



JONES LANG  
LASALLE®

*Real value in a changing world*

Where we stand:  
Building *beyond*  
tomorrow



Jones Lang LaSalle and  
LaSalle Investment Management  
2010 CSR Report

## Our 2010 CSR and sustainability accolades

One of our most important business goals is to maintain our position as a leader - one of the best - in our industry. We regularly receive recognition for our leadership around the Corporate Social Responsibility (CSR) and sustainability agenda. 2010 (and early 2011\*) was no exception as we received a number of high-profile awards. Achieving awards during one year is commendable, but we deem our continual levels of high performance and progress to be more important.

Global

EMEA

Asia Pacific

Americas





\*Note: The real estate category was suspended in the 2010 FORTUNE World's Most Admired Companies, so we have shown our achievement in 2011.

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### Note to PDF user

This PDF utilizes interactive elements. Click on contents and hyperlinks for easy navigation. The masthead and right hand tabs also have interactive functionality.

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## Our world isn't round.

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*In real estate, a square is more than a basic shape. It's the unit of measure.*

*Offices, warehouses and shops - no matter the asset type - are all measured the same way: by the square foot or meter.*

*Moving out of a building into downtown, across the central business district, the square becomes a block. Then a neighborhood or quarter. A post code. A borough, township, a city. A metropolitan area, a region.*

*The square is basic yet universal. Equidistant on all sides. Straightforward. Solid. Fair.*

*The square is a building block. On the local scale, it's the grid of the city. Mapping the globe, it traces the meridians of latitude and longitude.*

*For communities it's also the meeting place - a plaza, the town square.*

*At the personal level, it's a communal table. Where meals are shared, stories are swapped, trust is built.*

## Where we stand.

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*The square is where we stand. We are here, on the local map. We are on the ground in your city.*

*Every day we are taking the measure of the land, of an asset, of a business opportunity.*

*No matter where in the world we go, it's how we work: with integrity in all we do, following a set of principles that is universal (and translated into 15 languages) and assented to by everyone in the organization. A code of practice we also ask our business partners to follow.*

*"On the square" means we are local. In the cities and towns where we live and work, our business is built square by square, from the ground up.*





# Who we are

Jones Lang LaSalle is a **leading financial and professional services firm specializing in real estate**. We offer **comprehensive, integrated real estate and investment management expertise** on a local, regional and global level to owner, occupier and investor clients.

## A message from our CEO

Commercial real estate is now generally recognized as pivotal in the fight against global environmental challenges, including climate change and the consumption of increasingly scarce resources. The United Nations Environment Programme (UNEP) estimates that, globally, buildings are responsible for more than 40% of energy use, one-third of greenhouse gas emissions and 30% of raw material use. From a socio-economic perspective, real estate shapes our towns and cities and is a defining characteristic of society in general. It is where we work, where we live, and it creates jobs and investments for people from every walk of life. As a business, we have a duty to respond to these challenges and opportunities.

We define Corporate Social Responsibility (CSR) as the actions we take to promote and protect the environmental, social and economic interests of future generations. A critical aspect of our role as a corporate citizen is to contribute to the sustainability and prosperity of the world over the long term.

In that context, we are proud to present our latest annual CSR Report. Our view of CSR has our role and duties as a good corporate citizen at its heart, but it extends far wider. We also recognize and embrace our opportunity to partner with clients and collaborate with competitors and others across our industry in addressing those environmental challenges in which real estate is a key factor. In the pages that follow, we focus on Jones Lang LaSalle's immediate responsibilities - reporting within the widely-regarded GRI Reporting Framework for CSR - while also highlighting examples of our participation and leadership in broader initiatives across our sector.

The five global strategic priorities we have set for ourselves as a Firm (which we call our G5) underpin our business strategy and create a platform for us to take action in response to sustainability challenges. The first and fifth of these priorities are most closely aligned with CSR:

- **G1: Build our leading local and regional market positions:** Our market presence in virtually every major city in the world allows us to establish our business as the leading source for energy and sustainability real estate advice that can help clients transition to the sustainable economy while continuing to deliver them successful business results
- **G5: Connections - Differentiate by connecting across the Firm and with clients:** Seamlessly linking our employees, businesses, geographies and technologies helps us to communicate and integrate our CSR efforts throughout our businesses around the world, maximizing opportunities to create new services and embedding sustainability into the heart of our operations

As part of our commitment to create real value in a changing world, we are determined to hold ourselves accountable for the social, environmental and economic impacts of our operations and are committed to developing policies, business practices and services that will drive continuing positive change in our industry. We also believe that respecting and actively supporting internationally agreed upon standards will add to our success. Accordingly, we have continued to commit ourselves to the United Nations Global Compact and its principles regarding human rights, labor, environment and anti-corruption. As a professional services firm, Jones Lang LaSalle has a philosophy that adopts our clients' CSR challenges as our own. The CSR strategy we have developed therefore addresses both the direct operational impacts of our own business as well as the real estate impact from our clients' activities.



**Colin Dyer**

Chief Executive Officer and President



We define Corporate Social Responsibility (CSR) as the actions we take to promote and protect the environmental, social and economic interests of future generations.



We are proud of the progress that we made in 2010 on our CSR agenda. In particular, we placed significant emphasis on establishing internal support for our CSR strategy, which led us to set measurable corporate targets for the first time (see beginning of each core section for further details). We also developed a global network of CSR contacts, led by our Chief Operating Officers around the world, who are now integral to our strategy and have assumed ownership and oversight for delivering targets.

In 2010 (and early 2011\*) Jones Lang LaSalle was also:

- Selected as one of the **World's Most Ethical Companies** by the Ethisphere Institute for the third consecutive year (fourth consecutive year in 2011)
- Named **ENERGY STAR Partner of the Year** by the U.S. Environmental Protection Agency for the second time (third time in 2011)
- Honored as one of the **FORTUNE 2011 World's Most Admired Companies** for the third time\*

\*Note: The real estate category was suspended in the 2010 listing; the 2011 listing was published in March 2011

We will maintain, without fail, our commitment to putting the interests of our clients first, to promoting teamwork and collaboration across our operations, and to conducting our business ethically and with respect for environmental, social and economic concerns. We recognize that corporate disclosure plays a key role in this regard, promoting transparency and accountability to our stakeholders, which in turn will drive continued improvements in our performance. It is to this end that our CSR Report tells the story of our achievements and challenges throughout 2010. Our CSR activities will always be 'a work in progress', but we believe reports such as this can inspire efforts toward being first for our people, first with our clients and shareholders, and first in the communities where we do business.

Thank you for your interest in Jones Lang LaSalle.

**COLIN DYER**

*Colin Dyer*

Chief Executive Officer and President



**Sheila A. Penrose**

Chairman of the Board

“

As part of its oversight of the Company's operations, the Jones Lang LaSalle Board of Directors is regularly engaged with management in discussions about the efforts the Firm is making in all elements of its sustainability agenda. We are proud of what has been accomplished so far and enthusiastically encourage the Firm to continue its excellent progress. Being a socially responsible company, with a focus on doing what it can to make the world a better place, is the right thing to do for our clients, our people and our shareholders.

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## About us

Across our three geographic business segments – the Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific – we deliver a complete array of real estate services. We are an industry leader in property and corporate facility management services, with a portfolio of approximately 1.8 billion square feet worldwide.

Our fourth business segment – LaSalle Investment Management (*LaSalle*) – is a wholly-owned member of the Jones Lang LaSalle group and one of the world's largest and most diversified real estate investment management firms. LaSalle manages \$43 billion of private and public property equity investments.

### Where we operate



Americas  
68 offices : 7 countries



EMEA  
59 offices : 26 countries



Asia Pacific  
56 offices : 13 countries

**Data qualification notes:** Number of countries and offices are as of March 1, 2011

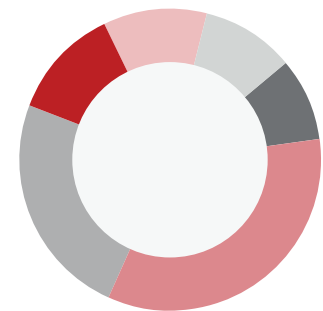
We are incorporated under the laws of the state of Maryland as a publicly owned and traded organization, governed by a board of directors. Shares of Jones Lang LaSalle are traded on the New York Stock Exchange (NYSE: JLL) and our global headquarters is in Chicago, Illinois.

As of December 31, 2010, we had 185 corporate offices worldwide and operations in more than 1,000 locations in 60 countries. Our employee count surpassed 40,000 in 2010.

	2010	2009
Professional non-reimbursable employees	15,500	13,800
Directly reimbursable employees	24,800	22,800
<b>Total</b>	<b>40,300</b>	<b>36,600</b>

**Data qualification notes:** Reimbursable employees include our property and integrated facilities management professionals and our building maintenance employees. The cost of these employees is generally reimbursable by our clients. The source of the above figures is our global financial consolidation system, which uses 40,300 as our 2010 year-end employee total. This figure differs from that of our people management system, which uses 38,800 as our 2010 year-end employee total. This results from different definitions of headcount. We have used the latter figure to normalize our carbon footprint because the disaggregation better represents employee count in our corporate offices. This also explains the variance between the figures above and employee totals in the workplace figures (e.g. Employees by age on page 42).

### 2010 revenue by service line



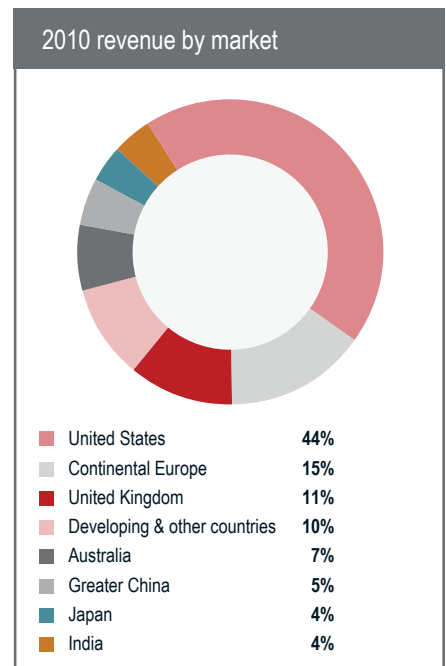
Leasing Services	34%
Property and Facilities Management	24%
Project and Development Services	12%
Advisory, Consulting & Other Services	11%
Capital Markets and Hotels	10%
Investment Management	9%

In 2010 we generated record-setting revenues totaling \$2.9 billion across our four business segments, which resulted in an 18% increase from 2009. In June 2011 we merged with the London-based international consultancy King Sturge, which added 1,600 colleagues to our corporate family.

**Key financials and statistics**

The following financial highlights should be read in conjunction with our consolidated financial statements and related notes, as well as the 'Management's Discussion and Analysis of Financial Conditions and Results of Operations' included in our Annual Report (Form 10-K) for the year ending December 31, 2010.

	2010	2009	2008
Revenue (millions)	\$2,925.6	\$2,480.7	\$2,697.6
Net income (millions)	\$153.5	(\$4.1)	\$83.5
Earnings (\$ per diluted share)	\$3.48	(\$0.11)	\$2.44
EBITDA (millions)	\$319.9	\$139.9	\$233.4



For further financial and other information about Jones Lang LaSalle visit <http://www.joneslanglasalle.com>.

For more about LaSalle Investment Management visit <http://www.lasalle.com>.





# Our approach

The **pace of economic, societal and environmental changes** continues to present our business with significant risks and opportunities. A robust understanding of where we can have the biggest impact in relation to those risks and opportunities **sits at the heart of our CSR strategy.**

**Transparency and accountability are also core features of our approach** and we remain focused on the highest standards of governance and ethics in all our business dealings.

## Jones Lang LaSalle's Global Sustainability Commitment

The cornerstone for excellence in our CSR and sustainability strategy

We are committed to creating and contributing to a more sustainable environment. Jones Lang LaSalle's service capabilities and position as an industry leader give us the opportunity to drive change that minimizes the impact of commercial real estate on the environment. That means making careful decisions that protect and enhance the environment while serving the economic requirements of a successful business enterprise.

Buildings generate 40% or more of greenhouse gas emissions in developed countries. We will help reduce emission levels significantly by taking a leadership position to promote change in our industry. We will apply our global project management capabilities to the more than 1.8 billion square feet of property we manage, delivering leading sustainability solutions to investors and occupiers throughout the world. And we will reduce the environmental impacts of our own operations.

We will deliver real value in a world where energy management and sustainability are assuming ever greater importance to our clients and our own people. We commit to:

1. **Lead the transformation of the property industry** by reducing the environmental impact of commercial real estate:
  - Constructing new buildings using technologies and best practices that move toward a zero carbon impact
  - Lowering energy consumption in existing buildings through sustainable renovations and management improvements
2. **Increase our investment** in energy and sustainability expertise by:
  - Increasing our number of accredited professionals (LEED®, BREEAM, ABGR, Green Star, etc.) to 1,000 by the end of 2012
  - Expanding our benchmarking tools to measure industry performance (Jones Lang LaSalle Upstream's Third Dimension, the Jones Lang LaSalle ESP, and client E and S-Score ratings)
  - Leveraging our procurement power to drive supply chain compliance with ENERGY STAR and green products into our managed buildings and construction management projects
  - Extend the scope and reach of our Sustainability University (established in 2008) to educate our teams with best-practice training and technical expertise
3. **Reduce our carbon footprint** through our ACT: 'A Cleaner Tomorrow' initiative, which focuses on energy conservation, water conservation, emissions reduction, solid waste reduction, recycling and recycled material use:
  - Measuring our carbon footprint and continuing to reduce our impact
  - Occupying sustainable certified space (LEED®, BREEAM, ENERGY STAR, etc.) where possible and following our leading Alternative Workplace Strategy practice advice that reduces the individual employee per square foot real estate footprint
  - Reducing the CO<sub>2</sub> impact of corporate travel by investing in communication technology tools and flexible work practices
  - Engaging and educating our people to create permanent sustainable behavioral change

## CSR and sustainability strategy

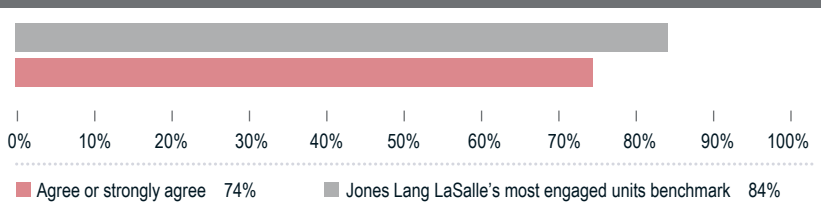
During 2010, our Chief Executive Officer and President, Colin Dyer, prepared a paper that addresses how CSR contributes to our business success and enables us to generate more revenue and profits. Key points of his case include:

- Retaining experienced, talented professionals is less expensive than replacing them frequently and places less stress on the business
- There is a significant opportunity to build a profitable energy and sustainability business while also improving the environment
- It is a business imperative to look like the clients we serve, as today they are more likely to want to see diversity within their business partners
- We can create shareholder value by spending money on charitable events and allowing people time to contribute personally, giving employees another reason to stay with us
- Companies on the Ethisphere Institute's annual 'World's Most Ethical Companies' list have consistently and significantly outperformed the Standard & Poor's 500 Index (as indeed our own stock has done)
- We have proven metrics showing that strong corporate governance increases profit by reducing certain direct costs

View the paper at [our CSR homepage](#).

Given the focus on these key value drivers, it is not surprising to find in our 2010 global Employee Engagement Survey that 74% of our staff responded favorably when asked if he or she felt positive about our commitment to CSR. We expect this percentage to increase as our CSR program matures and as awareness-building initiatives are enhanced through efforts such as this Report.

Percentage of employees who feel positive about Jones Lang LaSalle's commitment to CSR



**Data qualification notes:** Results are from our 2010 global Employment Engagement Survey. Average global response rate was 74%. Rankings of four or five equal 'agree or strongly agree' on a scale of one to five. 'Most engaged units' indicates the response from the 25% most engaged units within Jones Lang LaSalle. A global Kenexa benchmark was not available for this question.

### Two key pillars for delivering our commitment

We have established a CSR and sustainability strategy that is focused on two primary drivers: (1) the Energy and Sustainability Services (ESS) we provide to clients and (2) our internal ACT: 'A Cleaner Tomorrow' program, which seeks to reduce our own operational impacts (see right for more information). Together they form a powerful strategy that has the potential to create a significant legacy in our industry.

#### Pillar 1 - Internal sustainability program: ACT: 'A Cleaner Tomorrow'

As our Global Sustainability Commitment has established, we aim to develop leading standards and improvement practices in our own offices and then help our clients do the same in their real estate.

To drive this vision, in 2008 we initiated the ACT program which focuses on a range of sustainability-related initiatives, including emissions reductions, water conservation, materials re-use and recycling.

As part of the overall initiative, we formed a global team of experts to develop baseline performance measures to assess the Company's sustainability impacts. The team also **identifies and champions organizational and operational changes** locally that will enable us to meet our corporate CSR goals.

#### Pillar 2 - Leading provider of Energy and Sustainability Services to the real estate sector

Our Energy and Sustainability Services (ESS) teams **work to create a more sustainable property industry**. We embed change at the corporate and portfolio level by delivering sustainability strategies and technical implementation plans to property companies, investors, occupiers, government authorities and homebuilders. Our advice covers all stages of the property lifecycle - including development, acquisition, management, refurbishment and disposal.

Jones Lang LaSalle's global service offer includes Energy and Sustainability Services across all its key markets, enabling us to provide comprehensive integrated sustainability and real estate advice and implementation, which can be grouped into four main categories:

- Sustainability Consulting
- Building & Portfolio Assessments and Benchmarking
- Refurbishments, New Developments and Certifications
- Energy Services and Sustainable Operations (including Performance Measurement & Reporting)

Although we view both pillars as critical to our CSR and sustainability strategy, we are aware that the potential positive impacts of our Energy and Sustainability Services advice can be substantially greater than the positive impacts of our own direct activities and operations (see right).

In 2010 our global ESS team comprised 116 dedicated full-time employees across all three regions. However, at Jones Lang LaSalle, we also consider sustainability to be part of every employee's role and responsibilities, so thousands more are actively tackling sustainability challenges.

**Process to define material impacts**

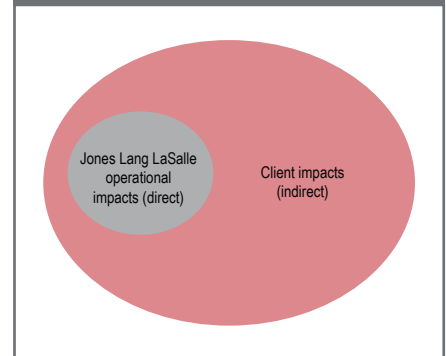
We recognize the importance of focusing our reporting on CSR issues that have the greatest impact on our business, as well as those of greatest concern to our key stakeholders (see page 13 for further details on our stakeholders). As such, we have developed a methodology to identify material CSR issues for the purposes of target setting and reporting. The methodology - based on external materiality standards such as Accountability's materiality test - involved a review of the items shown on the right.

We held a workshop with internal stakeholders representing sustainability and communications disciplines within Jones Lang LaSalle to review the quantitative scores and to arrive at a final materiality conclusion. We are confident that our process has identified the most important CSR issues facing our business. In our first year of conducting this assessment, we focused primarily on internal stakeholder perspectives. In future years we would like to incorporate a more in-depth engagement with clients and shareholders. Please visit page 59 to contribute to this stakeholder engagement process.

**Outcome of materiality assessment**

We have been mindful to distinguish between direct impacts of our operations and indirect impacts arising from actions taken on behalf of clients. As shown by the materiality matrix, our focus is on the issues in the 'dark red' background as these were found to be most important to Jones Lang LaSalle's business and in our external environment (e.g. regulatory and peers' activity). Our key material issues – both direct (in white type) and indirect (in black type) – have been defined as follows:

**The scale of our operational and client impacts**



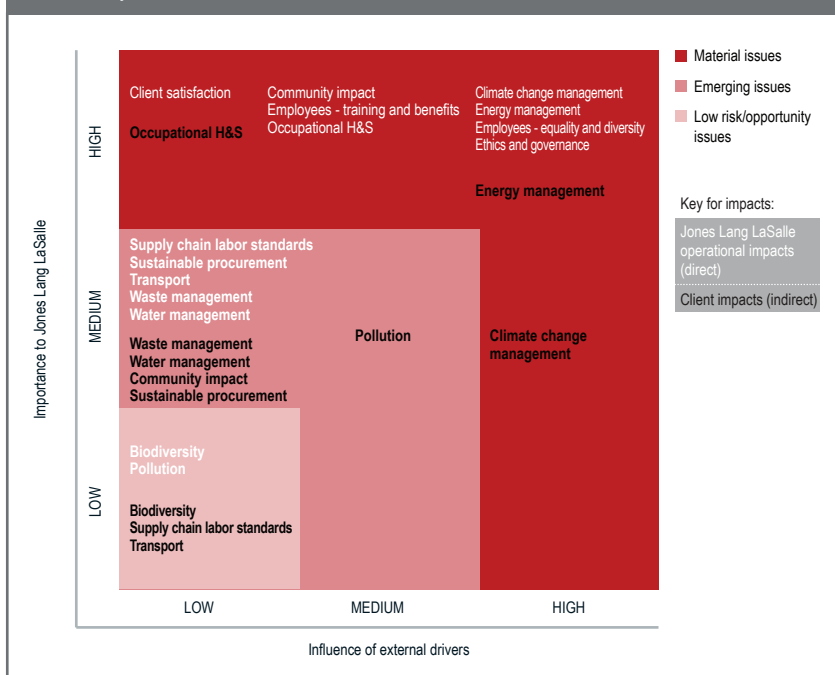
**Materiality test: External drivers**

- A desktop review of mandatory CSR reporting legislation in all country operations
- Research into the CSR strategies of our peers in the real estate, professional services and financial services sectors

**Materiality test: Internal drivers**

- Analysis of our corporate policies in areas such as environment, health and safety and ethics to determine the level of internal commitment
- A global Sustainability and CSR Survey of Directors, which gauged senior leaders' perspectives on CSR risks and opportunities, as well as its drivers

**Materiality matrix**

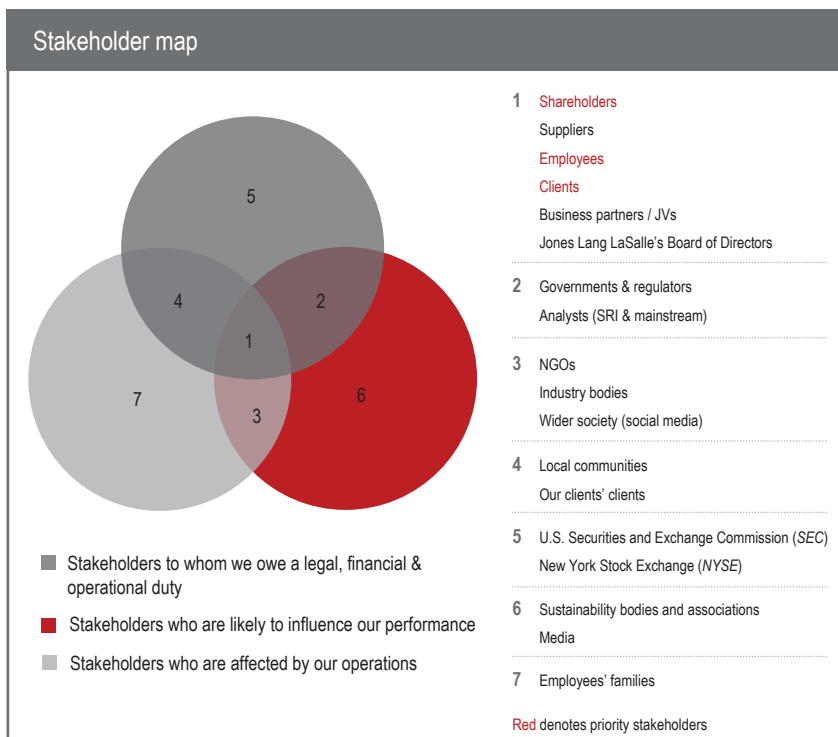


We were able to cluster certain issues to arrive at five key material issues, which are detailed below. The following table also shows our most material CSR themes. These form the basis for the topics we subsequently address in this Report.

Material issues	CSR themes covered in this Report	Direct impact on Jones Lang LaSalle	Indirect impact of our services to clients
Energy and climate	Energy efficiency; greenhouse gas emissions reduction; renewable energy	Yes	Yes
Client service excellence	Ethics; client satisfaction; innovation; sustainability thought leadership and research	Yes	Yes
Green buildings	Property lifecycle; building certifications and assessments; green leases; sustainable retrofits	Yes	Yes
Community commitment	Charitable contributions and investment; volunteering; vendors	Yes	No
Workplace, wellbeing and diversity	Employee satisfaction and engagement; diversity and inclusion; health and safety; training and development	Yes	No

**Our stakeholders**

Strong stakeholder relations underpin virtually every successful business. Our success is in large part related to our extensive network of stakeholder relationships across the real estate sector. We define stakeholders as individuals or groups who can affect or be affected by the actions of Jones Lang LaSalle's business. As part of our materiality process, we mapped our key stakeholders to understand the nature of our relationships. The following diagram identifies a range of stakeholders, whereby those that fall into the middle (indicated by '1') are considered primary stakeholder groups.



**Examples of stakeholder engagement**

The following examples provide a snapshot of how engagement with our stakeholders in 2010 has influenced corporate decision making:

**Jones Lang LaSalle's leadership**

As part of our materiality process, over 300 Directors of the Firm responded to a survey to give their perspectives on sustainability and CSR, including which issues were of most importance to the Company as well as clients.

**Employees**

Our global Employee Engagement Survey gives us a detailed insight into our employees' satisfactions and motivations. It also enables fulfilment of our global strategy for renewed growth.

**Clients**

We regularly conduct surveys with clients and the wider industry to understand the latest trends and drivers. The CoreNet Global and Jones Lang LaSalle Corporate Occupier Survey is one such initiative that serves to shape industry opinion and helps us to develop a more tailored service offer for our clients.

**Stakeholders**

Our Investor Relations program incorporates feedback directly from shareholders, which is received in quarterly earnings calls and town hall meetings. Please see our [Proxy Statement](#) for more information. Further to this, through our engagement with Ceres, a U.S. network of investors, environmental organizations and public interest groups, we received suggestions on how to improve our CSR Report. Please see page 51 for further information on how we have responded to feedback from Ceres. A detailed account can also be found on the [CSR website](#).

From this analysis we have prioritized three stakeholder groups: **clients**, **shareholders** and **employees**. The Report is intended for these groups and we engage with them by using a variety of channels including face-to-face meetings, advisory panels, online surveys, research publications, blogs and Facebook. Through these activities, we continue to learn a lot about important CSR issues and we utilize this to influence our CSR strategy and corporate decisions.

### Sustainability and CSR survey of Directors

In 2010 we conducted a global survey of our Directors to ascertain how they were engaging with sustainability and CSR. With 307 responses, we gained several significant findings. One of the most informative was how Directors ranked six different CSR drivers relative to the value created for the overall business. The results showed that **'demonstrating competency to our clients'** and **'attracting, developing and retaining talent'** are the drivers perceived as creating the most value, with 53% and 47% respectively stating that these were important or very important to the business. See right for additional findings.

#### Director Survey highlights – reflecting on CSR in our own operations

- 83% consider day-to-day CSR issues 'often' or 'always' in our own offices
- 22% have a personal development or performance objective related to our internal CSR initiatives
- Business ethics/corporate governance and investment in our people are the most important issues for sustaining the continued success of Jones Lang LaSalle
- Demonstrating competency to our clients (namely, 'walk the talk') is ranked as the highest CSR driver, or that which creates the most value

## Governance

We comply with the corporate governance laws of the world's most stringent regulatory authorities. These include the New York Stock Exchange, the U.S. Securities and Exchange Commission and financial services authorities in the UK, Japan, Hong Kong, Singapore and Australia, among other countries. The following section provides details of our governance structure, including how it relates to CSR.

Over the years, we have developed metrics showing that strong corporate governance increases profitability by reducing significant direct costs that can result from lapses in governance or ethics. Even as our revenues have tripled over the last seven years, some costs, such as our insurance premiums – an important market-based indication of the level of enterprise risk – are actually lower than they were seven years ago, even before taking inflation into account. This is consistent with data published by the Ethisphere Institute, which shows that the stock performance of those companies included in their list of the 'World's Most Ethical Companies' has been significantly better than that of companies listed in the S&P 500 Index.

### The Board of Directors

Our Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Operating and Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the Company's business to enhance its long term value. The Board currently has 11 directors, eight of whom are independent directors.

Jones Lang LaSalle has separated the roles of Chief Executive Officer from that of the Chairman of the Board, who is one of our independent directors. Shareholder advocacy groups generally consider this as best practice.



**Lauralee Martin**

Global Chief Operating and Financial Officer

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Over the past few years we have developed a strong global governance platform for both our Energy and Sustainability Services and the global ACT: 'A Cleaner Tomorrow' program. Together, these provide the necessary accountability mechanism to advance our leadership agenda.

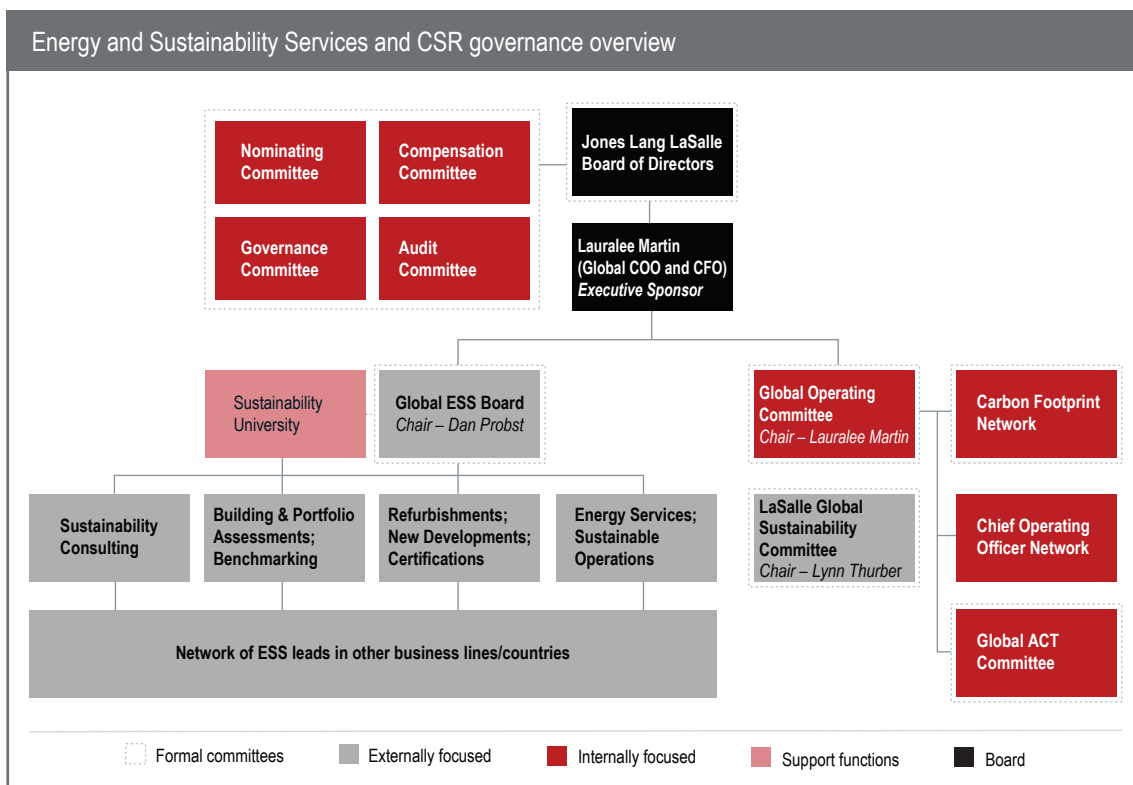
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### Sustainability and CSR governance

The Board of Directors takes an active role in the oversight of the Company's CSR efforts. Jones Lang LaSalle's global Chief Operating and Financial Officer, Lauralee Martin, serves as the main Board member responsible for sustainability and CSR matters. She issues regular reports on our global CSR strategy and performance, drawing on reports made by two bodies that reflect both pillars of our own CSR and sustainability strategy:

- The **Global Energy and Sustainability Services Board** is the main governance body responsible for developing and implementing a consistent global ESS offering. The Board is made up of regional heads of ESS and is led by the global Chairman of ESS.
- Our internal CSR programs are governed by the **Global Operating Committee** chaired by our global Chief Operating and Financial Officer. The Committee, which coordinates its enterprise risk activities with our Internal Audit function, has recently adopted the governance of CSR initiatives.

Both the Global Energy and Sustainability Services Board and Global Operating Committee feed directly into our Board of Directors. These groups are in place to deliver our Global Sustainability Commitment and Environmental Policy, the latter of which can be found on [our CSR website](#).



### Sustainability governance in LaSalle Investment Management

LaSalle's sustainability initiatives are led by the 21-member Global Sustainability Committee. Chaired by the non-executive Chairman of LaSalle with the sponsorship of the Chief Executive Officer and Global Management Committee, the Committee consists of senior leaders from across the globe in all areas of the business, ensuring that we remain up-to-date on all aspects of sustainability and that we share our knowledge and practices Company-wide. This Committee advises on how to achieve the highest environmental, social and governance (ESG) standards. For a list of the Committee Members see [here](#). LaSalle's Global Management Committee recently approved a [policy document](#), which outlines LaSalle's position regarding sustainability and responsible investing and states that we are committed to meeting the sustainability needs of our clients and our responsibilities as corporate citizen.

# Energy and climate

Energy saving measures in buildings represent the greatest potential for our clients to reduce carbon emissions and save money. **We have a significant opportunity to make a meaningful impact on climate change while also generating profits for our shareholders.**

*Image reference: 55 West Monroe, Chicago (USA) is one of many Jones Lang LaSalle managed buildings with an ENERGY STAR rating*



### Energy and climate introduction

Buildings are responsible for 40% of carbon emissions worldwide and climate change is recognized as one of the greatest challenges facing humankind. Acknowledging this challenge, Jones Lang LaSalle became a signatory to the Cancun Communiqué on Climate Change in 2010. Along with over 1,000 other businesses, we made a public statement in support of a comprehensive international framework to tackle climate change. For further information go to [this website](#).

We recognize the complexity of the climate change challenge and that government action alone cannot provide the urgent solutions required. For this reason, we continue to invest significant resources into developing energy and carbon management services for our clients, alongside efforts to manage our own footprint.

Energy and climate risks directly impact our own operations as well, whether because of rising fuel prices or legislative changes. And these risks continue to increase. The material risks that we face as a business are discussed in our Annual Report to Shareholders and include references to climate change risks see page 23 of [our Report](#).

This section explores in more detail the proactive steps we have taken to help mitigate the risks of and create opportunities from climate change and our energy management business.

#### 2011 CSR targets

- Deliver carbon savings for clients that exceed ten times our own global footprint
- Continue reducing the energy consumption/carbon footprint in our own corporate offices
- Improve the accuracy of carbon data metrics
- Implement energy efficiency initiatives in our corporate offices
- Revise office standards to move toward a best-in-class occupancy strategy

#### 25 years of energy conservation at One Front Street, San Francisco

One Front Street has been a pioneer in energy conservation for over 25 years. This 650,000 square foot, Class A office tower was built in 1979, and currently carries the ENERGY STAR label with a score of 94, establishing it as one of the most energy efficient commercial buildings in the United States. Jones Lang LaSalle assumed management of this signature asset in 1996 and continued the pursuit of energy conservation programs in partnership with the building's owner, Invesco. We have been instrumental in implementing better energy management and conservation such as:

- Applied reflective coatings on roofing systems and installed window tint and window blinds
- Installed state-of-the-art building automation system
- Replaced old and inefficient chillers with new efficient ones and pneumatic controls with direct digital controls
- Installed lighting controls and sub-metering system
- Replaced incandescent lighting with fluorescent or halogen bulbs
- Retrofitted energy efficient motors and ballasts to electronic style

Energy and climate summary	
Achievements	Challenges
<p><b>Our clients' carbon footprint</b></p> <ul style="list-style-type: none"> <li>➤ Documented \$128 million in energy savings and reduced 563,000 metric tons of CO<sub>2</sub>e in the U.S. alone</li> <li>➤ Over 1,250 managed properties (totaling more than 230 million square feet) with ENERGY STAR ratings</li> <li>➤ LaSalle's pilot energy savings effort identified a total of \$3.6 million in potential savings for assets in North America</li> </ul> <p><b>Renewable energy</b></p> <ul style="list-style-type: none"> <li>➤ Launched Renewable Energy Solutions advising on 2 MW of solar systems (installed or in development), resulting in aversion of 2,400 metric tons of CO<sub>2</sub>e per year</li> <li>➤ 480 MW of installed or consented wind capacity in the UK, which averts 685,000 metric tons of CO<sub>2</sub>e per year</li> </ul> <p><b>Our own carbon footprint</b></p> <ul style="list-style-type: none"> <li>➤ Extended scope of carbon data collection thereby documenting 45,100 metric tons of CO<sub>2</sub>e, which equates to 3.51 metric tons of CO<sub>2</sub>e per corporate office employee</li> <li>➤ Achieved a disclosure score of 80/100 for our 2010 Carbon Disclosure Project submission, which aligns us with S&amp;P 500 companies included in the Carbon Disclosure Leadership Index and is a score higher than competitors in the S&amp;P 500 listing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing an accurate and robust energy and carbon baseline has been a significant challenge due to our office footprint being leased and therefore largely estimated. This has been further complicated as we work to understand what a meaningful reduction figure would look like in the context of our ability to make change in our own operations due to the leased space reductions being controlled by the building owners.</li> <li>➤ While we have been successful in engaging our employees on energy and carbon reduction, we have much more to do in terms of identifying the right technical and engineering opportunities for energy efficiency improvements – and the payback that each improvement might have.</li> </ul>

**Energy management for our clients**

As we manage approximately 1.8 billion square feet of real estate for clients, the greatest contribution we can make to mitigate climate change is to reduce the energy and carbon generating activities on their behalf. An integral part of our Energy and Sustainability Services offering is in helping clients develop comprehensive energy management programs that align with their broader business strategy and in providing measurable savings and results. Our holistic approach considers not just how facilities are built, operated and maintained, but their location and employee behaviors as well.

Responsible and effective management of energy is the most cost-effective climate change mitigation strategy, and as more clients (and more of our own people) see economic and environmental value in measuring and improving energy usage, then we can expect the savings to continue rising. For example, our impact for U.S. clients in 2010 is equivalent to removing over 100,000 passenger vehicles annually from the road; saving CO<sub>2</sub> emissions from more than 60 million gallons of gasoline consumed; and reducing CO<sub>2</sub> emissions from the electricity use of 68,000 homes. The following table is a cumulative overview of our U.S. energy management successes since 2007:

	Energy savings (millions)	Greenhouse gas (GHG) emission reduction (metric tons CO <sub>2</sub> )	Kilowatt-hour savings (millions)
2010	\$128	563,000	912
2009	\$100	465,000	836
2008	\$95	438,000	790
2007	\$38	133,000	210
<b>Total</b>	<b>\$361</b>	<b>1,599,000</b>	<b>2,748</b>

*Data qualification notes: Energy savings, GHG emissions reduction and kilowatt-hour savings come from our year-end ENERGY STAR analysis and are then extrapolated for Jones Lang LaSalle's U.S. managed portfolio. GHG emissions savings have been calculated using eGRID conversion factors. Energy savings have been calculated using average unit costs. Effects of weather were ignored on the whole, but data from ENERGY STAR is normalized for weather.*

To support our energy management efforts, we continue to develop industry-leading technology platforms that help clients reduce their environmental footprint and energy costs. A new platform, OneView Energy and Sustainability Analytics (OVESA), was launched in December 2010. OVESA will support our ESS teams in managing our clients' ever-increasing volumes of sustainability data by providing the analytical tools to interpret and report data in line with external standards such as the GHG Protocol and the Carbon Disclosure Project. See the Client Excellence section (page 25) for more information on OVESA.

For further information on our how our Energy and Sustainability Services teams help our clients manage and reduce their own impacts visit [this link](#).

**LaSalle Investment Management – tracking energy savings for our clients**

In the United States, LaSalle is leading a pilot effort to encourage energy and sustainability improvement upgrades and savings for assets. A database tracks all sustainability upgrades for each asset – including cost, simple payback, and resulting energy and operational savings – and will be updated bi-annually. It will serve as a resource for information sharing and client reporting, as well as a means to track the broader energy and operational savings achieved by the Firm. From our first collection effort, we estimated spending \$6.3 million on sustainability upgrades with an estimated annual savings of \$1.8 million. Furthermore, we have identified \$3.1 million in additional upgrades with the potential to save \$1.6 million annually.



*Image reference: 1221 Brickers Street, Miami (USA) is managed by Jones Lang LaSalle and has achieved an ENERGY STAR rating and LEED® EBOM Silver Certification from the U.S. Green Building Council (USGBC)*

### Benchmarking the real estate industry's carbon emissions

Since Jones Lang LaSalle's acquisition of Upstream in 2007 – a leading UK consultancy specializing in sustainability and real estate – we have become a leader in providing carbon and energy benchmarking services to clients in Europe. The data is of significant value in understanding sector trends. We are able to communicate information on environmental performance to clients and to significantly shape the performance of the real estate sector. Here are some key statistics on our benchmarking service:

Benchmarking statistics
<ul style="list-style-type: none"> <li>1,300 properties benchmarked in total</li> </ul>
<ul style="list-style-type: none"> <li>Properties submitted by 40 companies from 40 countries across all regions</li> </ul>
<ul style="list-style-type: none"> <li>32 million square meters of floor area benchmarked annually</li> </ul>
<ul style="list-style-type: none"> <li>Over 16 million square meters of shopping centers and retail parks assessed annually</li> </ul>
<ul style="list-style-type: none"> <li>Over 12 million square meters of offices assessed annually</li> </ul>

### Renewable Energy Solutions

In 2010 we announced the establishment of our Renewable Energy Solutions practice, offering advice to clients across a range of renewable technologies including photovoltaic (largely U.S., but increasingly Europe), wind and biomass. Our comprehensive capabilities in renewable energy allow us to provide local and worldwide solutions designed to meet each client's unique objectives. This builds on the extensive support we have been providing to clients since 2007, especially in the UK where we have provided advice and action across a significant number of wind and biomass energy projects.

The table below provides an overview of the projects in which we have been involved since 2007. In terms of installed or consented renewable projects, total estimated GHG emissions averted are 686,187 metric tons of CO<sub>2</sub>e per year. A further 4.92 million metric tons per year could be averted, assuming all remaining projects that we have advised on achieve planning consent.

Type and status of installation (2007 - 2010)	Total capacity (MW)	Total averted metric tons CO <sub>2</sub> e/year
Wind - Installed and operational	161	229,680
Wind - Consented	320	456,507
Wind - Planning	1,450	2,068,546
Wind - Feasibility	600	855,950
Biomass - Planning	525	1,997,217
Solar - Installed or consented	2	2,378
<b>Total</b>	<b>3,058</b>	<b>5,610,278</b>

**Data qualification notes:** The information contained in the table above relates to our UK and U.S. renewables advisory services provided between 2007 and 2010. Metric tons CO<sub>2</sub>e/year has been calculated using government kWh to GHG emission conversion factors. The calculations assume that all installations are fully operational, 24 hours a day and 365 days a year, and that the average capacity is 30% for onshore wind, 80% for biomass and 25% for solar. The total metric tons CO<sub>2</sub>e/year averted figure should be read as that which we have contributed to through our UK and U.S. renewables advisory services. Jones Lang LaSalle does not own or operate any renewable energy installations.

### Greenprint Foundation

Greenprint Foundation is a benchmarking initiative that has been jointly developed with the support of Jones Lang LaSalle. Formed in 2009, Greenprint is revolutionary in terms of its owner and investor-focused membership, its global scale, and its emphasis on carbon measurement and reduction in line with the current Intergovernmental Panel on Climate Change (IPCC). Our role is unique as the only real estate services firm among the founding members.

Charles B. Leitner, CEO of Greenprint Foundation commented: "Amidst an explosion of wide-ranging environmental initiatives, it has been difficult to find a common starting point to measure and benchmark carbon emissions across the worldwide property industry. With the help of Jones Lang LaSalle, Greenprint Foundation has launched its Carbon Index to establish that starting point and advance the industry's efforts to reduce energy usage and carbon emissions while building value."

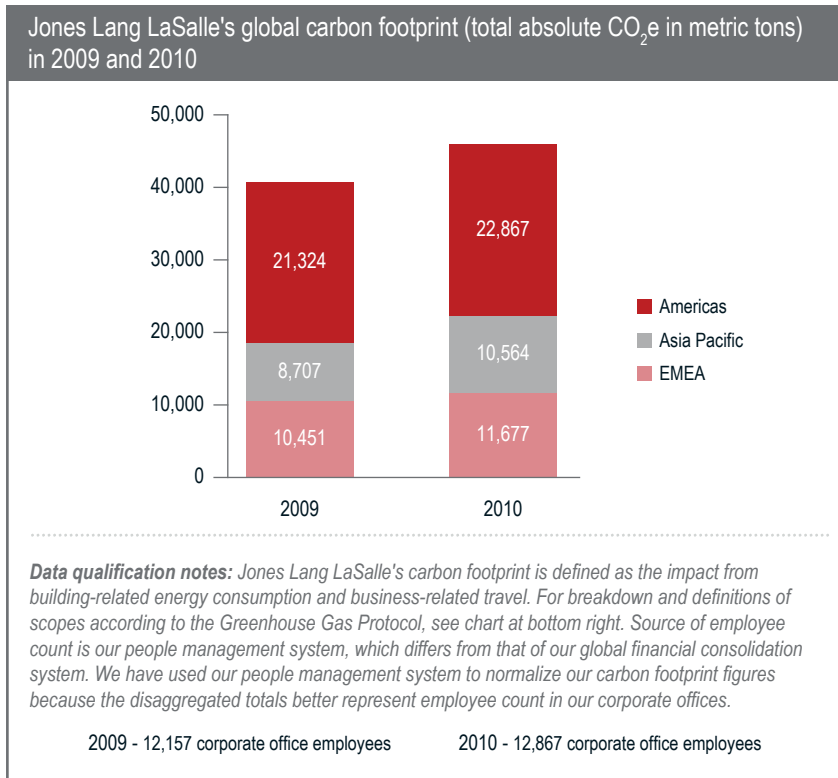
Both Jones Lang LaSalle and LaSalle Investment Management submit properties to Greenprint's carbon footprint index – the Greenprint Index. LaSalle was the largest contributor of assets in the first Index with a commitment of 137 global assets.

### Supporting the renewable energy sector in Scotland

Jones Lang LaSalle was appointed to provide advisory services to The Wind Energy Group of Companies (under the majority ownership of the AES Corporation) in 2010. We acted as lead consultant, directing a multi-disciplinary team of environmental and engineering advisors for the development of a 40-turbine wind farm development on a 25,000-acre estate in the north of Scotland. The appointment illustrates our increasing involvement in the renewable energy sector in the UK, and in particular Scotland, where the major renewable resources (wind, hydro and wave) are located.

**Understanding our emissions and reporting performance**

One of Jones Lang LaSalle's largest sources of emissions is estimated building-related carbon (Scope 3 or 'other indirect GHG emissions' according to the GHG Protocol), which is energy obtained on our behalf by our landlords in the offices we occupy. This means we have less direct control over these emissions and it will require us to work more closely with our landlords to achieve reductions in our leased space.

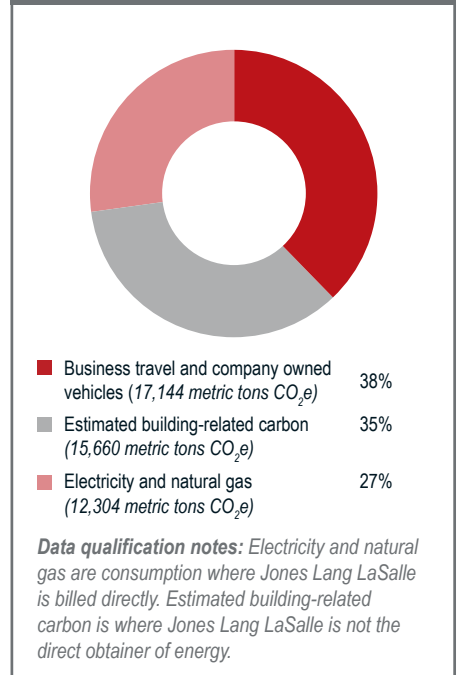


Jones Lang LaSalle's global carbon footprint was approximately 40,500 metric tons CO<sub>2</sub>e in 2009 and 45,100 metric tons CO<sub>2</sub>e in 2010. While it is disappointing to see our total absolute emissions increase by 11%, some of this increase is due to growth in the business and our activities. This is shown by the fact that when total emissions are normalized by corporate office employees, the increase is only 5% from 2009 to 2010. A similar increase occurred in our leased space; when emissions are normalized by rentable square meters, we saw a 3% increase of building-related carbon. The three biggest sources for the absolute increase were: business travel; electricity bought by Jones Lang LaSalle; and the Mobile Engineering Services fleet.

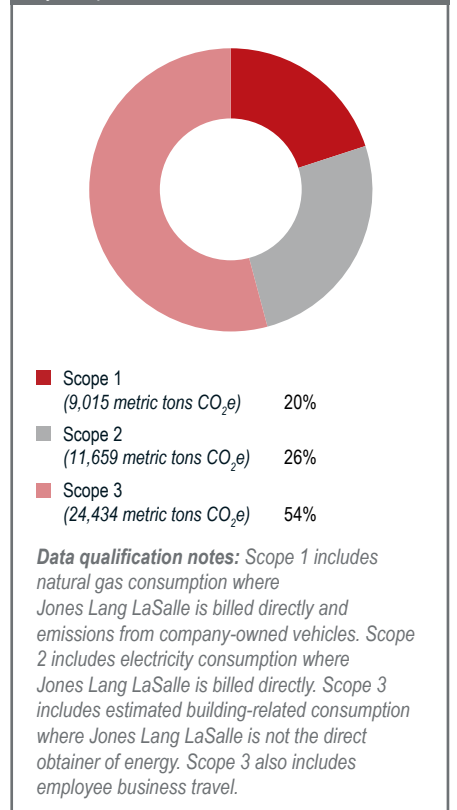
Business travel is one of the most challenging areas to reconcile with our business objectives that include maintaining active relationships with our clients. However, this does not diminish the daily efforts that are being made to reduce energy consumption in our buildings (see page 21 for emissions reduction activities) and our continued commitment to lessen our impact in 2011 and beyond.

As an example of where business growth has been a significant contributor to our overall footprint, the gasoline consumption from the Mobile Engineering Services (MES) fleet was 11% of total emissions in 2009 and 15% of total emissions in 2010.

**Sources of Jones Lang LaSalle's emissions in 2010**



**Jones Lang LaSalle's emissions in 2010 by scope**



In absolute terms, the impact of this business increased. However, from year-end 2009 to year-end 2010, the business in fact grew 58% in the number of work orders, yet despite this the MES teams reduced emissions per technician, from 17.4 metric tons CO<sub>2</sub>e in 2009 to 16.9 metric tons CO<sub>2</sub>e in 2010.

A shared services model was fundamental to this success, and although these reductions only relate to fleet gasoline consumption, the MES business has a redressing and larger impact when it comes to energy savings for clients.

Internally, we have started to more deeply analyze building emissions per employee and per square meter. Part of the challenge in doing this is that we are the sole obtainer of the energy we consume in only a handful of properties. We aim to report on our efforts in this regard in the future, including being able to show our performance trends in a meaningful way.

### Reducing our own carbon footprint

**ACT: 'A Cleaner Tomorrow'** helps to identify, introduce and advance new sustainability and energy management initiatives in our offices around the world. It also aims to engage employees in the sustainability discussion. Previously comprised of a largely volunteer network, we formalized our operational commitment in 2010 through a more structured network and performance measurement process.

Our Carbon Footprint Network, a component of ACT, has continued its efforts around carbon data collection, methodology and how to encourage reductions in those offices with poor energy performance. Our internal proprietary web-based Portfolio Energy & Environmental Reporting System (*PEERS*) allows for entry of greenhouse gas (*GHG*) emissions on a site-by-site basis. Integral to PEERS are the carbon equivalencies, unit conversions and local emissions rates that comply with the GHG Protocol and other tracking requirements.

We documented over 170 ACT initiatives to reduce energy use and GHG emissions in our offices during 2010, which contributed to limiting our carbon footprint to 45,100 metric tons CO<sub>2</sub>e. These types of initiatives have been implemented each year since 2008, many of which have grown to be a part of our standard operating procedures; some have therefore been excluded from our 2010 figure. Examples of activity include:

Country	Local examples
Singapore	Upgraded to more energy efficient lighting (from T8 to T5 electronic ballasts); video conferencing is encouraged to reduce air travel
Germany	Achieved 'greening' of company vehicle fleet by switching to more fuel efficient models, which led to 17% savings of CO <sub>2</sub>
United States	Nine local green teams established to champion sustainability initiatives, including participation in Earth Day

In 2010 there were several important enhancements to the ACT: 'A Cleaner Tomorrow' program and our internal energy management. Firstly, Jones Lang LaSalle again supported Earth Hour across the world. Secondly, colleagues in the U.S. participated in the ENERGY STAR pledge for the third year where the total impact of our commitments saved 1,035 metric tons CO<sub>2</sub>e and over \$175,000 in energy costs (see [here](#) for more information). We also elevated our employee engagement initiatives with the publication of an e-book, showcasing best practices under the ACT banner, which can be viewed [here](#).

### Earth Hour

On March 27, 2010, Jones Lang LaSalle joined tens of millions of individuals and hundreds of cities across the world that pledged to turn off their lights in support of Earth Hour. Earth Hour is an initiative that the WWF began in 2007 and has grown to include nearly 1200 cities and towns across 80 countries.

With a portfolio of approximately 1.8 billion square feet of office space worldwide managed on behalf of owners and occupiers, Jones Lang LaSalle also managed the implementation of the Earth Hour program for many of its clients. Turning off the lights for one hour of operation at all of Jones Lang LaSalle's managed buildings, in the spirit of the Earth Hour pledge, reduced energy use by more than 1.4 million kilowatt-hours, equating to approximately 4,600 tons of greenhouse gas emissions reduction.

**Greening our IT**

We have a particularly strong program when it comes to incorporating sustainability into our IT practices. As is the case with all large professional services firms, IT is a significant contributor to our overall carbon footprint. According to the U.S. Energy Information Administration, office equipment accounts for 16% of energy use in a typical commercial office building.

By year-end 2010 we achieved a global average where two-thirds of all PCs were energy efficient models. Since January 1, 2008, nearly 900 PCs have been replaced with energy efficient models, resulting in 6,480 metric tons of CO<sub>2</sub> savings and over \$800,000 in energy cost savings. Although this is great progress towards making all our PCs energy efficient, our goal for year-end 2010 was to increase the percentage to 100%, which we have not reached.

Since January 2008, CO<sub>2</sub> savings from these actions and others is equivalent to the energy use of 945 homes for one year or the consumption of 1,250,000 gallons of gasoline.

Total savings from IT sustainability program since 2008		
	2010 cumulative	2009 cumulative
Cost savings	\$1,308,378	\$634,410
CO <sub>2</sub> savings (metric tons)	12,242	6,993

**Data qualification notes:** Total savings based on cost of power @ \$.10 / kWh. Both cost savings and carbon savings are cumulative since January 1, 2008.

**Green IT at Jones Lang LaSalle**



Across our global operations we have established a best practice IT sustainability program to reduce energy consumption from technology and to facilitate increased connectivity between different parts of the business, thereby reducing the need to travel. As part of this program we have:

- Increased the number of PCs with high energy efficiency credentials through revised procurement policies (e.g. ENERGY STAR)
- Enabled power management on all PCs and laptops
- Developed a reuse and redeployment strategy for equipment, including 2068 PCs since Q1 2008
- Ensured an ecologically-safe equipment disposal program is in place, which has resulted in 3047 units being recycled since Q1 2009
- Used our server capabilities more efficiently through server virtualization
- Increased the use of Microsoft Live Meeting by over 4750% and audio conference calls by 42% since Q1 2008 to reduce the need for travel



# Client service excellence

Jones Lang LaSalle is committed to creating a corporate culture that embraces strong principles of business and professional ethics at every level and strives to provide innovative solutions to clients.

Client service excellence introduction

Jones Lang LaSalle is a client-driven organization. It is our aim to be a leader in the real estate sector in all markets where we operate. Our globally-coordinated investments in research, technology, people and innovation, combined with our span of worldwide offices, enable us to develop, share and continually evaluate best practices from across our organization. These attributes allow us to promote a culture of internal communication, connectivity and integrity that is unparalleled in our industry. As a result, we are able to deliver the same consistently high levels of service and operational excellence wherever our clients' needs exist.

2011 CSR target

- Achieve external recognition for sustainability leadership

da Vinci Awards

At Jones Lang LaSalle, we are committed to delivering innovative solutions to clients. In 2003, we launched our 'da Vinci Awards for Innovation' to inspire true innovation in our best practice, knowledge and processes among our employees, thus ensuring we keep ahead of the competition and deliver valuable results for clients.

The Awards and the submissions underlying them are vital for us to stay competitive. In 2010 we received 88 submissions, with nine winning submissions, including the Empire State Building model for an energy efficient building retrofit. The Review Committee judges all submissions on seven criteria including: projected or demonstrated results; sustainable breakthrough improvement; and increased client satisfaction. When evaluating submissions, the Committee looks for ideas that can help win new business, be shaped into a service offering, increase revenue or save money.

Client service excellence	
Achievements	Challenges
<p><b>Client excellence in sustainability services</b></p> <ul style="list-style-type: none"> <li>➤ Increased number of dedicated sustainability professionals (i.e. ESS staff) from approximately 95 to 115</li> <li>➤ Won 28 sustainability awards across our three regions</li> </ul> <p><b>Ethics</b></p> <ul style="list-style-type: none"> <li>➤ Ethics Inside® certification renewed by the Ethisphere Institute</li> <li>➤ Named to the Ethisphere Institute's list of the 'World's Most Ethical Companies' for the third straight year</li> <li>➤ Investigated a total of 77 integrity concerns, with 52 cases resulting in corrective action</li> </ul> <p><b>Thought leadership and innovation</b></p> <ul style="list-style-type: none"> <li>➤ Produced 22 thought leadership papers related to sustainability</li> <li>➤ Actively involved in 38 sustainability industry bodies and 12 public policy positions relating to sustainability</li> <li>➤ Received 88 submissions for the 'da Vinci Awards' in our Innovation Program</li> </ul>	<ul style="list-style-type: none"> <li>➤ As we grow around the world, we are faced with meeting local and market demands, while also needing to maintain consistency in our global capabilities. We aim to tackle this challenge through continual knowledge sharing and our governance structures.</li> <li>➤ In striving to be the leading service provider of Energy and Sustainability Services, we need to stay one step ahead of our stakeholders when it comes to delivering innovative and technologically-advanced solutions.</li> <li>➤ Maintaining a strong culture for ethics and collaboration is inherently challenging as we pursue a growth strategy, which includes organic expansion through hiring and acquisitions.</li> </ul>

Providing high-quality services to clients

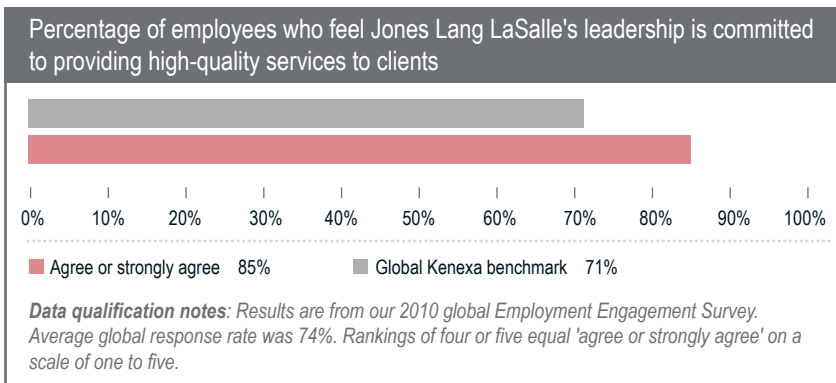
Our investment in sustainability resources, as shown by the growing number of dedicated ESS staff and tools, demonstrates our commitment to providing clients with industry-leading expertise in emerging subject areas. In Energy and Sustainability Services, we increased the number of those working on sustainability and energy-related projects by approximately 20 people in 2010. This reflects the rising number of mandates from clients, and how sustainability is increasingly critical to business leaders today (see our Corporate Occupier Survey results on page 31).



An overview of our Energy and Sustainability Services (ESS) team

Region	Number of ESS employees (2009)	Number of ESS employees (2010)	% increase in number of ESS employees (2009 to 2010)
Americas	42	48	14%
Asia Pacific	10	16	60%
EMEA	44	52	18%
<b>Total</b>	<b>96</b>	<b>116</b>	<b>21%</b>

**Data qualification notes:** The Americas 2010 employees figure includes 30 dedicated ESS employees plus 18 employees who work on an account team (and are not dedicated solely to ESS). The Americas 2009 employees figure is an estimate of a 'slight increase' from 2009 to 2010. The EMEA employees figure includes employees from other business lines (e.g. Project and Development Services - PDS) who spend part of their time working on ESS projects (e.g. LEED® projects).



**Using technology to advance our sustainability services offer**

The OneView Energy and Sustainability Analytics (OVESA) online technology platform has been designed to support Jones Lang LaSalle's existing portfolio of Energy and Sustainability Services (ESS). OVESA helps our global ESS teams manage an ever-increasing volume of sustainability data on behalf of our clients, and provides them with the analytical tools that allow them to interpret and report that data.

OVESA was launched in late 2010 with an initial release in February 2011, driven primarily by the impending introduction of European legislation focused on mandatory carbon reporting, as well as the CRC Energy Efficiency Scheme in the UK. Future releases will further enhance the platform for regional markets and build upon the survey functionality that can support our building sustainability assessments service offer.

**'Ethics Everywhere'**

We are firmly committed to maintaining the highest standards of ethics and integrity in all of our business dealings and strive not to compromise our ethics in the pursuit of financial gains. Our Code of Ethics (see the Code [here](#)) outlines our commitment. We are proud of, and are determined to protect and enhance the global reputation that we have established for ethical conduct.

Extract from our 'Ethics Everywhere' Annual Report

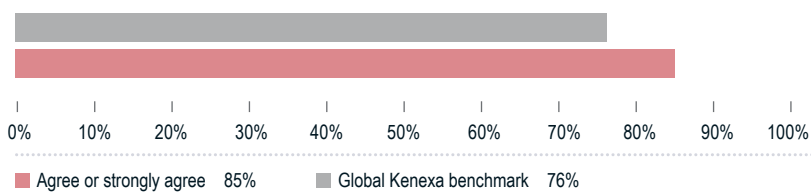
We now have more than 40,000 employees worldwide and there are many thousands of clients, vendors, contractors and suppliers with whom we work. No company of Jones Lang LaSalle's size will ever be entirely free of ethics investigations or violations. However, we believe that our organization as a whole continues to demonstrate a high level of ethics awareness and compliance. After increasing (somewhat predictably) during the Global Financial Crisis, the number of ethics investigations we conducted during 2010 was 23% lower than in 2009 as they returned to more historically normal levels (see additional metrics in the 'Ethics Everywhere' data summary on page 54).

Our ability to substantiate and take action over the allegations that were raised increased in 2010 to a high of 68%, which is another positive development. We are grateful that the number of ethics matters that came to our attention involving our clients remained extremely low, which we believe strongly reflects our client-first culture.

The continued success and excellent reputation of the Firm absolutely depends on the manner in which we conduct ourselves. Acting with integrity and the highest ethical standards is not only good policy, it is good business.

We also take pride in how our employees perceive our commitment to ethical business decisions and conduct. In part, this is due to our focus on ethics' training and education. In 2010 we gave in-person training to over 4,000 employees (or roughly 10% of total staff) in anti-corruption ethics policies and procedures. We require that all employees reaffirm their commitment to our Code of Business Ethics when submitting their annual performance objectives, which is part of the process for determining bonuses. This understanding of how ethics should be "in all that we do" was evident in our global Employee Engagement Survey where 97% of most engaged units (94% of all) agreed that "I understand my responsibilities under the Code of Business Ethics".

Percentage of employees who believe Jones Lang LaSalle shows a commitment to ethical conduct



**Data qualification notes:** Results are from our 2010 global Employment Engagement Survey. Average global response rate was 74%. Rankings of four or five equal 'agree or strongly agree' on a scale of one to five.

Our 'Ethics Everywhere' program is designed to promote the highest ethical standards by which all our employees must conduct themselves in every business situation. As evidence of the quality of the program, we are proud to have been named to the Ethisphere Institute's 'World's Most Ethical Companies' list in 2010 for the third year running. Ethisphere's analysis includes reviewing codes of ethics; litigation and regulatory infraction histories; investments in innovation and sustainable business practices; and corporate citizenship.

Ethics also extends to our compliance with local and international laws and regulations, including those relating to competition, the environment, marketing, communications, advertising, promotions and customer privacy. During the past five years, there have been no legal actions taken against Jones Lang LaSalle for anti-competitive behavior, anti-trust or monopoly practices. Furthermore, there have been no significant monetary fines or non-monetary sanctions for non-compliance with laws and regulations (including environmental laws).

In addition, for the first time we are publicly disclosing in this Report the results from our 'Ethics Everywhere' annual report that we already provide to all colleagues within our Firm. The report discloses the nature and results of the allegations of unethical conduct that we have investigated internally (see 'Ethics Everywhere' data summary – page 54).

### Promoting innovation

Innovation is promoted in numerous forms throughout the Firm, and giving employees time and space to develop and express their ideas is crucial to our business.

The 'da Vinci Award for Innovation' is a great example of how we reward our people for their innovation and for the value they create for Jones Lang LaSalle (see page 24 for details).

**ETHISPHERE**  
GOOD. SMART. BUSINESS. PROFIT

#### Alex Brigham

Executive Director of the Ethisphere Institute

“ Jones Lang LaSalle's promotion of a sound ethical environment shines within its industry and shows a clear understanding that operating under the highest standards for business behavior goes beyond goodwill and 'lip-service' and is intimately linked to performance and profitability.

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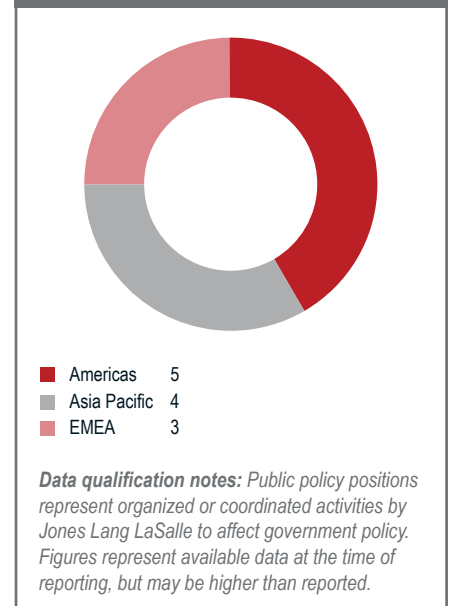
**Shaping policy from the front**

Because we are a diverse global organization that includes differing viewpoints, our political activities and lobbying activities are minimal and limited to supporting specific industry issues that would clearly benefit our business and our shareholders. As any lobbying efforts are managed on a highly decentralized basis, we do not centrally track relevant expenditure. We were involved in 12 formally-recorded public policy engagements in 2010 – almost all related to climate change and energy.

The following table details examples of where and how we have been involved in public policy or industry initiatives related to sustainability.

Region	Public policy	Industry initiatives
<b>Americas</b>	<ul style="list-style-type: none"> <li>Herman Bulls, President of Public Institutions at Jones Lang LaSalle, appeared on a panel at the White House before high-ranking members of the Environmental Protection Agency and Department of Energy. His comments were in favor of federal incentives and support for energy efficiency and renewable energy in commercial buildings</li> <li>Endorsed an open letter to U.S. government leaders calling for strong energy policy that emphasizes energy efficiency and clean energy sources</li> </ul>	<ul style="list-style-type: none"> <li>A member of our Energy and Sustainability Services team formed a coalition of investor owners and corporate tenants to address obstacles to green leased space</li> <li>Representatives from our Project and Development Services team served on a U.S. Green Building Council committee to set LEED® standards for hotels and for Retail-EBOM</li> </ul>
<b>Asia Pacific</b>	<ul style="list-style-type: none"> <li>Provided support to the Shopping Centre Council of Australia on the impact of the New South Wales Solar Bonus Scheme on retail</li> </ul>	<ul style="list-style-type: none"> <li>Contributed to the Facility Management Association of Australia's 'An Operational Guide to Sustainable Facilities Management'</li> <li>Implemented WWF's Earth Hour for Portfolio Asset Management and Integrated Facilities Management (IFM) clients</li> </ul>
<b>EMEA</b>	<ul style="list-style-type: none"> <li>Responded to the British Council of Shopping Centres' consultation on the UK government's Recast of the Energy Performance of Buildings Directive</li> <li>Responded to the British Property Federation's consultation on the UK government's Carbon Reduction Commitment (CRC) legislation</li> </ul>	<ul style="list-style-type: none"> <li>Participated in le Grenelle Environnement (French Environment bill) working groups on sustainable real estate value</li> <li>Actively involved with the Better Buildings Partnership in the UK</li> <li>Associated with Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB) – the German Sustainable Building Council</li> </ul>

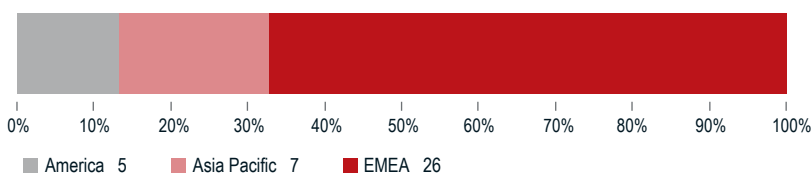
Number of public policy positions relating to sustainability



**Industry collaboration**

We have close relationships with many leading industry organizations, including numerous green building councils worldwide that actively contribute to influencing public policy. In 2010 we were engaged with at least 40 industry sustainability initiatives, although the actual number we have been involved in is likely to be much higher, so this number only represents those that we have formally recorded.

Number of industry initiatives related to sustainability in which Jones Lang LaSalle has been involved



**Data qualification notes:** Industry initiatives refers to corporate, trade body or NGO-led programs or collective actions on specific sustainability topics where we have played an active role e.g. participating on working groups or providing pro bono support or advice. Figures stated represent available data at the time of reporting, but may be higher than reported.

Examples of our involvement in important industry initiatives include:

- In 2009 we were appointed as consultants to lead the development of the Global Reporting Initiative (GRI) Construction and Real Estate Sector Supplement (CRESS). In doing so, we have facilitated engagement sessions in Canada, China, the Netherlands, Australia and India.
- We were appointed by EPRA (European Public Real Estate Association) to develop best practice sustainability reporting guidelines for listed property companies (both the GRI CRESS and EPRA guidelines will be publicly available from Q3 2011).
- We continue to support the United Nations Global Compact, which is a call to action to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption; follow [this link](#) for more information or see page 57 of this Report.
- LaSalle Investment Management continues to be a signatory to the United Nations' investor initiative – Principles for Responsible Investing (PRI). Our alignment with this global mandate marked an important commitment by the Firm to begin a process over time wherein ESG criteria became integral to the investment decision criteria of the business. LaSalle has since submitted our first UNPRI Report, which documents our 2010 accomplishments.

Sustainability thought leadership and research

We invest heavily in research to guide the real estate investment strategy of our clients. Some 300 research professionals at Jones Lang LaSalle cover market and economic conditions around the world. Sustainability is a key focus and in 2010 we published four global papers:

- 'Global Sustainability Perspective'
- CoreNet Global and Jones Lang LaSalle's 'Global Corporate Occupier Sustainability Survey'
- 'Climate Change Disclosure – Are you ready?'
- 'The Business Case for Corporate Social Responsibility at Jones Lang LaSalle'

At a regional level, our research papers ranged from topics such as 'Mandatory Disclosure Legislation' in Australia to '40 Ways to Green the Workplace' in the Americas to 'Future-proofing real estate for climate change resilience' in the UK.

We launched the Jones Lang LaSalle Green Blog in 2010 to comment on topical issues, where we posted 130 blogs and established an audience of 39,000 unique readers (see [Green Blog here](#)). We have also established a presence on Facebook (view [this link](#)).

Global Sustainability Perspective

In December 2009, Jones Lang LaSalle launched the Global Sustainability Perspective (GSP), a web-based publication that provides quarterly updates on sustainability trends in real estate to over 40,000 clients around the world. Our aspiration is for the GSP to become the primary platform for energy and sustainability intelligence and thought leadership in the real estate sector.

The GSP had 28,900 unique website page views in 2010, resulting in it being ranked in the top 20 most accessed parts of the global Jones Lang LaSalle corporate website.

To see our latest GSP go to [our website](#).

Number of sustainability thought leadership outputs

Region	Thought leadership papers
Americas	14
Asia Pacific	4
EMEA	2
<b>Total</b>	<b>20</b>

**Data qualification notes:** Thought leadership outputs can take the form of Jones Lang LaSalle branded publications, including 'On Point', 'Advance' or 'Pulse'.

Number of sustainability awards

Region	Sustainability awards
Americas	3
Asia Pacific	5
EMEA	20
<b>Total</b>	<b>28</b>

**Data qualification notes:** Awards are third-party sustainability accolades received by Jones Lang LaSalle in the reporting period.

# Green buildings

Green buildings are more than just energy efficient and low carbon. They are sensitive to local habitats, they protect the health and wellbeing of building users and they use sustainably sourced and manufactured materials. **As a world leader in real estate, the success of Jones Lang LaSalle is closely entwined with the evolution of the green building agenda.**

*Image reference: 99 High Street, Boston (USA) is one of many Jones Lang LaSalle managed buildings with an ENERGY STAR rating; this 780,000 square foot office and retail tower has also achieved LEED® Gold EBOM Certification from the U.S. Green Building Council (USGBC)*

### Green buildings introduction

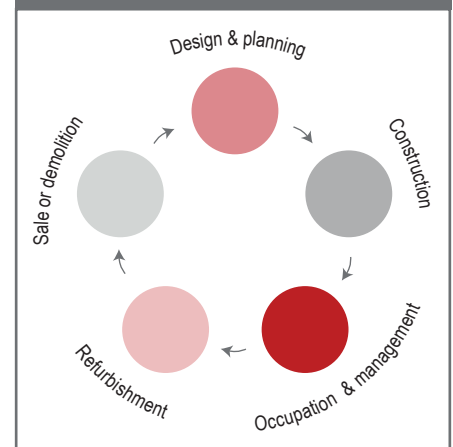
While our focus on green buildings is predominantly on our clients' real estate portfolios, we are also committed to ensuring that our own office occupation has the smallest possible impact on the environment. The following section highlights some of our efforts in regards to green buildings in 2010 and how we embed sustainability aspects into various stages of the property lifecycle.

Green buildings summary	
Achievements	Challenges
<p><b>Building certifications and assessments</b></p> <ul style="list-style-type: none"> <li>Reached 624 accredited sustainability professionals.</li> <li>Occupy 17 out of 158 corporate offices surveyed that have a green building certification</li> <li>Our ESS teams worldwide implemented energy and sustainability improvements on 442 existing buildings and 27 new buildings</li> </ul> <p><b>Sustainable retrofits</b></p> <ul style="list-style-type: none"> <li>Continued involvement in the development of LEED® standards, including LEED® for Retail - EBOM</li> <li>Launched Tetris Projects in the UK, where sustainability is integrated into the fit-out process</li> </ul> <p><b>Green leases</b></p> <ul style="list-style-type: none"> <li>Established green lease language for inclusion in our OneView Lease Administration platform</li> </ul>	<ul style="list-style-type: none"> <li>One main challenge is to capture and articulate sustainability-related information outside our dedicated ESS teams. In some cases, our sustainability practices are widespread across various business units, so there is still progress to be made in learning about the broader impact we are making in non-dedicated sustainability teams.</li> <li>Managing our own portfolio in terms of space utilization and sustainable building fit-outs is an ongoing challenge, not least because of the size and coverage of our office network. We have developed best in class fit-out standards in some countries, but we have not yet established these standards worldwide. Our target for a best-in-class occupancy strategy will provide more consistency in our approach to portfolio management.</li> </ul>

### 2011 CSR targets

- Assess new corporate accommodation using local green building standards and incorporate green fit-out standards into all new offices
- Conduct Jones Lang LaSalle Green Tenant Module for all U.S. corporate offices greater than 10,000 square feet by end 2011
- Achieve 1,000 energy and sustainability accredited professionals (LEED®, CEM, BREEAM, Green Star, etc.) by the end 2012

### Property lifecycle



### Our Real Estate Services and the property lifecycle

Our green building services continue to differ across the world as we prioritize the concerns of our local clients and communities. However, a constant in each region is that the lifecycle of a building is addressed through our services – beginning with the design and planning, through to construction, occupation, refurbishment, and ending with a sale (see diagram on right). This ‘property lifecycle’ underpins our green building services and, in many ways, everything we do that is sustainability related at Jones Lang LaSalle.

We group our Real Estate Services into five major product categories plus Investment Management. The following table shows where our Energy and Sustainability Services are incorporated within these Real Estate Services and the wider business, thus addressing each stage of the property lifecycle.

Global Real Estate Services and our sustainability capabilities	
<p><b>Advisory, Consulting and Other Services</b></p> <ul style="list-style-type: none"> <li>Environmental focused portfolio and occupancy planning</li> <li>Sustainability program development and implementation</li> <li>Carbon tracking and reporting</li> <li>Employee engagement programs</li> </ul>	<p><b>Leasing Services</b></p> <ul style="list-style-type: none"> <li>Green leasing</li> <li>Prospective building assessments</li> <li>Green lease performance management and administration</li> <li>Green space interior design standards</li> </ul>
<p><b>Capital Markets and Hotels</b></p> <ul style="list-style-type: none"> <li>Green building valuation assessments</li> <li>Sustainability focused building performance assessments</li> </ul>	<p><b>Project and Development Services</b></p> <ul style="list-style-type: none"> <li>New high performance building development</li> <li>Existing building retrofits</li> <li>Green tenant fit-outs</li> </ul>
<p><b>Investment Management</b></p> <ul style="list-style-type: none"> <li>Portfolio sustainability program management</li> <li>Sustainability performance measurement, tracking and reporting</li> </ul>	<p><b>Property and Facilities Management</b></p> <ul style="list-style-type: none"> <li>Energy and Sustainability Services portfolio program management</li> </ul>

## ESS service networks

We will not achieve sustainable real estate unless sustainability is incorporated at every stage of the property lifecycle and throughout our Real Estate Services. Our Energy and Sustainability Services (ESS) Board addresses this goal, featuring four service networks designed to develop globally-consistent service offerings with appropriate regional variations:

- **Sustainability Consulting:** Planning, strategy and reporting services
- **Building & Portfolio Assessments and Benchmarking:** Up-front building assessment services (LEED® gap analysis, SPA, Green Globes, NABERS etc.) and benchmarking services
- **Refurbishments, New Developments, Certifications:** Green building certification, refurbishment or new development related services
- **Energy Services, Sustainable Operations (including Performance Measurement & Reporting):** Sustainability performance monitoring, measurement, energy services, and green lease advice or transaction management services

Each service network complements the property lifecycle. It is in the interest of our clients and the environment that we are invested in the long term lifecycle of each building:

- Our involvement in the planning and strategy phase ensures that sustainability is addressed early on, often resulting in more consideration being given to environmental impact and avoidance of costly retrofitting solutions
- Our work in building assessments and benchmarks can give clients context to the performance of their buildings, often highlighting improvements to reduce cost and energy consumption
- Where refurbishments are required, or new development opportunities arise, we are on hand to ensure that an asset can continue to perform well in the market
- Once the building is operational, often the hardest work is yet to come, which is why we provide services such as performance monitoring and green lease advice, ensuring that each asset runs to its full potential

### CoreNet Global and Jones Lang LaSalle's 'Global Corporate Occupier Sustainability Survey'

CoreNet Global and Jones Lang LaSalle's annual survey is a leading indicator for occupier sentiment with regards to sustainability. Conducted in Q4 2010, it revealed that the corporate real estate industry is refocusing its efforts on reducing the environmental impacts of buildings around cost control. Other key findings were:

- Sustainability is a critical business issue today for 64% of respondents and 92% consider sustainability criteria in their location decisions
- The number of respondents willing to pay more for green leased space jumped from 37% in 2009 to 50% in 2010



### Leading the way with green building certification

We have a strong track record in helping owners and occupiers achieve targeted LEED® levels and in several cases our teams have helped clients attain certification levels beyond their original goals. If an organization's specific focus is pursuing LEED® certification, for any or all existing buildings, we conduct comprehensive LEED® gap assessments. Using the LEED® scorecard, our team applies a consistent measurement process to determine the needed steps for a building to become Certified, Silver, Gold or Platinum. Through our project and facility management experience, we can accurately project the feasibility, time and expense required for the desired certification level.

In 2010 we had notable successes with new building projects, including our work on the Bank of America Tower at One Bryant Park in New York, the first office tower to achieve LEED® Platinum certification (see [our website](#) for more details). Such achievements ensure our name continues to be associated with the highest standard of green buildings.

The following table shows the number and geographic distribution of our green building and retrofit activities in 2010.

Buildings where sustainability improvements have been achieved through our Energy and Sustainability Services (ESS) team		
Region	Existing buildings	New buildings
Americas	300	0
Asia Pacific	81	12
EMEA	34	15
<b>Total</b>	<b>415</b>	<b>27</b>

**Data qualification notes:** Sustainability improvements include recommendations resulting from an energy assessment, SPA survey, Green Globes assessment, LEED® gap assessment or within an energy performance management program.

We have also driven many firsts in green buildings around the world. During 2010 alone, we achieved the following:

- In the U.S., we managed 113 buildings that had received ENERGY STAR labels totaling 38.6 million square feet
- 300 properties had a year-over-year reduction in weather normalized site energy intensity
- Implemented energy and sustainability improvements in over 400 buildings

By tapping the global experience and capabilities of the Energy and Sustainability Services team combined with Project and Development Services (PDS), we are able to offer on the ground LEED® expertise across the Americas, EMEA and Asia Pacific. At Jones Lang LaSalle our involvement as LEED® advisors and consultants allows us to capitalize on our PDS history and experience, where we have considered the whole life-value of products and solutions. LaSalle is also actively involved in green building certifications (for more details visit [this link](#)).

### Green building achievements

We continue to progress our expertise in green building certifications and accreditations having reached the following crucial milestones in 2010:

- 624 accredited sustainability professionals of which 585 are LEED® accredited professionals
- Over 130 completed LEED® projects in the U.S. totaling more than 50 million square feet
- 51 completed LEED® projects internationally (advisory services)
- Over 1250 properties with ENERGY STAR ratings in the U.S., representing over 230 million square feet of real estate
- Managed over 150 ENERGY STAR labels for properties in the U.S.

There were also projects that we worked on that resulted in greater efficiencies and improved performance for our clients with highlights including:

- Advised on the largest six-star Green Star rated office development in Australia at Docklands in Melbourne
- Worked with Accenture to deliver its first triple-accredited facility in the world in Bangalore
- Highest BREEAM-rated building in the UK: Innovative Logistics
- Achieved first Energy Certificate for Euro Commercial Properties in Sweden

**Data qualification notes:** The second set of figures stated above are cumulative and do not relate to 2010 performance alone.

### Nisshinbo sustainable retrofit in Amsterdam

Nisshinbo is a leading Japanese multinational that specializes in real estate. It has a strong commitment to CSR and to improving the sustainability performance of its real estate portfolio. The client commissioned Jones Lang LaSalle to carry out a sustainable retrofit on an office building in Amsterdam to improve its energy performance rating from a G-Label to an A-Label, thereby enhancing the building's marketability to tenants and reducing operational energy costs (A-Label is yet to be achieved).

Based on our initial sustainability assessment, we delivered all technical aspects of the retrofit, including:

- Adding an energy recovery system in the air-handling units
- Installing thermal energy storage
- Changing the standard light fittings into high-frequency fittings
- Installing counter flow heat exchangers
- Applying modifications to the overall control system



### Launching Tetris Projects: Sustainable fit-out and refurbishments

In 2010 Jones Lang LaSalle launched Tetris Projects in the UK, a wholly-owned subsidiary delivering a full turnkey service for fit-out and refurbishment projects. Tetris specializes in projects under 50,000 square feet and was a direct response to the growing demand among investors and occupiers for upgraded and refurbished commercial stock.

Tetris applies a robust methodology to ensure sustainability best practice is integrated into the fit-out process using the Ska Rating environmental assessment tool for sustainable fit-outs, developed by the Royal Institution of Chartered Surveyors (RICS). All Tetris fit-outs can work towards industry-recognized Ska certificates and in doing so will tackle a range of sustainability issues.

### Training our employees on green building trends

Jones Lang LaSalle's Sustainability University educates our people with best practice training and technical expertise, including presentations from subject matter experts from around the Firm on green building topics and trends. The University focuses on the development and introduction of standards of excellence, therefore promoting the delivery of services to our clients such as LEED® certification projects and Green Globes portfolio sustainability management.

The University also offers training sessions on LEED® accreditation and the application of LEED® principles. In 2010 we recorded a total of 6 sessions for 55 colleagues on LEED® accreditation alone. The University aims to increase the number of accredited professionals across the firm to over 1,000 by year-end 2012. As of year-end 2010, we had already achieved the following:

Number of green building accredited professionals by type	
Accreditation type	Number
LEED® (U.S. and world)	585
NABERS Energy (Australia)	9
Green Star (Australia)	6
BREEAM (UK and Europe)	1
AIEMA (UK)	5
CASBEE (Japan)	1
Green Globes (Canada)	17
<b>Total</b>	<b>624</b>

### 'Green Guide' and acquisition checklist by LaSalle Investment Management

LaSalle has developed a guide for our portfolio to educate asset managers about a variety of low or no-cost sustainable operational best practices. LaSalle's 'Green Guide' was developed to help reduce energy and water consumption, increase recycling efforts, and reduce the overall carbon footprint of our managed real estate assets. In doing so, we anticipate that a further benefit of these efforts will be reduced operating expenses, increased valuations, and more competitive properties in their respective markets. For a copy please visit [here](#).

When acquiring a new property, LaSalle utilizes an environmental acquisition checklist adapted to specific country and regional requirements in order to evaluate property environmental performance. This checklist for certain investments may also include a benchmark (e.g. LEED®) gap assessment for select acquisitions.

### Interior fit-out for Green Library in Thailand

As part of Jones Lang LaSalle's role on a CSR initiative for HSBC and with the Bangkok Metropolitan Administration (BMA), our Project and Development Services team in Thailand delivered an interior fit-out project management for the Green Library at Rom Klao Public Park in Samutprakarn Province.

At this public library, we employed a range of technologies in compliance with LEED® principles:

- Heat-reflecting features have been installed on the roof, as the building depends on a large amount of natural light coming through double-glazed glass panels
- Recycled materials have been used to create shade to protect the building from heat and the interiors feature recycled furniture
- In the building interiors, air-conditioners work at low speeds while lights automatically react to levels of natural light
- An underground reservoir collects rain water, and an automated watering system irrigates trees and plants
- Decorative materials are made from long-lasting materials

## Greening our own office portfolio

It is the intent of Jones Lang LaSalle to create work environments that reflect our corporate culture. We seek an environment that is effective, efficient and collaborative and we use marketplace best practices to help us achieve our goals relative to work space utilization. Our office occupation strategy also seeks to minimize our impact on the environment. By looking at both materials and processes, we are greening our space in a multitude of ways that also make sound commercial sense. Factors that we consider include:

- Designing open environments that can accommodate the changes needed in our dynamic industry and encourage collaboration
- LEED® rating potential
- Preference for natural light and reused materials
- Building location and its impact on employee commuting

In 2010 the Americas region implemented new corporate occupancy standards that incorporate sustainability values. The Americas Occupancy Committee, which reports to our regional Chief Operating Officer, now looks at sustainability issues in the underwriting of every expansion, renewal and new space decision.

## Experts in green leases

We have invested extensively in personnel, assessment tools and technology to support green leasing. Our network of leasing and sustainability experts, along with leading edge tools such as our Green Facilities Assessment Tenant Module, OneView Lease Administration Database and Portfolio Energy & Environmental Reporting System (*PEERS*), position Jones Lang LaSalle to help clients maximize environmental and savings benefits on their leased portfolios.

This expertise is also seen in our Investment Management business. In 2010 LaSalle developed the internal global Green Lease Guidelines for its regional teams to use when negotiating tenant contracts at our direct investment assets. These guidelines mutually and beneficially promote the acceptance and implementation of ESG issues for both LaSalle and our tenants.

We also apply this knowledge to Jones Lang LaSalle's own occupied portfolio. Through abstraction into our OneView database, the Lease Administration team captures green leasing conditions available in each of the leased and subleased properties in our portfolio.

### Green lease program for Deutsche Bank

Deutsche Bank Corporate Real Estate and Services asked Jones Lang LaSalle to help drive a green lease that incorporated as many of the bank's global sustainability goals as possible. Our team drew from our best practices to secure a lease with terms and conditions enabling flexible space takedown, design freedom with limited restoration requirements, and sustainable infrastructure / operational controls including:

- Evaluation and selection of replacement equipment with highest ENERGY STAR ratings
- Reduction of waste through recycling and documentation of disposal
- Monitoring of indoor air quality with quarterly landlord reporting
- Landlord quarterly provision of actual utility usage data and billing documentation
- A green cleaning program involving landlord / tenant partnership

The new lease has been recognized as a model for proactively building sustainable features into a leased property.

### Fit-out standards in our U.S. corporate offices

In seeking general contractors to fit-out our U.S. offices, Jones Lang LaSalle's Project and Development Services team incorporates questions about green construction practices into their Request for Proposals (*RFPs*). Some strategies used include:

- Diverting a minimum of 50% and as much as 95% of all construction waste from landfill
- Requiring general contractors to enforce an Air Quality Management Plan during construction and before occupancy
- Sourcing materials locally whenever possible
- Specifying furniture, carpet, ceiling tiles and other standards to include recycled content
- Striving for low volatile organic compounds (*VOCs*) content in materials
- Developing specifications to ensure that 70-90% of all office equipment is ENERGY STAR rated

Our office fit-outs are just one example of how we leverage our core competencies on internal projects, allowing us to develop innovative tools and practices before transferring them to clients.

### Green leases in our occupied space

	Total leases	% of leases with green lease language
EMEA	123	41%
Americas	93	50%
Asia Pacific	76	0%
	292	34%

# Community commitment

With approximately 40,000 employees in over 60 countries around the world, Jones Lang LaSalle is a global business. Wherever we operate, we are committed to being a responsible member of the community, supporting a range of programs and activities to deliver positive impact at a local and regional level.

*Image reference: Jones Lang LaSalle employees from the Netherlands participated in the 2010 Alpe d'HuZes initiative to support the Koningin Wilhelmina Fonds (the Dutch cancer research fund), raising \$185,000*



### Community commitment introduction

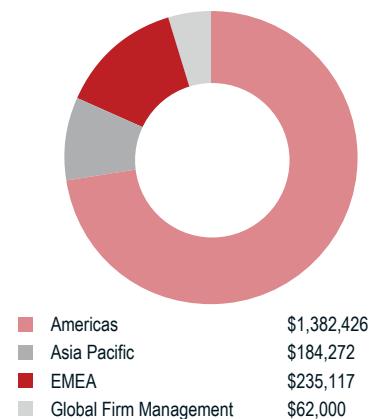
While the services we provide are key to the continued success and growth of our business, it is also the reputation we develop at the community level that is important to maintaining our position as a leader in real estate services. We recognize the significant impact that our business activities can have on local communities – through the direct and indirect employment we create, the payments we make to vendors (suppliers) and taxes we pay to governments. An increasingly important part of this impact also comes in the form of our voluntary cash and in-kind contributions.

Our community strategy is intentionally decentralized so that we can address the local needs of communities, capitalizing on the talents and interests of our diverse workforce. We have made a conscious effort to broaden the nature of our charity partner relationships to such an extent that we now provide in-kind support (e.g. IT, office furniture, staff time or real estate advice) as well as cash contributions.

#### 2011 CSR targets

- Measure and assess community activity by spend and participation globally; link activity with relevant local community objectives where possible
- Integrate and document sustainability criteria into the procurement process for pre-selected consumable goods where we have centralized control

#### Spend on corporate charitable initiatives



**Data qualification notes:** Corporate charitable initiative is defined as a Company-organized event or activity where money is raised directly (through Firm monetary spend) or indirectly (through employee monetary spend) for charitable causes. Americas figure includes the United States, Canada and Mexico only. Global Firm Management includes disaster relief of \$50,000. LaSalle's figures have been excluded. We feel these figures significantly under-represent our actual spend on charitable contributions in each region. For example, the total provided for the regional examples (on page 37) exceeds the EMEA total accounted for in the CSR survey. But we have not adjusted for these discrepancies in order to achieve a consistent and balanced approach globally and instead will work on improving how this is tracked in future years. This chart does not represent any contributions from King Sturge, including the £500,000 raised in their 1760 Charity Appeal.

#### Community commitment summary

##### Achievements

- Charitable contributions and investment**
- At least \$1.9 million spent globally on charitable initiatives
  - Donated no less than \$50,000 to international disaster relief efforts, including Haiti and Pakistan
  - At least 534 days given to volunteering projects (in work time) by employees
- Vendors (suppliers)**
- Achieved 21% of spend on office and kitchen supplies with known environmental credentials
  - Reached two-thirds of PCs having high energy efficiency credentials through revised procurement policies

##### Challenges

- The majority of our community initiatives are locally driven, which we believe allows our employees to affiliate and to contribute in a way that is meaningful in each country, city or market. This, in turn, makes it difficult to understand the full financial impact of our contributions and efforts from around the world. We are working to develop a more cohesive approach for learning about various initiatives, so that we can improve our coverage relating to community commitment.
- Other than IT-related equipment and services, our supply chain is run predominantly at the local level. Developing a globally consistent procurement standard that incorporates sustainability has been challenging and remains a work in progress.

### Making a global impact

In 2010 we spent at least \$1.9 million on charitable initiatives, which accounts for 0.07% of our global 2010 revenue. This figure includes no less than \$50,000 of donations for disaster relief that we made from a central budget. Our employees also donated at least 534 days of work time to volunteering projects around the world. Given that we are not currently able to collect data on charitable contributions and volunteer days from our decentralized operations, the actual figures are likely to be much higher.

## Supporting local communities

Our community engagement programs in the Americas, EMEA and Asia Pacific are extremely varied and inspiring, as illustrated by some of the examples listed here. We have a strong culture of community investment and engagement and regularly use our real estate expertise, financial resources and our employees to deliver positive impact in the communities where we do business.

### Americas

- Jones Lang LaSalle Charities, a tax exempt entity, allows us to collect tax deductible donations from employees, aggregate them, and direct them for charitable purposes.
- Jones Lang LaSalle and fellow firm, CB Richard Ellis, teamed up to raise over \$20,000 in support of the family of local Norwood High School hockey player Matt Brown, who suffered a spinal cord injury in a high school hockey game.
- During January 2010, in support of the 'Step Up for Kids' Program, Jones Lang LaSalle employees participated in 'running' the stairs in Chicago's Aon Center for a cause that benefits the Children's Memorial Hospital. Participants ran up 1,632 stairs (80 floors) and raised a total of nearly \$450,000.
- Employees from our Philadelphia office, as well as family and friends, pitched in for the 3rd Annual Philly Spring Cleanup in April 2010. The group was part of over 8,000 volunteers that signed up to clean 234 official sites.

### EMEA

- Employees in Portugal are active contributors to an institution with which they annually participate in social activities, such as building and painting works for local communities.
- In the UK, the English business encourages programs such as the '100 Days' initiative, which has become a key part of the Firm's approach to employee volunteering. Jones Lang LaSalle is also a longstanding member of the Business in the Community and an active participant in its ProHelp scheme, a network of 1,000 professional firms whose volunteers donate time and expertise to community groups and voluntary organizations. The UK's 2010 charitable contributions amounted to £105,000 during 2010.
- In Hungary, instead of giving Christmas presents to fellow employees and clients, individuals used the money for donations. They also collected furniture and IT equipment to donate to charity, while encouraging clients to do the same.
- A team from our Warsaw office completed the 2010 Warsaw Marathon and raised over \$14,000 for the city's Litewska Children's Hospital.

### Asia Pacific

- In Australia, we have a Workplace Giving Program that automatically deducts funds from the salaries of employee participants each month and divides the funds equally between the Royal Society for the Prevention of Cruelty to Animals (RSPCA) and Cancer Council Australia. Also in Australia, 22 staff donated blood to Red Cross Corporate Blood Donations, resulting in 66 lives being saved in 2010.
- Our staff in Greater China donated over \$26,000 to the Red Cross Society of China to support the recovery efforts for the Yushu Tibetan Autonomous Prefecture after the earthquake in 2010.
- In August 2010, Jones Lang LaSalle and St James' Settlement, an organization that serves the community in need, partnered to sponsor an outing for children to a local attraction called Life in Noah's Ark in Hong Kong. Jones Lang LaSalle donated over \$1,800 and 20 employees volunteered their time during the outing.
- Employees in India participated in a range of community activities throughout the year including: planting trees, sponsoring children's education and taking time away from work to teach underprivileged children.

### Disaster and emergency relief efforts

Significant political, social and environmental change in a number of our markets occurred in 2010. Natural disasters affected a number of our offices and clients, while political and social uprisings in the Middle East led to an unprecedented change in the operating context for several emerging real estate markets. We remain sensitive to local conditions to protect our employees' and clients' interests as best we can. We closely monitor staff travel plans out of concern for the safety of our people. For our clients, when a natural disaster occurs, we offer our services to assist where we can by contacting landlords to assess the condition of damaged properties.

Following the Haiti earthquake, we made an immediate \$25,000 donation to the World Food Programme (WFP), the food aid arm of the United Nations. Our colleagues in the United States have also made personal commitments to help the Haitian people, submitting requests to the U.S. Matching Gift program for contributions totaling just under \$27,000. We committed to match each donation, up to a total of \$250 per employee.

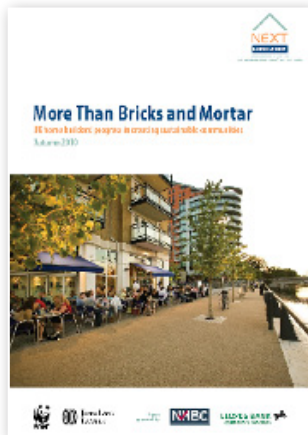
### Our global CEO in India

All members of staff are encouraged to give their time throughout the year to help those in our communities; and during a visit to our Gurgaon office in India, our global President and CEO, Colin Dyer, proved to be no exception.

Colin took time out to visit children of the Salaam Baalak Trust – a charity whose aim is to bring children into mainstream education. The 'Jones Lang LaSalle Painting Workshop' allowed Colin and other members of the Jones Lang LaSalle team to interact with children from Arushi (a female child shelter run by the Trust) and to help them create inspiring pieces of ceramic art.

We donated computers and supported the Trust in establishing a computer learning lab at Arushi. Colin also sponsored the salary of an IT teacher for one year to teach computer skills to the children.

## Helping clients understand their own community impacts



Our community involvement does not stop at voluntary charitable giving. Our Upstream Sustainability Services team in London has been instrumental in establishing a leading UK house builder sustainability benchmark, NextGeneration, with the support of WWF-UK and the Homes and Communities Agency. NextGeneration is a membership-based organization, consisting of 12 of the UK's top 25 homebuilders and has been running since 2007.

The Report of the 2010 benchmark focused on UK home builders' progress in respect to the creation of sustainable communities and found that the industry needs to consider how to integrate sustainable community concepts into design and

construction practices, as well as facilitating longer-term community engagement by increased monitoring of legacy as judged by its residents. The full report can be viewed [here](#).

NextGeneration is one of many examples of community-related advice we provide to clients; others include community strategy and socio-economic performance appraisals.

## Working with our vendors (suppliers)

At Jones Lang LaSalle we see our supply chain as an integral part of our community. With a global vendor database of 30,000 companies, the economic multiplier is clearly significant. We do not have specific policies that require local sourcing nor do we always stipulate preferred vendors, but many are locally-based small and medium-sized enterprises.

We are committed to improving the sustainability of our procurement practices and those of our vendors. We are currently deploying our OneView Strategic Sourcing module to find, leverage and better manage our vendor relationships. Each current or prospective vendor must answer three questions on CSR and their responses drive a score that is tied to our supplier records globally. Furthermore, we assign a rating to each individual supplier contract to identify the level of sustainable content delivered in that supplier's products or services to our clients. We also have criteria (energy and sustainability being one) to consistently rate vendor performance. These scores and criteria form the basis for a vendor recognition program that began in 2010 and will also count toward recognition awards for those who have achieved outstanding results in energy and sustainability.

## Better together with King Sturge

In 2010 King Sturge held its fourth annual Property Triathlon, which attracted 2,200 participants, a record number for the event. Now one of the largest triathlons in the UK, the event is open to all affiliates of the property industry. The triathlon is a great way for people of all ages to compete, exercise and, most importantly, raise money for charity. In 2010 over £130,000 was raised.

King Sturge celebrated its 250th anniversary in 2010. To commemorate such a milestone, King Sturge raised over £500,000 through its 1760 Charity Appeal for two charities – Orchid and The Children's Trust. One of the main events included the 1760 Staff Day, which was held across UK and European offices. Employees participated in auctions, dress-down days, car-washing and ironing services to raise money. Two great histories and traditions have now been merged into one Firm and we look forward to integrating our achievements and challenges in next year's Report.

*Note: This case study should not be read as a reflection of Jones Lang LaSalle's activity in 2010. However, due to the impact of the Jones Lang LaSalle and King Sturge merger in 2011, we included this case study to show how our two cultures align. A more comprehensive account of our combined activities will be reported in future years.*

## Vendor Code of Conduct

Jones Lang LaSalle expects that each of its vendors – meaning any firm or individual providing a product or service to Jones Lang LaSalle or indirectly to our clients as a contractor or subcontractor – will share and embrace the letter and spirit of our commitment to integrity. While vendors are independent entities, their business practices may significantly reflect upon us, our reputation and our brand. Accordingly, we require all vendors to adhere to the Jones Lang LaSalle Vendor Code of Conduct. We expect our vendors to comply with all applicable environmental laws and regulations regarding hazardous materials, air emissions, waste and wastewater discharges, including the manufacture, transportation, storage, disposal and release to the environment of such materials. We post our Vendor Code of Conduct on our public website in some 15 languages (see [here](#) for full document).

### Procuring green office and kitchen supplies

During 2010 we identified the top three items procured in our corporate offices by spend; these were office supplies (e.g. paper); kitchen supplies (e.g. staff refreshments and food purchased for catering); and printing equipment (e.g. printer toner). Our procurement of environmentally-friendly office and kitchen supplies accounted for 21% of our total spend on kitchen and office supplies in 2010.

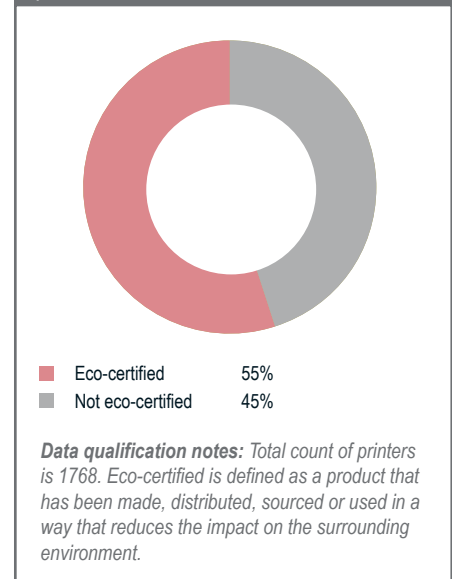
Region	Spend with environmental credentials	Spend with no known environmental credentials	Percentage with environmental credentials
Americas	\$414,000	\$1,633,578	25%
Asia Pacific	\$102,029	\$676,039	15%
EMEA	\$192,409	\$1,061,277	18%
<b>Total</b>	<b>\$708,438</b>	<b>\$3,370,894</b>	<b>21%</b>

**Data qualification notes:** Environmental credentials are defined as characteristics that signify the product has been made, distributed, sourced, or used in a way that reduces the impact on the surrounding environment.

We also analyzed our stock of printers – and what percentage was considered environmentally friendly. Of 1768 printers, 927 have some degree of an environmental credential such as an ENERGY STAR certification.

During 2010, the Americas Office Services team took the lead on including sustainability requirements in the Request for Proposal (RFP) process relating to office supplies. This helps to inform bidders that sustainability will be a key component in the decision-making process and will be considered as a component of 'best value criteria'. The RFP required that the vendor has a corporate environmental policy and offers an extensive selection of green products.

Percentage of Jones Lang LaSalle printers worldwide that are eco-certified



# Workplace, wellbeing and diversity

We aim to foster a **work environment that values the richness of our differences and reflects our diverse world**. By cultivating a **dynamic mix of people and ideas**, we enhance our Company's client service capabilities, the lives of our employees and the communities in which we operate.



### Workplace, wellbeing and diversity introduction

We strive to be the employer of choice in our industry. We promote a work environment that attracts, welcomes and retains highly talented and diverse individuals. We encourage and enable them to succeed, treating our people fairly and rewarding their contributions. Given that we operate in 60 countries, we intentionally leave workplace initiatives decentralized so they can conform to different cultural norms and so we can establish programs that will best incorporate the different parts of our diverse workforce. The following section provides a snapshot of our efforts in regards to workplace, wellbeing and diversity.

Workplace, wellbeing and diversity summary	
Achievements	Challenges
<p><b>Diversity</b></p> <ul style="list-style-type: none"> <li>➤ Women make up 34% of our global workforce and 25% of our Directors</li> <li>➤ The Chief Diversity Officer in the U.S. reports directly to the Americas CEO</li> </ul> <p><b>Employee satisfaction and engagement</b></p> <ul style="list-style-type: none"> <li>➤ 71% of respondents to our global Employee Engagement Survey agreed that "Overall, I am extremely satisfied with this Company as a place to work"</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>➤ We spent at least \$7.1 million on overall staff training and development</li> <li>➤ Our Sustainability University attracted a total of 1194 attendees for its monthly Sustainability Sessions, LEED® accreditation webinars and other training</li> </ul> <p><b>Health and safety</b></p> <ul style="list-style-type: none"> <li>➤ Benchmarked for the first time the number of our campaigns (69) that promote safe working and healthy lifestyles around the world</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Employee Engagement Survey revealed that more support was needed around organizational change, and that growth and development needs could be managed more effectively. As a result, managers were given individual reports that summarized the survey outcomes in local markets. From these, action plans were developed to address issues raised corporate-wide and locally.</li> <li>➤ One challenge is to ensure that our training practices are shared worldwide. Given our Sustainability University's roots in the U.S., we extended its reach to every region by building a dedicated intranet site where recordings and presentations can be accessed. We also plan to increase the number of in-classroom and web-based workshops in each region.</li> </ul>

### Diversity in our business

Diversity is not only a strategic priority for Jones Lang LaSalle, it is a part of our value system. It means creating a culture in which people succeed upon merit and different points of view are valued. It is not about a gender or ethnic-based quota; diversity is about leveraging the value that each of our employees brings to work. Ultimately, diversity is about increasing the talent pool from which we recruit and unleashing the full potential of our employees to better serve our clients and shareholders.

We have developed a strategy that is aimed toward:

- Attracting, developing and retaining top diverse talent at all levels of our Firm
- Creating an inclusive environment that enables all employees to reach their full potential and
- Expanding our relationships with minority and women-owned businesses through our vendor diversity initiatives

In some aspects of diversity, we have made substantial progress. For instance, most of our country operations are now led by local leaders, which was not the case ten years ago. Within our operations in China, Japan and India, for example, diversity has meant hiring and promoting more nationals into the highest leadership positions.

### 2011 CSR targets

- Expand ACT: 'A Cleaner Tomorrow' with annual written plans of key goals and activities for each country where possible
- Achieve higher rates of global participation in our Sustainability University by end 2012
- Actively promote and capture safe working practices and healthy lifestyles
- Achieve an incremental improvement on the 74% of those who feel positive about our commitment to CSR by end 2012

### Changing the Face of Property

In 2010 Jones Lang LaSalle launched 'Changing the Face of Property', a UK initiative aimed at improving recruitment and retention within the real estate industry through better education, information and support.

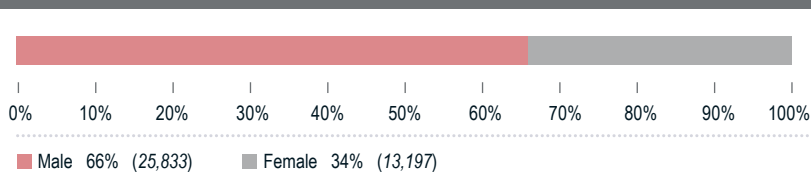
Recognizing the industry-wide need to increase ethnic, social and gender diversity, we invited a number of other leading property companies – now a core group of seven – to join us in working together to create a strategy for the future. The group has identified a set of initial objectives that include working closely with universities and the Royal Institution of Chartered Surveyors (RICS) to open the door to a more diverse workforce.

### Diversity in Action – 2010 Summit

The Diversity and Inclusion Summit was a structured one-day event, sponsored by the Procter and Gamble (P&G) account team and Jones Lang LaSalle's Diversity and Inclusion Council. Held in Cincinnati, Ohio in April 2010, the event demonstrated Jones Lang LaSalle's and P&G's shared commitment to create a culture of diversity and inclusion and to cultivate sourcing and partnering opportunities with diverse suppliers. Over 185 employees, suppliers and P&G representatives attended the summit, which provided the foundations for further diversity and inclusion efforts where we hope to accelerate the execution of our diversity and inclusion strategy by deepening accountability, strengthening our culture of inclusion and increasing the diverse representation of talent at all levels of the Company.

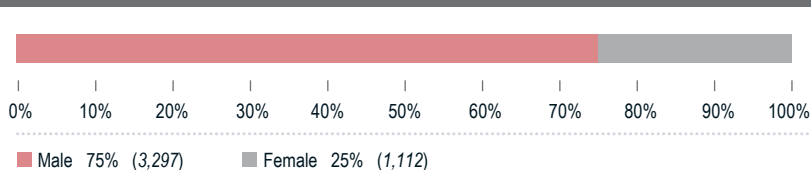
In many respects, however, the composition of our workforce reflects the lack of diversity in the property industry generally. For example, in the UK business only 2% are non-white and less than 15% are female. We are pleased to see the percentage of women in our business grow. Globally, women comprise 34% of our workforce and 25% of our Director population. However, we remain focused on also ensuring that women enjoy successful and long careers and form part of our senior management team, and on continuing to encourage people from a diverse range of backgrounds to join our business.

Total employees by gender



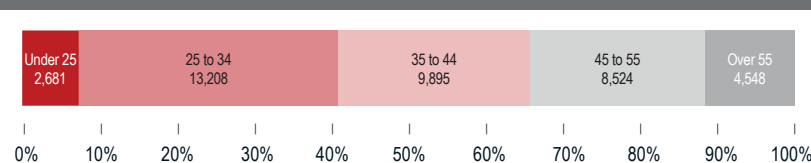
**Data qualification notes:** Total number of employees is from our people management system, which differs slightly from our global financial consolidation system.

Total Directors by gender



**Data qualification notes:** Directors refer to those holding a title of National Director and above. i.e. National Directors, Regional Directors and International Directors.

Employees by age



**Data qualification notes:** 216 employees with undisclosed age were excluded from this analysis. Total number of employees is from our people management system, which differs slightly from our global financial consolidation system.

Diversity at Board level

Not only do we advocate a diverse employee and management team, but diversity within our Board of Directors enables Jones Lang LaSalle to champion varying perspectives – and to better understand the global world in which we operate. We have three female members of the Board, one of whom serves as Chairman. Out of eleven total members, two are non-white. The age of Board members ranges from 48 to 73 years old.

Chairman of the Board – Sheila Penrose



Jones Lang LaSalle’s Chairman of the Board, Sheila Penrose, is making headlines as an ambassador for diversity in business. In an early 2010 issue of Diversity Executive magazine, Sheila discussed the benefits of having a diversity and inclusion strategy as a core value of an organization. She said: “Business can be a real value in a society, not only in the pure economic sense of providing employment, but by developing people’s skills and leadership capabilities to their full potential and making a contribution that is truly satisfying.”

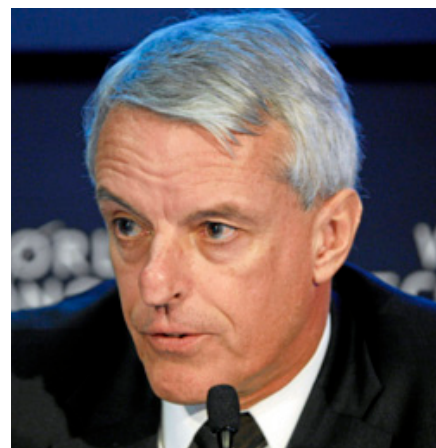
Outside of the Firm, Sheila shares her expertise in a variety of roles as the co-founder and co-chair of Corporate Leadership Center (CLC), a not-for-profit business-academic forum that offers executive development for top leaders. In this role, Sheila consults with major corporations and academic institutions to assist in developing women and minorities into leadership positions. For the full article follow [this link](#).

### Employee engagement and satisfaction

It is important to the development of our business and fulfilment of our global strategy for renewed growth that we address the needs and concerns of our employees. We conduct regular surveys to understand how our employees view the future of the business.

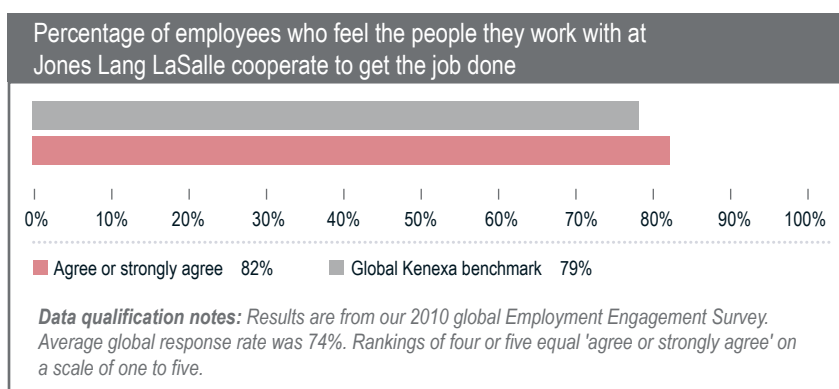
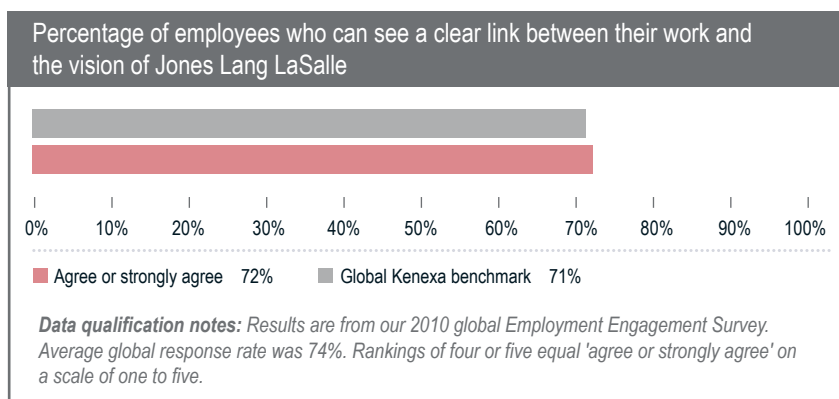
In the most recent survey conducted in 2010, we achieved an average global response rate of 74%, representing a 25% increase from our previous global Employee Engagement Survey. This is significantly higher than the normative response reported by Kenexa, the outside firm we engaged to conduct the survey. With such a strong response rate we can trust that the results are an accurate reflection of our employees' opinions. Despite high levels of employee engagement, the survey also revealed ways in which we can improve in this area and increase the effectiveness of our management teams.

Once the results of the Survey were shared with members of our Global Executive Committee, individual reports were distributed to managers across each country. Local leaders analyzed the survey results and identified areas for improvement based on the less favorable outcomes, such as expressing a need for better opportunities to advance in the Company.



**Colin Dyer**  
Chief Executive Officer and President

“The Employee Engagement Survey results show that we emerged from the downturn as a strong and united Firm, with about 90% agreeing that “Jones Lang LaSalle has an outstanding future.” It was encouraging that our commitment to ethical business practices and CSR were key contributors to this confident view of our future.”



Employee turnover	
Reason	Total
Voluntary leavers	7,548
Involuntary leavers	2,891
New starters	13,225
<b>% turnover</b>	<b>25%</b>

*Data qualification notes: Turnover percentage accounts for the number of leavers (voluntary, dismissal and retirement) out of the average number employed over the year, as defined by the Chartered Institute of Personnel and Development (CIPD).*

As another measure of employee satisfaction, we reported a 25% turnover of employees during 2010 with a total of 10,439 leavers from the Firm (see right).

### Employee engagement through our ACT: 'A Cleaner Tomorrow' platform

A large component of our internal sustainability program, ACT: 'A Cleaner Tomorrow', relates to our employee engagement efforts. ACT encourages behavioral change among employees in contributing to a more sustainable workplace. Much of the program is led by champions on the ground who generate concern for our sustainability impacts through conversation with colleagues, managers and local green teams.

ACT was used to demonstrate our sustainability expertise and to reflect that we 'walk the talk' by 54% of Jones Lang LaSalle's operations in 2010. When ACT is compared against revenues from each country, the countries that utilize ACT account for 87% of our global revenue. Our internal sustainability efforts are therefore embedded in the largest revenue-generating operations. We have a great opportunity to demonstrate our competencies to clients through the ACT program, which in turn enables better business and helps in sharing best practices.

#### ACT: 'A Cleaner Tomorrow' communication channels



We provide a variety of communication channels to capture the imagination of our employees around the globe. Our global intranet, 'Connect', acts as the first port of call with links to tools, templates, policies, case studies, and other resources such as our Sustainability University.

One of the best channels is our e-Learning Portal, which is a walk through virtual tour of the home, office and commuting, demonstrating that the simplest things can

make a difference. To view the portal, see [here](#).

In 2010 we published an ACT e-book (follow this link to [our website](#)) that provided an overview of our sustainability initiatives from around the world, while our Green Office Guide (seen [here](#)) is another example of sharing best practice ideas on sustainability around the office.

### Recruitment and retention

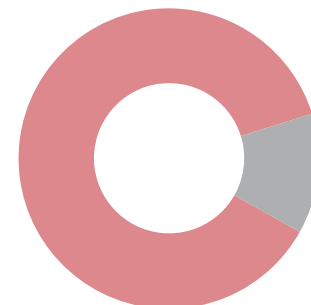
Retaining experienced, talented professionals over the long term is far less expensive than having to replace them frequently. It places less stress on our business, on our client relationships and on the employees who must backfill vacant positions. And, obviously, the best companies – who we want to be our clients – seek to have the best people working with them (and will often pay a premium for their services).

### Career development

Our aim is to establish an effective workforce, whereby we instill a desire for excellence, a willingness to take on individual responsibility and to be flexible, and an acceptance of the importance of team cooperation.

Our employees are generally required by their professional bodies to undertake Continuing Professional Development (CPD) as part of their qualification for ongoing professional status. We support the development needs of all staff through a range of approaches including: in-house seminars on technical and topical issues within the real estate, financial and related industries; enabling staff to attend similar events run by other organizations; formal training programs for personal development and technical advancement; and supporting membership of wider professional organizations. Equally, our employees review their own progress and revise performance objectives every half-year. The chart on the right shows what percentage of employees take part in this process.

Percentage of revenue generated by countries that utilized the ACT: 'A Cleaner Tomorrow' program

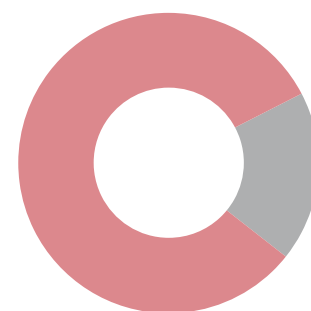


■ Utilized ACT 87%  
■ Did not utilize ACT 13%

**Data qualification notes:** Figures calculated as a percentage of the revenue generated by the countries surveyed.

LaSalle Investment Management revenue was excluded. We define 'utilized' as countries where the ACT program is mentioned in award submissions, in the Request for Proposal (RFP) process, or in discussions to attract and retain talent.

Percentage of employees who received formal performance and career development reviews



■ Regular formal performance review 83%  
■ No regular formal performance review 17%

**Data qualification notes:** Employees created a total of 19,076 career objective agreements, of which 15,833 were formally reviewed. As for those who do not create career objective agreements, most are site staff and do not use the Company goal tracking software.

### Training and development

At Jones Lang LaSalle, our approach to training and development focuses on the forward momentum of the Firm by driving a high-performance team culture that delivers superior client service through global people practices.

It is our intent that our global practices will attract, reward, develop and retain diverse top talent. With that in mind, the global Human Resources (HR) Organization continues to be committed to striving toward excellence.

With these values at hand, we spent \$7.1 million on staff training and development in 2010. Talent development is one of several key priorities defined by global HR, which include:

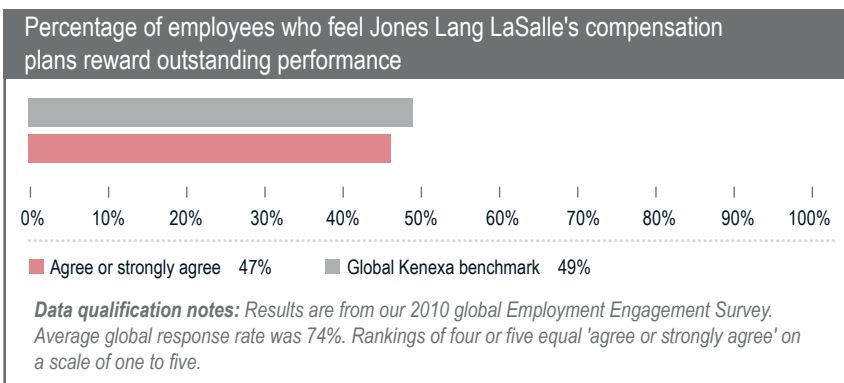
- Implementation of an enhanced performance management tool
- Promotion of a career growth agenda
- Management and implementation of succession plans for identified key positions
- Increasing diversity in the Director pipeline

In addition to these HR-centric activities, Jones Lang LaSalle's Sustainability University offers a training platform and development opportunities for those around the Firm who want a basic or sophisticated understanding of sustainability. Formed in 2008 as part of our Global Sustainability Commitment, the University continues to go from strength to strength – in 2010 alone, over 1,000 employees attended training sessions. Sustainability Sessions are held monthly and feature a range of topics from energy management, to an update on the Energy and Sustainability Services business, to a focus on internal programs. We record these sessions so employees can access the material through our corporate intranet.

### Employee benefits and compensation

Jones Lang LaSalle is delighted to have won another pension award in the UK. The Jones Lang LaSalle Retirement Benefits Scheme won the prestigious award for Small Scheme of the Year 2010, where 'Small' includes assets up to £250 million.

The global Employee Engagement Survey revealed scores that were lower than the global benchmark when asked about satisfaction with benefits. Similarly, lower percentages (relative to the global benchmark and other questions asked) also resulted when employees responded about being paid fairly for their work or feeling that compensation plans reward outstanding performance. However, the intent of the survey is to learn of these challenges, so that we can address and improve in weaker areas. In next year's CSR Report, we look forward to demonstrating progress made around these concerns.



### International Leadership Development Program

Our International Leadership Development (ILD) program was re-launched in 2010. The program is designed to provide cross-cultural business understanding to employees seeking international career development experience, offering them the opportunity to build strong connections globally while delivering instant value to participating businesses. ILD enables top performers to spend a year working on an international assignment. Host countries and businesses participate by identifying a short-term vacancy in an important position.

Opportunities that have already been identified for 2011 include positions within the International Desk (iDesk) in Washington DC; Project and Development Services in the U.S. and Australia; the International Capital Group based in London; global Hotels in New York; and in growth markets such as China.

### Participation in Jones Lang LaSalle's Sustainability University

Program	Attendance
Sustainability Sessions	918
LEED® accreditation	55
Miscellaneous sustainability training	221

### Number of employees who participate in a Jones Lang LaSalle Sharesave Scheme

Country	Number participating	Percentage of workforce
United States	2,255	18%
UK/France	840	32%

**Data qualification notes:** Sharesave is a monthly investment scheme that allows employees to buy shares in Jones Lang LaSalle. Available only in the United States as the Employee Stock Purchase Program and in France and the UK as Save As You Earn (SAYE).

### Maintaining a safe and healthy working environment

We believe that the best health and safety solution is also the best business solution. All incidents involving injury or damage are preventable and no process in any of our workplaces is too urgent that we cannot find a safe way of carrying out that process. This also includes support for a work-life balance and improvements such as desk-side ergonomic assessments to ensure our employees are content in the workplace. Our health and safety policies are driven regionally – and most of the time on a country by country basis. However, in 2010 we benchmarked, for the first time, the number of campaigns around the world that promote safe working and healthy lifestyles. This amounted to 69 total initiatives and the table below provides just a few examples of the health, safety and wellbeing initiatives we have implemented.

Country	Example of wellbeing initiatives
India	Employees have access to discounted gym membership, and yoga classes are held in a number of offices across India.
France	Education sessions were held in seven out of ten offices during 2010, including first aid courses. In addition, we offer eyesight tests and also annual safe driving training sessions for company car owners.
United States	A health bonus called 'Your Rewards for Health' is paid based on completion and results for health-related activities. Also, our U.S. health benefits program provides 100% coverage for preventive care in all our medical plan options. Coverage includes immunizations, health screenings and routine physicals for all adults and children enrolled in our plans.
United Kingdom	In England, we regularly run a Cycle2Work scheme supported by the Department of Transport in association with a leading bicycle retailer - Halfords. The scheme encourages employees to undertake a healthy and sustainable way of living, allows the Company to receive tax benefits from the salary sacrifice arrangement, and enables employee taxpayers to benefit and save up to 50% off the cost of a new bike.

### Labor standards and labor relations

We have strong policies against forced or compulsory labor; and against child labor. Our employees are not members of any labor unions with the exception of approximately 990 directly reimbursable property maintenance employees in the United States. This amounts to 2.5% of our total global employees. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and observed and complied with the provisions expressed in collective bargaining agreements.



# Addendum, data and feedback



## Early successes in 2011

The following section depicts our achievements so far this year. We look forward to reporting on each initiative in more detail – as well as others from the year – in our next CSR Report.

### Energy and climate

- Named by the U.S. Environmental Protection Agency as 2011 ENERGY STAR Partner of the Year. This is the second straight year we have won the award and the third time overall.
- We sponsored the Empowerhouse team and provided expertise from our Project and Development Services group to build houses in the 2011 Solar Decathlon, an event hosted by the U.S. Department for Energy that takes place at the National Mall in Washington DC. Our employees also donated \$19,000 to this initiative.

### Client service excellence

- Included among 100 leading global companies on the Ethisphere Institute's annual list of the 'World's Most Ethical Companies'; it is the fourth consecutive year in which Jones Lang LaSalle has been chosen.
- Recognized as a leader in sustainable real estate advice in a report by independent analyst firm Verdantix, with 60% of respondents stating they are certain or likely to mandate Jones Lang LaSalle to advise them on the sustainability aspects of real estate projects over the next 18 months.
- Launched first application for iPhone® in 2011, which provides quick and extensive access to a range of Jones Lang LaSalle news, research, our Green Blog and other resources.
- Named as lead sponsor to the Carbon Disclosure Project (CDP) Cities program in May 2011 (see [our website](#)). This partnership enhances our CSR commitment and gives us a lasting, major role in the development of sustainable cities.
- LaSalle Investment Management submitted its first Report, documenting our 2010 accomplishments, to PRI (*Principles for Responsible Investment*), the United Nations' investor initiative.
- Participated, for the first time, in the Dow Jones Sustainability Index, which acts as an objective global benchmark for tracking the sustainability performance of leading sustainability-driven companies worldwide.

### Green buildings

- In February 2011, LaSalle became a partner with the Green Rating Alliance and completed 29 European Green Rating™ assessments to date. The aim of the Alliance is for real estate companies to exchange best practices and to provide solutions to the property industry.
- Following on from a time utilization study conducted in 2010, we will be entering into a desk sharing environment to maximize space efficiency in the UK. While this will shift how we use our space, it presents us with an opportunity to transform our working environment.
- A new ranking of the 'Greenest Companies' in real estate by Commercial Property Executive and Multi-Housing News places Jones Lang LaSalle number three across all categories, above all of our service-provider competitors.

### Community commitment

- In May 2011, we honored our vendors in our Suppliers of Distinction Awards. This is an industry-first recognition program for corporate real estate firms. One of the award categories is for energy and sustainability.
- We donated 100 million yen, or \$1.25 million, to the Red Cross in support of the Japanese earthquake and tsunami relief efforts.
- In Dubai, employees raised \$2,850 for the Al Noor Training Center for Children with Special Needs by participating in the Standard Chartered 10K Run during May 2011.
- In the UK, we expanded our longstanding membership of Business in the Community to become a London partner in its 'Business Action on Homelessness' program, alongside existing commitments to pro bono work, volunteering and environmental initiatives.

### Workplace, wellbeing and diversity

- Recognized by The Chicago Network as one of the top five performers among Chicago's 50 largest publicly reporting companies for percentage of women directors, executive officers and top earners in its 2010 Census Progress Report.
- For the third year in a row, the National Safety Council (NSC) has recognized Jones Lang LaSalle for its safety record through an Occupational Excellence Achievement Award.
- In May, our Polish business won a 'Mama w Pracy' (Mom at work) award in a competition that recognizes companies with a positive and extraordinary approach to women and mothers.
- We continue to attract best employer awards and listings around the world. Notable examples include: Ireland winning second place in the 'Best Workplaces in Ireland' list for 2011 (third consecutive year on the list) and our global recognition on FORTUNE's 'World's Most Admired Companies'.



## LaSalle's Global Sustainability Platform

### About LaSalle

LaSalle Investment Management (*LaSalle*) is a global real estate investment manager investing in private and public property equity investments on behalf of pension funds, endowments, foundations, sovereign wealth funds, other institutional investors and high net worth individuals. At year end 2010, LaSalle had investments in a diverse set of property types and in private and public real estate companies across 19 countries worldwide. Our business activities are organized around the three major regions: Asia Pacific; Europe and the Middle East; and North America.

### LaSalle's sustainability philosophy and Guiding Principles

Our primary responsibility in all of our activities is to deliver superior investment results for our clients. We believe that environmental, social responsibility and corporate governance (ESG) best practices will enhance the performance of our clients' investments. LaSalle's operating philosophy with respect to ESG is to set policy and strategy at the global level, and empower the regional and local teams to develop initiatives and priorities appropriate for each country.

We are committed to the following Guiding Principles:

- Reduce the environmental impacts of our business operations, in conjunction with our parent company Jones Lang LaSalle. View the expansive efforts of our business by following [this link](#);
- Reduce the environmental impacts of our clients' properties, monitor the effects of climate change on those properties and improve investment performance;
- Deliver the best solutions to our clients through meeting and/or exceeding the requirements of environmental laws and regulations;
- Drive thought leadership and innovation on sustainable property investments; and
- Collaborate with clients, tenants, property managers and other service providers to ensure the best sustainable solution to the management of properties while maximizing investment performance.

### LaSalle's Global Sustainability Committee

LaSalle's sustainability initiatives are led by our 21-member Global Sustainability Committee (GSC). The GSC is chaired by the non-executive Chairman of LaSalle with the sponsorship of the CEO and Global Management Committee. The committee members are from all areas of the business and all parts of the world, and include senior business leaders, as well as LaSalle's global General Counsel, Chief Compliance Officer and global Sustainability Officer (see [here](#) for more information).

Members of the GSC are responsible for disseminating the sustainability policies, procedures and strategies developed by the Committee and, with regional senior management, are responsible for developing local initiatives, implementing best practices and integrating sustainability in all activities aligned with investment performance and client contractual obligations.

### United Nations Principles for Responsible Investment (UNPRI)

In July 2009, LaSalle Investment Management became a signatory to the UN's PRI investor initiative (see UNPRI's [homepage](#)) and we have since submitted our first PRI report, which documents our 2010 accomplishments. LaSalle's alignment with this global mandate marked an important commitment by the Firm to begin a process over time wherein ESG criteria become integral to the investment decision criteria of the Firm. As part of our PRI alignment, we have made a commitment to report on our progress toward the six principles of responsible investing.

### Greenprint global pilot portfolio

In June 2010, we committed 137 global assets to the Greenprint Index – the first carbon footprint index of Greenprint Foundation (see [link](#)). The Foundation is comprised of several of the larger global investment managers and includes Jones Lang LaSalle's CEO, Colin Dyer, as a founding member of the Board. The organization's primary focus is on the energy (carbon) reduction of the portfolio assets of its founding members. LaSalle's contribution to this pilot Index represents our first meaningful step toward measuring and encouraging energy reduction in our global portfolios.

### LaSalle's ESG Policy

In 2010 LaSalle developed its global ESG Policy, which can be viewed at [our website](#). The policy is in line with our belief that ESG factors can have a positive impact on investment performance to varying degrees across companies, sectors, regions, asset classes and timeframes and should be considered when evaluating real estate securities, real estate-related investments and the management of real estate assets.

### LaSalle's sustainability industry involvement and accomplishments

LaSalle's commitment to sustainability is evident through the organizations in which we participate and the responsible investment initiatives that we implement throughout the life cycle of our investments. For examples of our sustainability accomplishments for select investment assets go to [our website](#), and for more details on our industry involvement, see case studies on the right and on page 49.

### LaSalle's acquisition checklist for responsible investing

When acquiring a new property, LaSalle utilizes an environmental acquisition checklist adapted to specific country and regional requirements in order to evaluate property environmental performance. For certain investments, this may also include a benchmark (e.g. LEED®) gap assessment for acquisitions. The results of these environmental analyses are included in the acquisition underwriting, which is subsequently presented to the regional investment committees as part of the overall investment decision reviews.

### LaSalle's GreenGuide for sustainable property operations

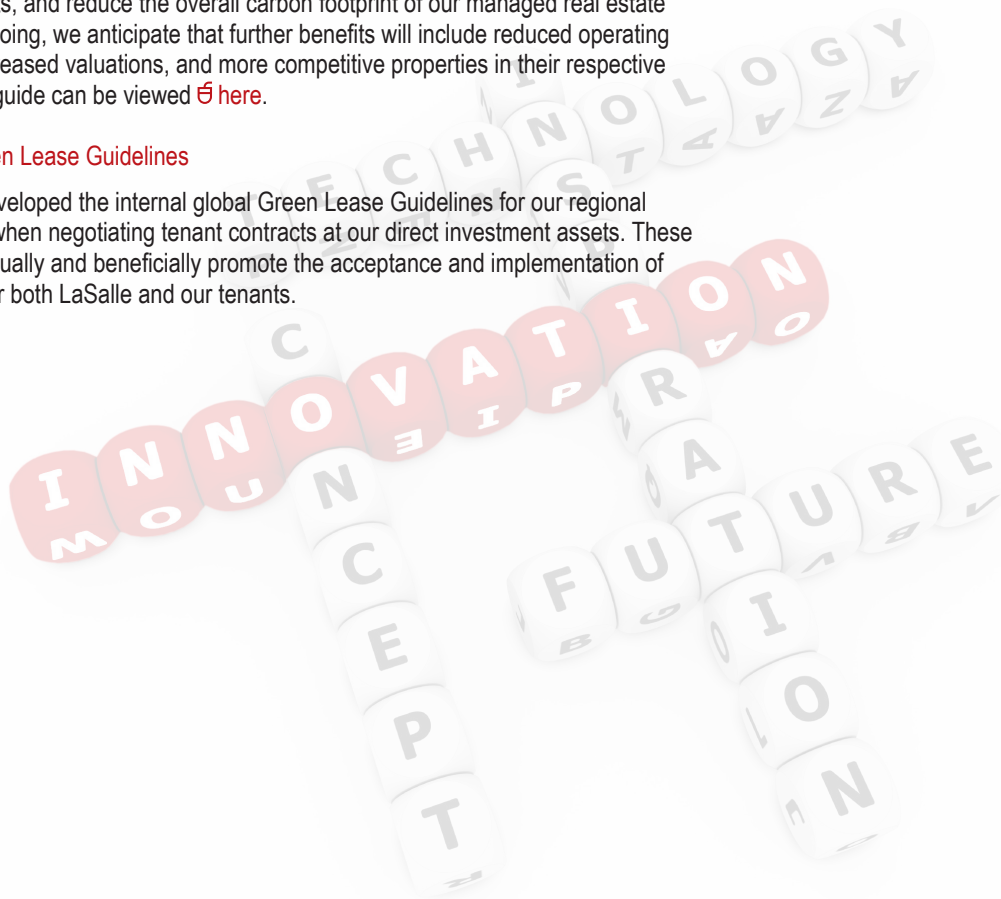
We have developed a guide for our portfolio and asset managers to educate them about a variety of low or no-cost sustainable operational 'best practices'. LaSalle's GreenGuide was developed to help reduce energy and water consumption, increase recycling efforts, and reduce the overall carbon footprint of our managed real estate assets. In so doing, we anticipate that further benefits will include reduced operating expenses, increased valuations, and more competitive properties in their respective markets. The guide can be viewed [here](#).

### LaSalle's Green Lease Guidelines

In 2010 we developed the internal global Green Lease Guidelines for our regional teams to use when negotiating tenant contracts at our direct investment assets. These guidelines mutually and beneficially promote the acceptance and implementation of ESG issues for both LaSalle and our tenants.

### Green Rating Alliance

In February of 2011, LaSalle became a partner with Green Rating Alliance. To date, we have completed 29 European Green Rating™ assessments. The aim of the Alliance is for real estate companies to join forces and exchange best practices to bring concrete solutions on sustainability to the property industry. The Green Rating™ assessment, available in 12 countries across Europe, is a decision-making tool which offers a new approach to assessing and improving the environmental performance of buildings.



## External stakeholder feedback – responding to Ceres

Jones Lang LaSalle is a member of the Ceres Company Network. As a member, we are committed to making public our CSR mission and values, regular sustainability reporting, a rigorous multi-stakeholder engagement process and continuous performance improvements. Ceres reviewed an outline of our draft 2010 CSR Report and provided feedback on our sustainability performance and disclosure. The structure of this feedback is based on the key expectations laid out in 'The 21st Century Corporation: The Ceres Roadmap for Sustainability', in the areas of governance for sustainability, stakeholder engagement, disclosure and performance.



The following sections provide a high-level summary of feedback received from Ceres in their September 2010 memorandum entitled 'Analysis of Jones Lang LaSalle's sustainability strategy, performance and disclosure', as well as our response. A full disclosure of all Ceres feedback and Jones Lang LaSalle's response can be found on [our CSR website](#).

What Ceres told us	Our response
<b>Governance</b>	
<b>"Consider opportunities to institutionalize the Board's involvement in the Company's sustainability efforts by including specific language in the charter of one of its Board Committees."</b>	As we consider it is a topic of sufficient importance, we have made reporting on sustainability matters a regular part of the full Board agenda rather than a part of one of its Committees. Lauralee Martin, our Chief Operating and Financial Officer and a member of our Board, is the liaison between the Board and our ESS group and CSR teams.
<b>Stakeholder engagement</b>	
<b>"Consider opportunities to educate its investors on the business opportunities and ROI associated with sustainability through its analyst calls, AGMs and investor presentations."</b>	Our CEO and Investor Relations team regularly meet with investors and analysts to discuss a range of issues, including CSR. In December 2010 we published a paper entitled 'The Business Case for Corporate Social Responsibility at Jones Lang LaSalle'. Written by our CEO, the paper outlines how CSR adds value to our business and how our strategic areas of focus create long term shareholder value.
<b>Disclosure</b>	
<b>"Include discussion about other environmental impacts (besides energy and GHG emissions) including water consumption, waste and hazardous materials."</b>	Our materiality process did not specifically identify water, waste and hazardous materials as a material impact. However, the process did identify 'green buildings' as a material impact, which incorporates design considerations such as water, waste and materials.
<b>Operations</b>	
<b>"Set an aggressive, quantifiable and long term target to reduce its internal GHG emissions as well as the emissions of its client portfolio."</b>	We have put significant resources into establishing strong systems and processes to enable the measurement of our own GHG emissions as well as those within our clients' real estate portfolios. We anticipate that our baselines will be sufficiently robust and reliable to set a quantifiable GHG emission reduction target in the near term.
<b>Products and services</b>	
<b>"Set a revenue target for the Energy and Sustainability Services business."</b>	We are striving to have Energy and/or Sustainability as a factor in all of our service offers, and to have it recognized as a differentiator by our clients.
<b>Employees</b>	
<b>"Create programs to engage employees on sustainability issues outside the workplace."</b>	The ACT: 'A Cleaner Tomorrow' program is our flagship employee CSR engagement initiative. In 2010 we developed an e-book providing an overview of ACT-related activity across the Firm's offices and in employees' homes. We have also set a corporate target to expand our internal employee engagement program with annual written plans that will facilitate closer engagement with our people on CSR matters.

## About this report

### Scope and boundary of report

This Corporate Social Responsibility (CSR) Report presents our engagement in the material social, economic, environmental and governance matters that confront our Firm. It also documents our performance during the financial year ending December 31, 2010. The Report serves as an update from our last publication in May 2010. We plan to publish an annual update of this Report.

The Report comprises the global reach of our real estate services across three principal business segments: the Americas; EMEA; and Asia Pacific. This Report also reflects the activities of LaSalle Investment Management (*LaSalle*), which is a global business and represents our fourth principal business segment.

### External assurance

We have chosen not to undertake a formal external assurance for this Report. However, we have applied strict procedures in regards to the compilation of facts and data, and are confident that our Report represents a true and fair reflection of our performance at the time of publication. As our CSR efforts evolve, we will explore the possibility of seeking external assurance for future reports.

### Global Reporting Initiative (GRI)

Jones Lang LaSalle has elected to report in line with the Global Reporting Initiative (GRI) G3.1 sustainability reporting guidelines. GRI is recognized as the leading sustainability reporting framework. In preparing this Report, we have also utilized the GRI's Construction and Real Estate Sector Supplement (CRESS), which provides sector-specific guidance to companies involved in construction and real estate activities. We have been actively involved in the development of CRESS and believe this to be one of the first reports prepared in line with its guidelines. A detailed GRI content index can be found on page 55 of this report. For further information about the GRI, visit

🌐 <http://www.globalreporting.org>.

## Data summary

The following table provides a summary of data presented in this report. Data qualifying notes for specific indicators can be found throughout the report.

Performance indicator overview		
Energy and climate	2010	2009
Client energy savings (million kWh)	912	836
Client energy savings (\$ million)	128	100
Client GHG emissions reduction (metric tons CO <sub>2</sub> e)	563,000	465,000
Jones Lang LaSalle total absolute GHG emissions - GHG Protocol Scopes 1, 2 & 3 (metric tons CO <sub>2</sub> e)	45,108	40,482
Jones Lang LaSalle GHG emissions intensity (metric tons CO <sub>2</sub> e / corporate office employee)	3.5	3.3
Jones Lang LaSalle corporate office GHG emissions intensity (kg CO <sub>2</sub> e / m <sup>2</sup> / year)	118	115
Client properties submitted to Jones Lang LaSalle's environmental performance benchmark (million sq ft)	32	Not available
Client service excellence		
Number of industry initiatives related to sustainability in which Jones Lang LaSalle has been involved	38	Not available
Number of thought leadership papers	20	Not available
Number of sustainability awards	28	Not available
Number of Energy & Sustainability Services employees	116	96
Number of Energy & Sustainability Services clients	196	Not available
Number of public policy positions and participation in lobbying relating to sustainability	12	Not available
Percentage of employees who believe Jones Lang LaSalle shows a commitment to ethical conduct (%)	85	No 2009 survey
Percentage of employees who feel leadership is committed to providing high-quality services to external clients (%)	85	No 2009 survey
Ratio of ethics investigations to number of employees – see next page for details	0.0019	0.0027
Ratio of actions taken against ethics violations to total number of investigations – see next page for details	0.68	0.65
Green buildings		
Number of buildings where performance improvements have been achieved through Jones Lang LaSalle's Energy and Sustainability Services team (new and existing buildings)	442	Not available
Total number of employees achieving green building accreditation (cumulative to year-end 2010)	624	Not available
Leases in our occupied space with green lease language (%)	34	Not available
Community commitment		
Corporate charitable initiative spend (\$ million)	1.86	Not available
Green office and kitchen supply spend (\$ million)	0.71	Not available
Green office and kitchen supply spend (% of total spend)	21	Not available

Performance indicator overview		
Workplace, wellbeing and diversity	2010	2009
Employees by gender (% female)	34	Not available
Directors by gender (% female)	25	Not available
Board members by gender (% female)	27	Not available
Employees by age (% under 25)	7	Not available
Employees by age (% 25-34)	34	Not available
Employees by age (% 35-44)	25	Not available
Employees by age (% 45-55)	22	Not available
Employees by age (% over 55)	12	Not available
Employee turnover (%)	25	Not available
Percentage of employees who can see a clear link between their work and the vision of Jones Lang LaSalle (%)	72	No 2009 survey
Percentage of employees who feel the people they work with cooperate to get the job done (%)	82	No 2009 survey
Percentage of employees who received performance and career development reviews (%)	83	No 2009 survey

'Ethics Everywhere' data summary						
Type of concern investigated	2010	2009	2008	2007	2006	2005
Improper employment practices or behavior, including unprofessional conduct (whether by managers or between employees)	39	43	18	30	14	22
Employee theft, personal conflicts of interest or other employee fraud (including expense account and time-card fraud)	16	21	15	8	12	7
Improper vendor payments or conflicts of interest, or other improper conduct to or by vendors	6	6	8	4	12	11
Improper client payments or conflicts of interest, or other improper conduct to or by clients	0	0	4	4	8	20
Inappropriate use of the Internet or a business computer	3	8	3	8	3	5
Inappropriate entertainment	0	0	2	0	2	1
Compliance with competition laws/broker requirements	1	2	0	0	2	3
Falsification of books and records	5	2	1	0	1	0
Illegal drug use at work; inappropriate use of alcohol	1	3	1	2	1	0
Employment health or safety issues from ethics perspective	4	1	0	0	0	5
Privacy issues	0	0	1	0	0	1
Miscellaneous matters (including non-ethics matters referred to HR for resolution)	2	14	10	8	10	6
<b>Total number of investigations</b>	<b>77</b>	<b>100</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>81</b>
<b>Total number of employees (approximate at December 31, and rounded to nearest 1,000)</b>	<b>40,000</b>	<b>37,000</b>	<b>36,000</b>	<b>33,000</b>	<b>25,000</b>	<b>22,000</b>
<b>Ratio of investigations to number of employees</b>	<b>0.0019</b>	<b>0.0027</b>	<b>0.0018</b>	<b>0.0019</b>	<b>0.0026</b>	<b>0.0037</b>
Action taken	2010	2009	2008	2007	2006	2005
Terminations of employment	4	26	8	13	9	8
Job changes or transfers; changes to procedures	8	5	1	2	7	3
Employee arrests and criminal matters referred to prosecutors (in addition to termination of employment)	1	1	0	6*	3	2
Formal warnings, deferred promotions and/or reduced bonuses	5	10	4	2	3	8
Matters referred to a government agency or other legal actions taken	2	0	1	0	0	1
Additional ethics awareness training sessions	32	23	26	19	16	8
<b>Total</b>	<b>52</b>	<b>65</b>	<b>40</b>	<b>40</b>	<b>38</b>	<b>30</b>
<b>Ratio of actions taken to total number of investigations</b>	<b>0.68</b>	<b>0.65</b>	<b>0.63</b>	<b>0.63</b>	<b>0.58</b>	<b>0.37</b>

Data qualification note: Number with asterisk (\*) includes one ex-employee from a 2006 investigation and one matter involving a non-employee

## GRI content index

The following table outlines our compliance with the Global Reporting Initiative’s Construction and Real Estate Sector Supplement (CRESS) guidelines (2011). Based on this analysis we believe that this report achieves **GRI Application Level ‘C’**. This assessment has not been externally verified by GRI. Please note that GRI disclosures identified as ‘not material’ have not been listed in the table below. Furthermore, a number of indicators – while material – have not been reported due to the unavailability of data. A full list of GRI disclosures can be found on the GRI website listed [here](#).

- Fully reported
- Partially reported

Profile disclosures		
GRI disclosure	Status	Where to find it
Strategy and analysis		
1.1 CEO statement	●	A message from our CEO
Organizational profile		
2.1 Name of the organization	●	About us
2.2 Primary brands, products and/or services	●	About us
2.3 Operational structure	●	About us
2.4 Location of headquarters	●	About us
2.5 Countries of operation	●	About us
2.6 Nature of ownership and legal form	●	About us
2.7 Markets served	●	About us
2.8 Scale of organization	●	About us
2.9 Significant changes during the reporting period regarding size, structure, or ownership	●	About us
2.10 Awards received in the reporting period	●	<ul style="list-style-type: none"> <li>▪ Our 2010 CSR and sustainability accolades</li> <li>▪ A message from our CEO</li> </ul>
Report parameters		
Report profile		
3.1 Reporting period	●	About this report: <i>Scope and boundary of report</i>
3.2 Date of most recent previous report	●	About this report: <i>Scope and boundary of report</i>
3.3 Reporting cycle	●	About this report: <i>Scope and boundary of report</i>
3.4 Contact point for questions regarding the report or its contents	●	Contact us
Report scope and boundary		
3.5 Process for defining report content, including: <ul style="list-style-type: none"> <li>▪ Determining materiality</li> <li>▪ Prioritizing topics within the report</li> <li>▪ Identifying stakeholders the organization expects to use the report</li> </ul>	●	CSR and sustainability strategy: <i>Process to define material impacts</i>

3.6	Boundary of the report	●	About this report: <i>Scope and boundary of report</i>
3.7	Limitations on the scope or boundary of the report	●	About this report: <i>Scope and boundary of report</i>
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	About this report: <i>Scope and boundary of report</i>
3.10	Effects of any re-statements of information provided in earlier reports, and the reasons for such re-statement	●	(None in reporting period)
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods	●	(None in reporting period)
GRI content index			
3.12	GRI Content Index	●	GRI content index
Governance, commitments and engagement			
Governance			
4.1	Governance structure	●	Governance
4.2	Indication whether the Chair of the highest governance body is also an executive officer	●	Governance
4.3	Number of Board members that are independent and/or non-executive Directors	●	Governance
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	Contact us: <i>Communicating with our Board of Directors</i>
Stakeholder engagement			
4.14	List of stakeholder groups engaged by the organization	●	CSR and sustainability strategy: <i>Our stakeholders</i>
4.15	Basis for identification and selection of stakeholders with whom to engage	●	CSR and sustainability strategy: <i>Our stakeholders</i>

**Note to users:** Click on section titles in 'Where to find it' column to navigate the Report.

Performance indicators		
Economic	Status	Where to find it
Economic performance		
EC1 Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	●	<ul style="list-style-type: none"> <li>About us</li> <li>Jones Lang LaSalle Annual Report 2010 (financial statements and supplementary data)</li> </ul>
EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change. (Core)	●	Carbon Disclosure Project 2010 submission
EC3 Coverage of the organisation's defined benefit plan obligations. (Core)	●	Workplace, wellbeing and diversity: <i>Employee benefits</i>
Environmental		
Energy		
EN3 Direct energy consumption by primary energy source. (Core)	●	Energy and climate: <i>Understanding our emissions and reporting performance</i>
EN4 Indirect energy consumption by primary source. (Core)	●	Energy and climate: <i>Understanding our emissions and reporting performance</i>
EN5 Energy saved due to conservation and efficiency improvements. (Additional)	●	Energy and climate: <ul style="list-style-type: none"> <li>Reducing our own carbon footprint</li> <li>Energy management for our clients</li> </ul>
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	●	Energy and climate: <i>Renewable energy solutions</i>
EN7 Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	●	Energy and climate: <ul style="list-style-type: none"> <li>Reducing our own carbon footprint</li> <li>Energy management for our clients</li> </ul>
Emissions, effluents, and waste		
EN16 Total direct and indirect greenhouse gas emissions by weight. (Core)	●	Energy and climate: <i>Understanding our emissions and reporting performance</i>
EN17 Other relevant indirect greenhouse gas emissions by weight. (Core)	●	Energy and climate: <i>Understanding our emissions and reporting performance</i>
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	●	Energy and climate: <ul style="list-style-type: none"> <li>Energy management for our clients</li> <li>Reducing our own carbon footprint</li> </ul>

CRE3 Greenhouse gas emissions intensity from buildings. (Core)	●	Energy and climate: <i>Understanding our emissions and reporting performance</i>
Products and services		
EN26 Initiatives to enhance and mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	●	Green buildings: <ul style="list-style-type: none"> <li>Leading the way with green building certifications</li> <li>Our real estate services and the property lifecycle</li> </ul>
Compliance		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)	●	Client service excellence: <i>'Ethics everywhere'</i>
Social performance: labor practices and decent work		
Labor / management relations		
LA1 Total workforce by employment type, employment contract, and region, broken down by gender (Core)	●	About us Workplace, wellbeing and diversity: <i>Diversity in our business</i>
LA2 Total number and rate of new employee hires turnover by age group, gender, and region. (Core)	●	Workplace, wellbeing and diversity: <i>Employee engagement and satisfaction</i>
Labor / management relations		
LA4 Percentage of employees covered by collective bargaining agreements. (Core)	●	Workplace, wellbeing and diversity: <i>Labor standards and labor relations</i>
Training and education		
LA10 Average hours of training per year per employee by gender and by employee category. (Core)	●	Workplace, wellbeing and diversity: <i>Training and development</i>
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	●	Workplace, wellbeing and diversity: <i>Career development</i>
LA12 Percentage of employees receiving regular performance and career development reviews, by gender. (Additional)	●	Workplace, wellbeing and diversity: <i>Career development</i>
Diversity and equal opportunity		
LA13 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	●	Workplace, wellbeing and diversity: <ul style="list-style-type: none"> <li>Diversity in our business</li> <li>Diversity at Board level</li> </ul>

**Note to users:** Click on section titles in 'Where to find it' column to navigate the Report.



Social performance: Society	Status	Where to find it
<b>Community</b>		
SO9 Operations with significant potential and actual negative and positive impacts on local communities. (Core)	●	Community commitment
<b>Corruption</b>		
SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures. (Core)	●	Client service excellence: 'Ethics Everywhere'
SO4 Actions taken in response to incidents of corruption. (Core)	●	Data Summary: 'Ethics Everywhere' data summary
<b>Public policy</b>		
SO5 Public policy positions and participation in public policy development and lobbying. (Core)	●	Client service excellence: 'Shaping policy from the front'
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)	●	Client service excellence: 'Shaping policy from the front'
<b>Anti-competitive behavior</b>		
SO7 Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. (Additional)	●	Client service excellence: 'Ethics Everywhere'

<b>Compliance</b>		
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)	●	Client service excellence: 'Ethics Everywhere'
<b>Social performance: Product responsibility</b>		
<b>Product and service labelling</b>		
CRE8 Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment. (Core)	●	Green buildings: 'Leading the way with green building certifications'
<b>Marketing communications</b>		
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. (Additional)	●	Client service excellence: 'Ethics Everywhere'

**Note to users:** Click on section titles in 'Where to find it' column to navigate the Report.

## United Nations Global Compact content index

The UN Global Compact is an initiative for businesses that are committed to aligning their operations and CSR strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Jones Lang LaSalle is a signatory to the UN Global Compact and is committed to adhering to its ten principles. The following table provides references or commentary to help readers navigate to sections of our CSR Report where we discuss relevant UN Global Compact principles. This CSR Report represents our annual Communication on Progress submission to the Compact. For more information on this initiative please visit the [UN Global Compact website](#).



UN Global Compact Principles	Where to find it or commentary
<b>Human rights</b>	
<b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights	At Jones Lang LaSalle, we value and respect the rights of all our workers, and we are committed to the protection of human rights. Our approach to protecting human rights is embodied by our Code of Ethics and our commitment to integrity. We are committed to align our policies with international conventions and declarations. We also observe internationally-recognized standards for the protection of human rights. Employees at Jones Lang LaSalle must comply with our human rights policies, as well as our principles against harassment and discrimination.  Additional information about our human rights policies can be found in our Code of Ethics (see <a href="#">here</a> ).
<b>Principle 2</b> Businesses should make sure that they are not complicit in human rights abuses	

Labor standards		
<b>Principle 3</b>	<b>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</b>	<p>Generally, our employees are not members of any labor unions with the exception of a relatively small number of directly reimbursable property maintenance employees in the United States. Jones Lang LaSalle has always maintained a healthy relationship with union employees, supported the right to exercise freedom of association, and complied with the provisions expressed in collective bargaining agreements.</p> <p>Additional information within this Report can be found in the Workplace, wellbeing and diversity section: <i>Labor standards and labor relations</i></p>
<b>Principle 4</b>	<b>Businesses should uphold the elimination of all forms of forced and compulsory labor</b>	<p>We have strong policies against forced or compulsory labor. Please view additional information in our Code of Ethics (see <a href="#">here</a>).</p>
<b>Principle 5</b>	<b>Businesses should uphold the effective abolition of child labor</b>	<p>We have well-established practices against child labor. Information about our child labor policies can be found in our Code of Ethics (see <a href="#">here</a>).</p> <p>Additional information within this Report can be found in the Workplace, wellbeing and diversity section: <i>Labor standards and labor relations</i></p>
<b>Principle 6</b>	<b>Businesses should uphold the elimination of discrimination in respect of employment and occupation</b>	<p>Information about our anti-discrimination policies can be found in our Code of Ethics (see <a href="#">here</a>).</p> <p>Additional information within this Report can be found in the Workplace, wellbeing and diversity section:</p> <ul style="list-style-type: none"> <li>▪ <i>Diversity in our business</i></li> <li>▪ <i>Diversity at Board level</i></li> </ul>
Environment		
<b>Principle 7</b>	<b>Businesses should support a precautionary approach to environmental challenges</b>	<p>Information within this Report can be found in the Energy and climate section:</p> <ul style="list-style-type: none"> <li>▪ <i>Energy management for our clients</i></li> <li>▪ <i>Benchmarking the real estate industry's carbon emissions</i></li> <li>▪ <i>Renewable Energy Solutions</i></li> <li>▪ <i>Understanding our emissions and reporting performance</i></li> <li>▪ <i>Reducing our own carbon footprint</i></li> <li>▪ <i>Greening our IT</i></li> </ul> <p>Information within this Report can be found in the Client service excellence section:</p> <ul style="list-style-type: none"> <li>▪ <i>Using technology to advance our sustainability services offer</i></li> <li>▪ <i>Shaping policy from the front</i></li> <li>▪ <i>Industry collaboration</i></li> <li>▪ <i>Sustainability thought leadership and research</i></li> </ul> <p>Information within this Report can be found in the Green buildings section:</p> <ul style="list-style-type: none"> <li>▪ <i>ESS service networks</i></li> <li>▪ <i>Leading the way with green building certification</i></li> <li>▪ <i>Launching Tetris Projects: Sustainable fit-out and refurbishments</i></li> <li>▪ <i>Training our employees on green building trends</i></li> <li>▪ <i>'Green Guide' and acquisition checklist by LaSalle Investment Management</i></li> <li>▪ <i>Greening our own office portfolio</i></li> <li>▪ <i>Experts in green leases</i></li> </ul>
<b>Principle 8</b>	<b>Businesses should undertake initiatives to promote greater environmental responsibility</b>	
<b>Principle 9</b>	<b>Businesses should encourage the development and diffusion of environmentally friendly technologies</b>	
Anti-corruption		
<b>Principle 10</b>	<b>Businesses should work against corruption in all its forms, including extortion and bribery</b>	<p>Information about anti-corruption policies can be found in our Code of Ethics (see <a href="#">here</a>).</p> <p>Additional information within this Report can be found in the Workplace, wellbeing and diversity and Addendum, data and feedback sections:</p> <ul style="list-style-type: none"> <li>▪ <i>'Ethics Everywhere'</i></li> <li>▪ <i>'Ethics Everywhere' data summary</i></li> </ul>

## Feedback form

This Report demonstrates our commitment to CSR. We have taken action at a global and local level to address our five material impact areas, but to continue driving change through an open stakeholder dialogue we would like to invite feedback on the content of this Report. We will use it constructively to inform our CSR strategy and future reporting. We value the feedback that our stakeholders have to offer us and will use it constructively to inform the future reports and the development of our CSR strategy.

We have created [a feedback form](#) which can be found at [our CSR website](#) to capture stakeholder view and opinion on our CSR reporting and strategy.

## Contact us

We encourage our stakeholders to contact us for more information about CSR at Jones Lang LaSalle, to give suggestions on how we can develop our CSR program, and to learn more about our sustainability services.

Please contact:

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### Communicating with our Board of Directors

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