



*Achieve  
Ambitions*

# *Building a Better Tomorrow*

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*Germany Sustainability Report 2016-2018*

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# Building a Better Tomorrow

## Our sustainability leadership ambition

### A message from our CEO

Values are not expressed only in numbers, rather in mutual trust, integrity towards partners and colleagues, openness to ideas and opinions and a clear awareness of the consequences of our own decisions. These values are precisely those that make up the JLL corporate guiding principles.

At JLL, we are committed to embedding sustainability in everything we do as a business. We have the opportunity to not only minimise the impact of our own operations, but also that of our clients. It is through partnering with our clients we can drive meaningful change and work with them towards achieving their sustainability ambitions. We aim to deliver forward-thinking solutions to our clients and that is why we are integrating sustainability into our real estate advice.

Sustainability is a business imperative for JLL and our clients – by working together we can unlock shared value and play our part in building a sustainable future. And we have a responsibility for the regions that we influence, both in terms of the cityscape as well as the inhabitants. This includes the promotion of urban and district social projects, among others.

We also value the cultural and professional richness of our diversity and are focused on the development of our employees from all over the world. Our goal: to be a company that fully represents the world in which we live and work. As an employer, JLL has a social responsibility and duty to uphold our democratic values – respect, fairness, equality and diversity – at all levels of the business.

Ethical action is not only a duty, but also creates joy, meaning and a sense of shared purpose. Because without shared purpose there can be no change. Without diversity of thought, there can be no progress. And without sustainable strategies, there can be no future.



*Timo Tschammer*  
CEO JLL Germany

# Sustainability Strategy

## Workshifting, 2016-2018

Germany had a collective desire to make changes in our workplaces for the better. Therefore, Workshifting was developed in 2016, in part due to feedback received from employee surveys.

Using the results of these surveys, we clustered main topics and formed action groups. These action groups developed initiatives with an aim to enhance the workplace situation, promote the health of our people in their job environment, and support their productivity.

## Shift from Workshifting to Building a Better Tomorrow (BaBT)

Workshifting started in Germany in 2016. With the global rollout of Building a Better Tomorrow in subsequent years, Germany decided to evolve Workshifting efforts into Building a Better Tomorrow from 2019 onwards. The two strategies nicely complement each other, as seen in the diagram to the right. Building a Better Tomorrow covers the same focus areas as Workshifting with an additional emphasis on sustainability for Clients and the environmental aspects of JLL's offices.

### Workshifting

### Building a Better Tomorrow

Organisation of work	
Human experience	
Technology	
Mobility	 
Health and wellbeing	
Charity	
Outside Workshifting	
Communications	



## Building a Better Tomorrow, 2019+

*Our vision is to make JLL a world-leading, sustainable professional services firm by creating spaces, buildings and cities where everyone can thrive.*

The world's financial, social, and environmental challenges demand a bolder response from businesses around the globe. This is why we are committed to new ways of partnering with our stakeholders that help achieve our shared ambitions for a sustainable future.

From serving our clients and engaging our people, to respecting natural resources in our workplaces, and building community relationships, we are focused on what is good for business and for a sustainable future. This progressive approach leads to responsible investment decisions with healthier, safer, more engaged people, and increased value for all of our stakeholders, Building a Better Tomorrow everywhere we can.

Through Building a Better Tomorrow, our sustainability leadership ambition, we seek to meet our vision through four pillars: Clients, People, Workplaces and Communities.

# Highlights 2016-2018



Clients



**9** client buildings certified  
to LEED or BREEAM in 2016 – 2017



**11**

**employees**

spend all or part of their time on sustainability support for clients



People



Provided **3,700**  
fruit baskets  
in 2016 – 2018

**10**

**sabbaticals**  
from Sept 2017  
to end 2018



From February 2017  
to end 2018,

**109**

contractual  
arrangements agreed  
for **working 1-2 days  
per week at home and  
remote working for all  
employees**



**1,015**

**training participants**  
in 2018



Provide service to  
employees for urgent  
“life” situations



**7 times in a row**  
as  
*top employer*  
in real estate

**JLL Hamburg**  
mentioned in 100  
Working Spaces journal  
as employer with  
“Hamburg-typical”  
good quality of life  
and culture



**25%**

of senior leadership  
were female in 2018



Workplaces



JLL Workshifting  
guidelines for offices



Across all offices, Adobe  
Sign implementation saved  
**43,160** pages of paper  
over nearly 2 years

**0**

**accidents**  
at the office



Cologne, Munich,  
Hamburg, Berlin  
Berta and Frankfurt  
are using **reusable  
water bottles**



**Employees**  
requested **61** leased  
bikes (including 6  
e-bikes) 2016 – 2018



**New technologies**  
such as WebEx  
and Skype in 2017 to  
reduce travel

Online payslips saved  
**24,000** pages of paper  
since June 2017

**Provided OneNote**  
on laptops  
to save paper



From 2016 – 2017,  
**reduced JLL office  
energy per employee  
by 22%**



Communities



Boxes in the kitchen to collect plastic bottle  
tops – **when 500 plastic bottle tops collected,  
one child gets a polio shot**



Employees  
volunteered  
**550 hours**  
in 2018



Employees gave  
**€17,400**  
in total to charity  
in 2018



# A message from sustainability leadership

JLL's global agenda "Building a Better Tomorrow" is based on four pillars for a sustainable business: Clients, People, Workplaces and Communities.

People, Workplaces and Communities have been a focus already in Germany through "Workshifting", a project established in 2016 aimed at significantly modernising the everyday work environment of our employees and supporting various charitable activities across Germany. Activities ranged from providing fruit baskets in our offices and up-to-date technical and digital equipment, through to rolling out strategic projects like a flexible working model, sabbaticals, family services and a transparent global career framework.

Through this broad approach, we are also aiming to be a leading employer. People, Workplaces and Communities together make a vital contribution to a better, healthier and more creative work environment overall. Our new offices in Hamburg, Cologne and Berlin are showcasing this new spirit and are examples of the best practice recommendations we share with our clients. Importantly, our new headquarters in Frankfurt will reflect our progress since developing and implementing the biggest part of the Workshifting idea.

It is our ambition for all of our employees to be proud to work for JLL. A key part of that is enabling a motivating environment, where they seek to bring all of their skills, personality, ideas and engagement to work for our clients and ultimately for our society. This enables us to see today the opportunities of tomorrow and to fulfill our agenda "Building a Better Tomorrow".



*Izabela Danner*

BaBT Sponsor Management Board Germany  
and CHRO Northern Europe



Across JLL EMEA, there's strong momentum for sustainability. With global Building a Better Tomorrow targets now in place, I'm proud to see EMEA countries owning and stretching beyond these locally. Germany is a great example of this, particularly due to its strong Workshifting efforts historically.

*William Douglas*

BaBT Sponsor EMEA Board and  
EMEA Chief Marketing Officer



# Clients

## Spotlight on:

### How JLL's strong partnership with HSBC reduces environmental impact

HSBC's global REDUCE goals define how our client reduces the environmental impact of their operations around the world. JLL's Global Sustainability Master Plan for HSBC supports these REDUCE goals in 4 areas: Energy, Water, Waste and Engagement.

Since we began working with HSBC in 2013, JLL has helped our client to avoid carbon emissions of over 250,000 tonnes globally – enough to fill a 90,000-seater football stadium 110 times.

JLL Germany contributes significantly to sustainability achievements across the global HSBC account. In fact, Germany was the first JLL team in Europe to achieve their 2018 country-level energy reduction target and even surpassed this target by delivering 518,036 kWh in energy savings, a 77% improvement from 2017. These savings have been achieved primarily within HSBC's Dusseldorf operations through efforts such as replacing lightbulbs, reducing HVAC temperatures and optimising water heater schedules.

And our partnership goes beyond energy: waste minimisation activities during 2018 have included rolling out behavioural change measures across 10 sites and introducing centralised recycling at 8 sites for HSBC Germany.



"We have a big opportunity to reduce the environmental impact of our clients' operations. In JLL's partnership with HSBC, I am most proud of our energy savings in Germany – over 0.5 million kWh in one year. Achieving this is good for the planet and good for business."

*Joern Westecker*

Facilities Manager for the JLL Germany  
HSBC account team  
[joern.westecker@eu.jll.com](mailto:joern.westecker@eu.jll.com)





# People

## Spotlight on:

### Investing in the health and wellbeing of our people

Our commitment to the health and wellbeing of our employees is one of the central building blocks of Building a Better Tomorrow. That is why in Germany we have put in place a number of initiatives designed to promote the health of our people and support their productivity.

For example, we have introduced working remotely from anywhere and sabbatical guidelines to encourage flexible working and to support a healthy work-life balance.

We also provide fruit baskets and ergonomic seating in our offices, as well as organising sports events throughout the year. In addition, we have introduced a bike-loan scheme for all employees and now have our own JLL branded e-Bikes to travel to inner-city meetings.

Our focus on health and wellbeing is one of the reasons we won the Top Employer Award in 2018 – for the seventh year in a row.



"Sustainability is not just about increasing resource efficiency and reducing emissions; an essential element is investing in the wellbeing of our employees. I love engaging with everyone's bright ideas to build a better tomorrow – for our clients and our employees."

*Kristin Holz*

HR Business Partner & Occupational  
Health Manager  
kristin.holz@eu.jll.com





## Spotlight on: Workplaces of tomorrow

We are investing significantly in our workplaces in Germany.

Playing our part in Building a Better Tomorrow, we seek to provide our employees with spaces that maximise their productivity and wellbeing and at the same time minimise the environmental impact of our office portfolio through energy and resource efficiencies. This is why we chose a LEED-certified building for our new German headquarter in Frankfurt am Main; it is both energy efficient and supportive of employee wellbeing.

At our new office, we have looked at how we can make the best and most productive use of our space, by encouraging flexible working and implementing a desk-sharing approach. We have also introduced a range of initiatives to reduce our environmental impact – one small example is that we have switched to providing filtered water instead of ordering bottles to cut down our use of single-use plastics.



“The most sustainable square metre of workspace is the one you don’t need. It saves the resources needed to build it, the energy required to heat it and the money to rent it. Our new German workplace vision and guidelines focus on flexible and effective use of space to reduce our overall footprint whilst providing a healthy and vibrant work environment.”



*Christian Stumpf*  
Workplace Strategy Director  
christian.stumpf@eu.jll.com





# Communities

## Spotlight on:

### Supporting our employees to make a difference

At JLL we are passionate about supporting the communities where we live and work.

As part of Building a Better Tomorrow, our employees have supported various charitable initiatives – donating both their time and money. In recent years, we have helped a range of charities including homeless shelters and orphanages.

In addition to our nationwide charity projects, we also support a range of local organisations and initiatives. At every office in Germany, we have at least one charity representative to help transform our employees' ideas into charitable actions. Doing this means we can make a difference to the issues that mean the most to our employees.



"What does it take to be a charitable company? Passionate employees that take the initiative and want to make this world a better place, and a leadership team that embraces their vision."

*Sabrina Matthaei*

BaBT Communities Lead and  
Digital Operations Manager  
[sabrina.matthaei@eu.jll.com](mailto:sabrina.matthaei@eu.jll.com)



## Our 2016 – 2018 achievements

Focus area	2016 – 2018 achievements, primarily through Workshifting
Overall	<p><b>7 times in a row</b> as <b>top employer in real estate</b></p> <p>JLL Hamburg <b>mentioned in 100 Working Spaces journal</b> as employer with "Hamburg-typical" good quality of life and culture</p>
Workshifting: Health & wellbeing	<p>Provided <b>3,700 fruit baskets</b></p> <p><b>Zero accidents</b> at the office</p> <p>From February 2017 through end 2018, <b>109 contractual agreements</b> agreed for working 1-2 days per week at home and remote working for all employees</p> <p>Provide service to employees for <b>urgent "life" situations</b></p>
Workshifting: Organisation of work; health & wellbeing	<b>10 sabbaticals</b> from September 2017 to end 2018
Workshifting: Mobility	Employees requested <b>61</b> leased bikes (including 6 e-bikes)
Workshifting: Technology	Provided <b>OneNote on laptops</b> to save paper
Workshifting: Human experience	Implemented <b>new technologies</b> such as WebEx and Skype in 2017 to reduce travel
Workshifting: Charity	<p>Set-up boxes in the kitchen to <b>collect plastic bottle tops</b>. When <b>500 plastic bottle tops collected, one child gets a polio shot</b></p> <p>Employees volunteered <b>550 hours</b> in 2018</p> <p>Employees gave <b>€17,400</b> – from JLL and employee funds – to charity in 2018</p>
Workshifting: General	Issued <b>JLL Workshifting guidelines</b> for JLL offices
Gender diversity	<b>25% of senior leadership</b> were <b>female</b> in 2018
Career development	Trained <b>1,015 participants</b>
Environmental	<p>Across all JLL offices, Adobe Sign implementation saved <b>43,160 pages</b> of paper over nearly 2 years</p> <p>Online payslips saved <b>24,000 pages of paper</b> since June 2017</p> <p>Cologne, Munich, Hamburg, Berlin Berta and Frankfurt are using <b>reusable water bottles</b></p> <p><b>1,177</b> metric tonnes CO<sub>2</sub>e (4.7 million miles) in 2017 business travel, <b>up 18%</b> since 2016</p> <p>Building-related greenhouse gas emissions per corporate office employee were 1.0 metric tons in 2017, a <b>reduction of 11%</b> relative to 2016</p> <p>Building-related energy consumption per corporate office employee were 2,370 kWh in 2017, a <b>reduction of 22%</b> relative to 2016</p>
Clients	<p><b>11 employees</b> spend all or part of their time on sustainability for clients</p> <p><b>6 client buildings certified to LEED</b> in 2016 and 2017 including 1 Platinum in Berlin and 4 Gold in Berlin, Hamburg, Munich and Stuttgart</p> <p><b>3</b> client buildings certified to BREEAM in 2016</p>

# Our Building a Better Tomorrow targets

## Clients

We will help clients generate lasting value by embedding sustainability knowledge and capabilities across all JLL services.

### BaBT sub-issue

### BaBT target

Embedded sustainability in core real estate services

**Global:** Deliver targeted training to employees from key business lines and incorporate sustainability basics into JLL onboarding for new hires by 2020

## People

We will create a work culture that values diversity, develops and rewards talent and fosters health and wellbeing.

Diversity & inclusion

**Global:** Each J8 country to improve gender balance of leadership population by 2021

Personal & career development

**Global:** Identify challenges and provide targeted solutions to the attrition and developments of employees, in particular those with up to 3 years' service (2018/19)

## Workplaces

We will occupy more sustainable, healthy, and safe JLL workplaces and minimise our business travel impacts.

Health & safety

**Global:** Based on the average employee Lost Time Injury Frequency Rate (LTIFR) of the two prior performance periods, achieve by 2020 a LTIFR reduction of 10%

**Global:** Drive prompt reporting of incidents and ensure that employees in all corporate offices are consulted on health and safety

Energy & resource use

**Global:**

- Reduce building-related greenhouse gas emissions per corporate office employee by 2% p.a. from 2017 to 2019
- Reduce building-related energy consumption per corporate office employee by 2% p.a. from 2017 to 2019

**Global:** Set a Science Based Target for JLL's global Scope 1 and 2 emissions and an accompanying Scope 3 target

Healthy & sustainable buildings

**Global:** 100% of JLL office space larger than 10,000 ft<sup>2</sup> to have a sustainability certification by 2030

Environmental (& social) impact of procurement

**Global:** Sustainable procurement framework to be adopted globally by 2020

## Communities

We will support the communities in which we live and work and empower our employees to be active citizens.

Employee volunteering

**Global:** Increase the time our employees spend volunteering year on year, with an aim of reaching 15,000 days by 2020

**Germany:** Reach 355 employee volunteering days by 2020

Charitable contributions

**Germany:** Make financial contributions to charitable organisations and support the fundraising efforts of employees

## Foundations

We will maintain good governance and a strong culture of ethics, serve as an active thought leader, and deliver forward-thinking and value-enhancing solutions at every opportunity.

Governance

**Germany:** Establish governance and reporting systems

Communications

**Germany:** Facilitate regular communications on sustainability external and internally

# Contacts



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We are around 55 sustainability champions.  
That's over **4%** of our business.

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## About JLL

JLL (NYSE: JLL) is a leading professional services firm that specializes in real estate and investment management. Our vision is to reimagine the world of real estate, creating rewarding opportunities and amazing spaces where people can achieve their ambitions. In doing so, we will build a better tomorrow for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$16.3 billion, operations in over 80 countries and a global workforce of over 90,000 as of December 31, 2018. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated. For further information, visit [jll.com](http://jll.com)



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