the procurement of sustainable office supplies (% of countries)         53%         Not available Not available Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)         51%         Not available Not available Existence of a policy governing the procurement of sustainable company cars (% of countries)         20%         Not available Not available Existence of a policy governing the procurement of sustainable company cars (% of countries)         20%         Not available Not available Existence of a policy governing the procurement of sustainable company cars (% of countries)         20%         Not available Not availabl	♥ ♥			
Making a global impact         Total charitable contribution, including corporate and employee (million \$)         4.8         4.4         3.3           Corporate charitable contribution (million \$)         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> 0.8%         1.0%         1.0           London Benchmaking Group, average member charitable contributions as % of pre-tax profit         1.2%         1.7%         1.2           Volunteering days         4,590         2,821         1,7%           Procuring gleen office and kitchen supplies         4,590         2,821         1,7%           Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)         35%         24%         Not available           Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)         53%         Not available         Not available           Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)         51%         Not available         Not available           Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)         20%         Not available         Not available           Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)         20%	Revolutionary thinking through alternative workplace strategies			62%
Total charitable contribution, including corporate and employee (million \$)         4.8         4.4         3.3           Corporate charitable contribution (million \$)         4.1         3.9         3.3           Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> 0.8%         1.0%         1.0           London Benchmaking Group, average member charitable contributions as % of pre-tax profit         1.2%         1.7%         1.2           Volunteering days         4,590         2,821         1,7%           Procuring green office and kitchen supplies         8         24%         Not available charting green office and kitchen supplies           Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)         35%         24%         Not available charting procurement of sustainable printers and printing supplies (% of countries)         51%         Not available on the value of procurement of sustainable printers and printing supplies (% of countries)         51%         Not available of the value of procurement of sustainable company cars (% of countries)         51%         Not available of the value of the	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%)			2012
Corporate charitable contribution (% of pre-tax profit) 19         0.8%         1.0%         1.0           London Benchmaking Group, average member charitable contributions as % of pre-tax profit         1.2%         1.7%         1.2           Volunteering days         4,590         2,821         1,7           Procuring green office and kitchen supplies           Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)         35%         24%         Not available in the validable in the procurement of sustainable printers and printing supplies (% of countries)         53%         Not available in Not available	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%) Community and supply chain			2012
London Benchmaking Group, average member charitable contributions as % of pre-tax profit1.2%1.7%1.2Volunteering days4,5902,8211,7Procuring green office and kitchen suppliesExistence of a policy governing the procurement of sustainable kitchen supplies (% of countries)35%24%Not availableExistence of a policy governing the procurement of sustainable office supplies (% of countries)53%Not availableNot availableExistence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)51%Not availableNot availableExistence of a policy governing the procurement of sustainable company cars (% of countries)20%Not availableNot availableExistence of a policy governing the procurement of sustainable company cars (% of countries)20%Not availableNot availableExistence of a policy governing the procurement of sustainable company cars (% of countries)20%Not availableNot availableExistence of a policy governing the procurement of sustainable company cars (% of countries)20%Not availableNot availableExistence of a policy governing the procurement of sustainable company cars (% of countries)20%3020Diversity in our business20%35%34%34Directors by gender (% female)27%26%25Directors as proportion of total employees (%)11%11%11Employees under 256%6%6%6%Employees age 25-3435%34%35<	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%) Community and supply chain Making a global impact	2014	2013	2012 3.8
Volunteering days         4,590         2,821         1,77           Procuring green office and kitchen supplies         Statement of a policy governing the procurement of sustainable kitchen supplies (% of countries)         35%         24%         Not available in the supplies of the procurement of sustainable office supplies (% of countries)         53%         Not available in No	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)	2014 4.8 4.1	2013 4.4 3.9	3.8 3.1
Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable office supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Diversity in our business  Total employees by gender (% female)  Directors by gender (% female)  Directors by gender (% female)  Directors as proportion of total employees (%)  Employees under 25  Employees age 25-34  Employees age 35-44  Diversity in our business  Total employees age 35-44  Diversity in our business  Existence of a policy governing the procurement of sustainable office supplies (% of countries)  Not available  No	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup>	2014 4.8 4.1 0.8%	2013 4.4 3.9 1.0%	3.8 3.1 1.0%
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Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  20% Not available Not available Workplace, well-being and diversity  2014 2013 20  Diversity in our business  Total employees by gender (% female)  27% 26% 25%  28mployees under 25  Employees age 25-34  Employees age 35-44  26% 26% 26%  276  276  277  276  277  276  277  277  277  278  278	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%) Community and supply chain Making a global impact Total charitable contribution, including corporate and employee (million \$) Corporate charitable contribution (million \$) Corporate charitable contribution (%) of pre-tax profit) London Benchmaking Group, average member charitable contributions as % of pre-tax profit Volunteering days	4.8 4.1 0.8% 1.2%	4.4 3.9 1.0% 1.7%	3.8 3.1 1.0%
Existence of a policy governing the procurement of sustainable company cars (% of countries)         20%         Not available         Not available           Workplace, well-being and diversity         2014         2013         20           Diversity in our business         35%         34%         34           Total employees by gender (% female)         27%         26%         25           Directors as proportion of total employees (%)         11%         11%         12           Employees under 25         6%         6%         6%         7           Employees age 25-34         35%         34%         35           Employees age 35-44         26%         26%         26	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%) Community and supply chain Making a global impact Total charitable contribution, including corporate and employee (million \$) Corporate charitable contribution (million \$) Corporate charitable contribution (%) of pre-tax profit) London Benchmaking Group, average member charitable contributions as % of pre-tax profit Volunteering days Procuring green office and kitchen supplies	4.8 4.1 0.8% 1.2% 4,590	4.4 3.9 1.0% 1.7% 2,821	3.8 3.1 1.0% 1.2%
Workplace, well-being and diversity         2014         2013         20           Diversity in our business         35%         34%         34           Total employees by gender (% female)         27%         26%         25           Directors as proportion of total employees (%)         11%         11%         12           Employees under 25         6%         6%         6         7           Employees age 25-34         35%         34%         35           Employees age 35-44         26%         26%         26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable office supplies (% of countries)	4.8 4.1 0.8% 1.2% 4,590 35% 53%	2013 4.4 3.9 1.0% 1.7% 2,821 24% Not available	3.8 3.1 1.0% 1.2% 1,749 Not available Not available
Diversity in our business           Total employees by gender (% female)         35%         34%         34           Directors by gender (% female)         27%         26%         25           Directors as proportion of total employees (%)         11%         11%         12           Employees under 25         6%         6%         6%         7           Employees age 25-34         35%         34%         35           Employees age 35-44         26%         26%         26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)	4.8 4.1 0.8% 1.2% 4,590 35% 53% 51%	2013 4.4 3.9 1.0% 1.7% 2,821 24% Not available Not available	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available
Total employees by gender (% female)       35%       34%       34         Directors by gender (% female)       27%       26%       25         Directors as proportion of total employees (%)       11%       11%       12         Employees under 25       6%       6%       6%       7         Employees age 25-34       35%       34%       35         Employees age 35-44       26%       26%       26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)	4.8 4.1 0.8% 1.2% 4,590 35% 53% 51% 20%	2013  4.4 3.9 1.0% 1.7% 2,821  24% Not available Not available Not available	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available
Directors as proportion of total employees (%)       11%       11%       12         Employees under 25       6%       6%       6%       7         Employees age 25-34       35%       34%       35         Employees age 35-44       26%       26%       26       26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)	4.8 4.1 0.8% 1.2% 4,590 35% 53% 51% 20%	2013  4.4 3.9 1.0% 1.7% 2,821  24% Not available Not available Not available	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available
Employees under 25     6%     6%     7       Employees age 25-34     35%     34%     35       Employees age 35-44     26%     26%     26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) <sup>19</sup> London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Workplace, well-being and diversity  Diversity in our business	4.8 4.1 0.8% 1.2% 4,590 35% 53% 51% 20%	2013  4.4 3.9 1.0% 1.7% 2.821  24% Not available Not available Not available 2013	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available
Employees age 25-34     35%     34%     35       Employees age 35-44     26%     26%     26	Revolutionary thinking through alternative workplace strategies Offices with an alternative workplace strategy (%)  Community and supply chain Making a global impact Total charitable contribution, including corporate and employee (million \$) Corporate charitable contribution (million \$) Corporate charitable contribution (million \$) London Benchmaking Group, average member charitable contributions as % of pre-tax profit Volunteering days  Procuring green office and kitchen supplies Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries) Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries) Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries) Existence of a policy governing the procurement of sustainable company cars (% of countries)  Workplace, well-being and diversity Diversity in our business Total employees by gender (% female) Directors by gender (% female)	2014  4.8 4.1 0.8% 1.2% 4,590  35% 53% 51% 20% 2014	2013  4.4 3.9 1.0% 1.7% 2.821  24% Not available Not available Not available 34% 26%	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available Not available 34% 25%
Employees age 35-44 26% 26% 26	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (million \$)  London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable office supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Workplace, well-being and diversity  Diversity in our business  Total employees by gender (% female)  Directors by gender (% female)  Directors as proportion of total employees (%)	2014  4.8  4.1  0.8%  1.2%  4,590  35%  53%  51%  20%  2014	2013  4.4 3.9 1.0% 1.7% 2,821  24% Not available Not available Not available 2013  34% 26% 11%	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available 2012 34% 25% 12%
	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit) 19  London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable office supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Workplace, well-being and diversity  Diversity in our business  Total employees by gender (% female)  Directors by gender (% female)  Directors as proportion of total employees (%)  Employees under 25	2014  4.8 4.1 0.8% 1.2% 4.590  35% 53% 51% 20% 2014  35% 27% 11% 6%	2013  4.4 3.9 1.0% 1.7% 2.821  24% Not available Not available Not available 2013  34% 26% 11% 6%	3.8 3.1 1.0% 1.2% 1,749  Not available Not available Not available 2012 34% 25% 12% 7%
	Revolutionary thinking through alternative workplace strategies  Offices with an alternative workplace strategy (%)  Community and supply chain  Making a global impact  Total charitable contribution, including corporate and employee (million \$)  Corporate charitable contribution (million \$)  Corporate charitable contribution (% of pre-tax profit)   London Benchmaking Group, average member charitable contributions as % of pre-tax profit  Volunteering days  Procuring green office and kitchen supplies  Existence of a policy governing the procurement of sustainable kitchen supplies (% of countries)  Existence of a policy governing the procurement of sustainable office supplies (% of countries)  Existence of a policy governing the procurement of sustainable printers and printing supplies (% of countries)  Existence of a policy governing the procurement of sustainable company cars (% of countries)  Workplace, well-being and diversity  Diversity in our business  Total employees by gender (% female)  Directors as proportion of total employees (%)  Employees under 25  Employees age 25-34	2014  4.8 4.1 0.8% 1.2% 4.590  35% 53% 51% 20% 2014  35% 27% 11% 6% 35%	2013  4.4 3.9 1.0% 1.7% 2.821  24% Not available Not available Not available 1013  34% 26% 11% 6% 34%	3.8 3.1 1.0% 1.2% 1,749 Not available Not available Not available 2012 34% 25% 12%

Employees over 55	13%	13%	10%
Board-level diversity			
Board members by gender (% female)	30%	30%	27%
Employee satisfaction and engagement			
Employee turnover	25%	25%	21%
New starters (% of total employees)	33%	33%	30%
Employee turnover (males)	24%	24%	20%
Employee turnover (females)	27%	26%	23%
Training and development			
Training and development spend (million \$)	15.3	12.5	10.7
Training and development spend per employee (\$)	263	235	225
Employees with agreed performance objectives	28,206	23,908	21,467
Sustainability training			
Training hours from JLL's Sustainability University <sup>20</sup>	5,242	4,586	5,616
Sustainability training hours outside of Sustainability University	4,213	7,217	7,025
Employee compensation and benefits			
Employees who are extremely satisfied that compensation plans reward outstanding performance	No survey	No survey	51%
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. 21	0.64	0.55	0.56
Days away, restricted duty and transfer (DART) rate for Integrated Facilities Management globally + all employees in U.S. <sup>20</sup>	0.32	0.26	0.36
Countries with at least one HW&S initiative (%)	80%	63%	71%
Labor standards and labor relations			
Employees who belong to a labor union (%) 22	2%	2%	4%

<sup>&</sup>lt;sup>1</sup> The 2012-2013 employee figures are restated to reflect a change in calculation methodology.

 $<sup>^2\,\</sup>mbox{The}$  regional breakdown excludes 107 LaSalle new hires that were not assigned a region.

<sup>&</sup>lt;sup>3</sup> The Global figures include 107 LaSalle new hires that were not assigned a region.

 $<sup>^{4}</sup>$  We received complete Full Time Equivalent data first time in 2014, which explains the reduction from 2013.

<sup>&</sup>lt;sup>5</sup> We restated 2013 ESS revenue after more accurate data became available.

<sup>&</sup>lt;sup>6</sup> The 2012 and 2013 emissions exclude electricity re-sold to tenants, which in 2012 equalled 14 tonnes CO<sub>2</sub>e and in 2013 10 tonnes CO<sub>2</sub>e. Also the 2013 total emissions figure is restated after data updates.

<sup>&</sup>lt;sup>7</sup> In 2014 we included new Mechanical Engineering fleet in Brazil and UK, which partially explains the increase from 2012.

<sup>&</sup>lt;sup>8</sup> The 2012 and 2013 figures are re-stated due to revising calculation method for year-to-year consistency.

 $<sup>^{\</sup>rm 9}$  We restated the 2013 figure after receiving more complete information .

<sup>&</sup>lt;sup>10</sup> We exclude a number of offices from the density ratio if either their employee or area data is not complete.

 $<sup>^{\</sup>rm 11}$  33% of countries covers 83% of our corporate office employees.

<sup>&</sup>lt;sup>12</sup> Excludes business travel as we record this in miles, not actual fuel consumption.

 $<sup>^{\</sup>rm 13}$  Excludes estimated building-related energy consumption.

<sup>&</sup>lt;sup>14</sup> The 2012-2013 figures are restated as we received updated data.

<sup>15</sup> Where multiple actions were taken on one investigation, we counted it as one investigation for purposes of the ratio.

<sup>&</sup>lt;sup>16</sup> The 2014 area figure excludes area of 17 client sites, 10 in the Americas and 7 in EMEA.

<sup>&</sup>lt;sup>17</sup> This year we did not receive records of the types of all client certifications.

<sup>&</sup>lt;sup>18</sup> Sustainability survey coverage figures (see Data Note) do not apply to this indicator. 2014 figure includes 2 LEED certified offices from Hong Kong, which was excluded from the survey this year.

<sup>&</sup>lt;sup>19</sup> We restated the 2012 & 2013 figures after revisiting the inclusion methodology for this indicator. Carbon Disclosure Program sponsorship in 2012-2012 was removed from corporate charitable contributions and employee contributions were removed from this indicator to better match the LGB benchmark.

<sup>&</sup>lt;sup>20</sup> The 2014 figure includes Americas training only.

<sup>&</sup>lt;sup>21</sup> The health and safety data above represent the Integrated Facilities Management business globally and all employees in the U.S.

The indicator includes only US labor union members. Global data is not available.