

2024 Sustainability Statement

Shaping the future of real estate for a better world.

**Future
of spaces**

JLL is a global leader in helping clients envision and create the places where people live, work and play

**Technology
enabled insights**

JLL uses cutting-edge technology to capture and analyze global data for actionable insights that drive better outcomes

**Return on
sustainability**

JLL's sustainability strategies are backed by deep global commercial real estate expertise to deliver smarter solutions and stronger returns

We believe in the power of real estate to shape a better world. We're leading on sustainability through our services and within our own operations, illuminating a brighter way forward.

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About this statement

This is JLL's first Sustainability Statement¹ informed by the EU's Corporate Sustainability Reporting Directive (CSRD), reflecting our dedication to measuring and managing the impacts of our operations. It marks a key step in transitioning from voluntary sustainability reporting to disclosure informed by the CSRD's European Sustainability Reporting Standards (ESRS). We are taking a proactive approach to adapt our processes and expand our reporting metrics, positioning us at the forefront of the emerging regulatory landscape.

This Statement covers material topics identified through stakeholder engagement and impact assessments. We follow a double materiality approach, in accordance with ESRS, considering both the impacts of sustainability factors on our

business and our impact on people, communities and the environment. This Statement details how we're managing those environmental, social, and governance impacts, risks, and opportunities across our business.

The CSRD framework is designed to provide greater transparency, consistency and comparability in corporate environmental and social reporting, enabling stakeholders to make more informed decisions, promoting accountability and sustainable business practices. As regulations and best practices continue to develop, we commit to enhancing our data, disclosures and methods. JLL is dedicated to transparency in reporting on our environmental, social and governance practices as we work towards a more sustainable future for real estate.

¹ Sustainability Statement, "this Statement" or "the Statement" used throughout this document references the full Sustainability Statement document. This is separate from the Sustainability Performance Metrics section.

This Sustainability Statement contains "forward-looking statements" within the meaning of certain safe harbor provisions under federal securities laws, such as statements regarding our sustainability targets, including our net zero commitment and renewable energy targets, and other environmental targets, external ESG commitments and operational strategies. There is no guarantee that these "forward-looking statements" will happen due to a number of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, evolving legal and regulatory requirements, our expansion into new geographic regions, and potentially, those set forth in the "Risk Factors" section of our most recent Annual Report on Form 10-K and subsequent filings. The standards of measurement and performance contained in this submission are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved. The information included in and any issues identified as material for purposes for the 2024 Sustainability Statement may not be considered material for SEC reporting purposes. In the context of this disclosure, the term 'material' is distinct from and should not be confused with such term as defined for SEC reporting purposes.



User guide: How to read this statement

We have structured this statement according to the four main sections outlined in the European Sustainability Reporting Standards (ESRS): General, Environment, Social, and Governance.

You will notice codes within the document that reference the specific ESRS requirements or data points we're reporting, e.g. GOV-1' and 'S2 SBM-2'. We have updated some ESRS topic and subtopic titles to be relevant for all stakeholders.

An index of the ESRS requirements and codes can be found on page 11.

Building better futures:

A message from our CEO

The factors motivating JLL and our clients to design and operate efficient, high-performance buildings endure: we prioritize sustainable solutions which help deliver operational savings, enhance risk management, and pursue new business opportunities. As occupiers and investors work to address regulations and the increased need to reduce energy consumption, it's increasingly apparent that investing in sustainability breeds resilience and supports business results.

At JLL, our organizational structure promotes business resilience to ensure we can continue delivering exceptional value for our clients. We recently globalized our Property Management business, united our Real Estate Management Services businesses, and expanded our sustainability capabilities by launching the Energy Advisory and Sustainability practice, all while leading the industry's tech revolution with major investments in data and AI. Our OneJLL approach delivers connected, data-driven solutions across the real estate

lifecycle, from investing and leasing to facilities management and construction. And we're creating bottom-line value while accelerating decarbonization for our organization and our clients.

We are investing to support our colleagues and clients across multiple streams. Our AI platform, JLL Falcon, is combining our vast proprietary data with the latest AI models to power innovative, accurate, and secure solutions for commercial real estate—we've invested more in AI technology than any other real estate company. We are bringing the best of PropTech to JLL and our clients through JLL Spark, investing \$425 million USD in 55 commercial real estate pioneers to date. And the JLL Foundation promotes progress towards a clean economy by providing early-stage support for climate innovators: in 2024 alone, we backed 18 startups with \$4.75 million USD invested.

The changes we are making to our own offices demonstrate our commitment

to future-ready spaces. We're outpacing targets on our World Green Building Council (WGBC) pledge to achieve net zero operational carbon emissions across all JLL offices by 2030. In 2024, 48% of electricity across JLL's global portfolio was supplied by, or sourced from, renewables (up 10% from the prior year), and 68% of JLL offices have been awarded green building certifications. The tangible progress we're making at JLL shows we understand what's required to navigate the complex challenges faced by our clients and their communities.

The statements that follow offer a view into our performance and progress towards our sustainability goals. Our global team is translating insights into results in our own offices and our clients' spaces every day. We are proud to develop new, sustainable ways to transact, operate, and work in buildings. We're leveraging our local market expertise and global reach to actively shape the future of real estate for a better world.



**Christian
Ulbrich**

JLL and our clients are driving the shift towards sustainable, high-performance real estate. From energy-efficient buildings to AI-powered solutions, we're leveraging our global expertise and technology to help clients reduce their energy consumption, enhance operational efficiency, and achieve their sustainability goals.

Christian Ulbrich
Chief Executive Officer and President

A handwritten signature in black ink, appearing to read 'Christian Ulbrich'.



**Erin
Meezan**

We've transformed our program from aspirational targets into a dynamic, results-driven initiative through integrated analytics and technology, enhanced data management, robust governance, and adding specialized expertise.

Erin Meezan
Chief Sustainability Officer

A handwritten signature in black ink, appearing to read 'Erin Meezan'.

Vision in action:

A message from our CSO

As we present our 2024 Sustainability Statement, I'm reflecting on the major shifts over the last year, both at JLL and across our industry. 2024 marked a significant inflection point in our sustainability leadership journey, shaped by intensifying market and geopolitical forces amid an evolving regulatory landscape.

We're navigating these headwinds while managing continued demand from clients for sustainable real estate solutions that deliver performance and value. Simultaneously, sustainability reporting has fundamentally shifted with new mandatory reporting frameworks in the United States and Europe.

Both trends require better, more comprehensive sustainability data and deep integration into our business and governance. The dual pressure from markets and regulators is transforming how we operate. We're redesigning our enterprise to advance our net zero commitments and meet new legislative requirements. Despite the challenges, these conditions—and our ambitious targets—give us clear direction for the journey ahead. They compel us to accelerate our efforts to enhance our program and capabilities.

This requires new ways of connecting and working across our enterprise. We've taken our program from aspirational targets to a dynamic, results-driven program by:

- Integrating related goals and metrics into our business analytics
- Improving our sustainability data management, collection, and quantification methods
- Establishing governance bodies and accountability levers
- Adding sustainability expertise in our business lines and functions
- Deploying technology solutions across many of these areas

These actions reflect our view that sustainability is not a separate initiative but key to our business operations. Our reporting strategy also mirrors this evolution. In 2023, we piloted some of the European Sustainability Reporting Standard's disclosures in our climate reporting. This year, we've reshaped our entire report, drawing inspiration from the ESRS framework to enhance our reporting approach.

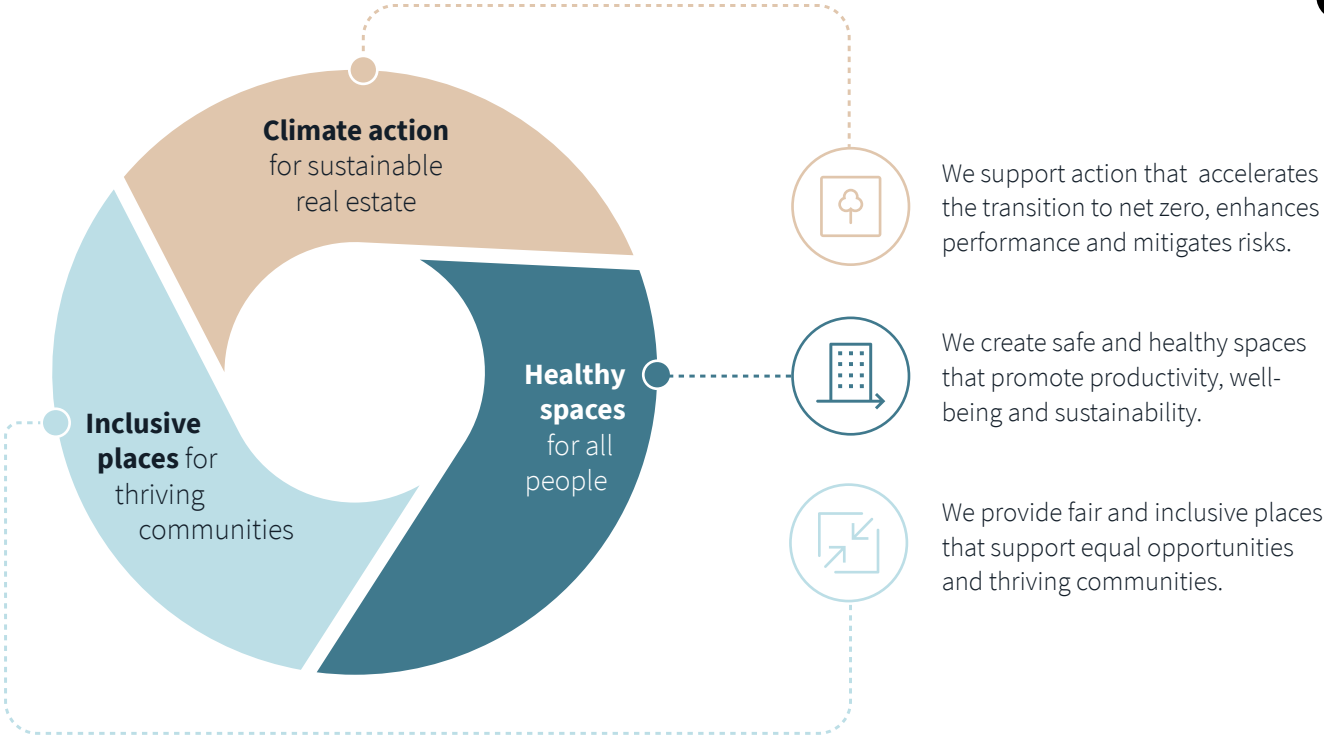
This shift required significant changes to what we disclose about the impact of our operations on people and the environment—and the structure of how we report it. The ESRS framework has led us to a standardized reporting format that will look much different from the ESG Performance Reports we published in previous years.

This Sustainability Statement demonstrates our commitment to sustainable, ethical real estate. While its format has evolved, we remain dedicated to creating spaces that benefit people and the environment. The sustainability reporting landscape will continue to evolve, but the investments we've made in our people, processes, and technologies position us to adapt to these changes while shaping the future of the built environment.

I invite you to explore the disclosures ahead as evidence of our progress, opportunities, and roadmap for future action. Together with our stakeholders, we remain committed to transforming our industry for a more sustainable world.

Our sustainability program

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



Four principles driving our sustainable leadership

1.

Being a responsible business is central to our values and everything we do. Leading by example gives us the credibility to talk to our clients and advance industry action on sustainability.

2.

Harnessing the power of our people, giving them the opportunity, knowledge, and tools to own their success and valuing what makes them unique.

3.

Driving change through client solutions to maximize impact, collaborating to transform toward more sustainable outcomes.

4.

Advocating for a better real estate sector by driving demand for sustainability, demonstrating thought leadership and engaging industry, governments and society on the issues that matter most.

SEE A
BRIGHTER
WAY

2024 **WORLD'S MOST
ETHICAL
COMPANIES**
ETHISPHERE
17-TIME HONOREE



\$4.75M

JLL Foundation

lent to 18 startups who are
mitigating climate change

7x



verdantix

Green Quadrant
Building Decarbonization
Services

Leader

2024

48%

Renewable energy

of electricity across JLL's global
offices supplied by, or sourced
from, renewable sources

44%

**Scope 1 and 2 emissions
(market-based)**

reduction across JLL occupied
offices through renewable energy
purchases from our 2018 baseline
(13% compared to 2023)

14th consecutive year



PARTNER OF THE YEAR
Sustained Excellence

68%

Sustainable certifications

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

13x
FORTUNE



Our sustainable impact

We're illuminating the path for the real estate industry to create lasting change. We've embedded sustainability principles in both our business operations and client services. Our aim is to create shared value for our business, communities, and the planet.

From partnering with clients to leading on our own sustainability journey and backing climate-impacting startups through the JLL Foundation, we are actively shaping the future of real estate for a better world. Our commitment to sustainability, excellence in our client services, and workplace culture have earned us numerous awards and recognition. A selection of these accolades and our key impacts are highlighted to the left.

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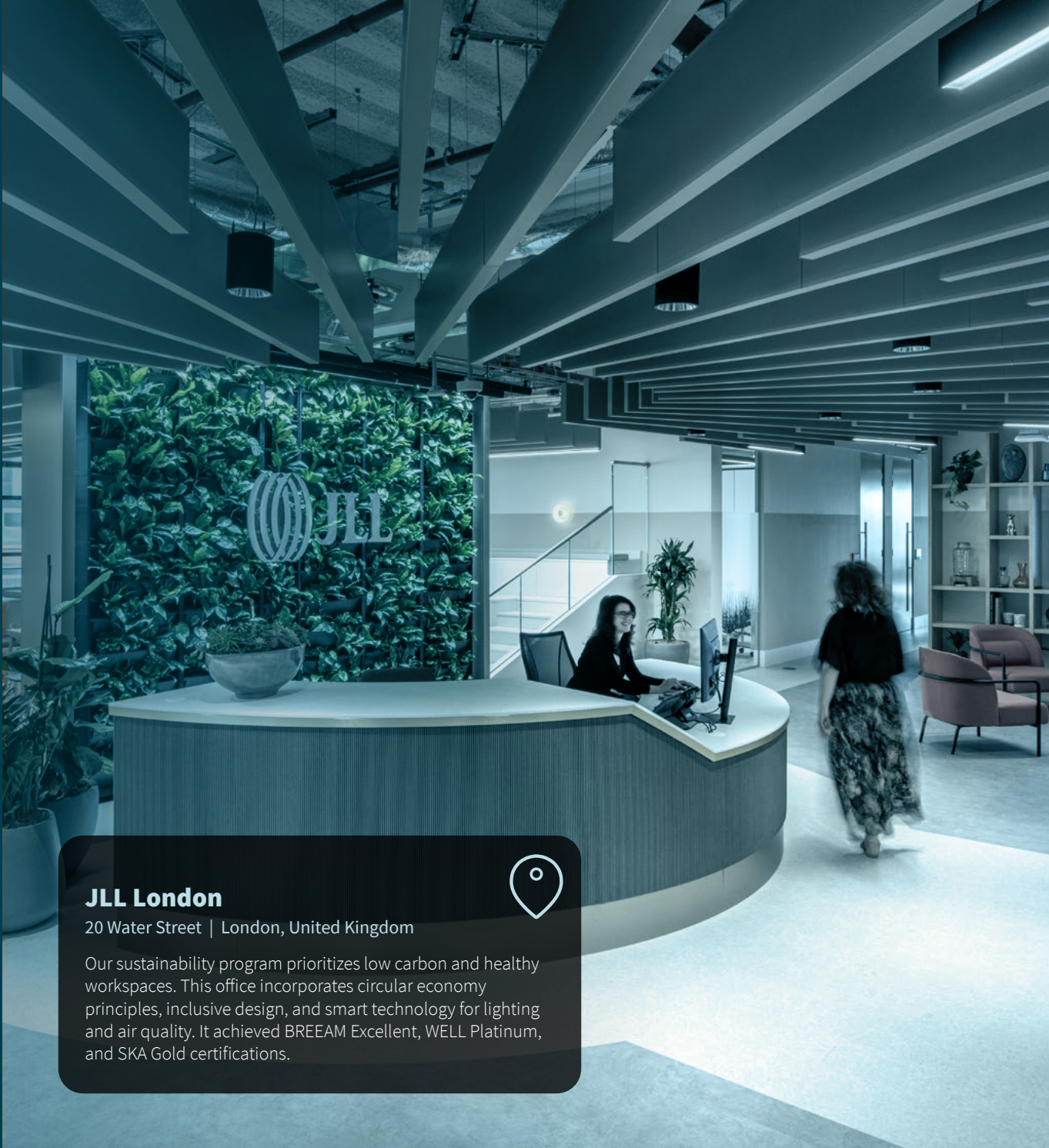
Governance

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Entity-specific disclosure

SEE A
BRIGHTER
WAY



JLL London

20 Water Street | London, United Kingdom

Our sustainability program prioritizes low carbon and healthy workspaces. This office incorporates circular economy principles, inclusive design, and smart technology for lighting and air quality. It achieved BREEAM Excellent, WELL Platinum, and SKA Gold certifications.



General

ESRS 2: General disclosures **13**

MDR-P: Overview of JLL policies **24**

Our general disclosures establish the foundation for transparency and accountability across all aspects of our sustainability performance. This section outlines our governance approach to sustainability, our strategy and business model integration, and how we determine and monitor the material impacts of our business on people and the environment. We detail how sustainability considerations are embedded in our decision-making, risk management, performance monitoring, and our strategic approach to integrating sustainability across our global real estate services platform. These foundational elements enable us to deliver on our environmental and social commitments while maintaining the highest standards of business conduct. Through comprehensive disclosure of our sustainability governance framework, we demonstrate how sustainability drives value creation across our operations for our clients, employees, and communities worldwide.

ESRS 2: General disclosures

BP-1: General basis for preparation

Jones Lang LaSalle Inc. has prepared its Sustainability Statement on a consolidated basis, covering JLL Inc. and all global JLL subsidiaries (together JLL or Group). The scope of consolidation is equivalent to that of JLL Inc.'s consolidated financial statements.

This Statement includes the principal elements of JLL's business, spanning upstream and downstream activities alongside the Group's own operations. The coverage reflects the outcomes of JLL's Double Materiality Assessment (DMA), which identified the relevant impacts, risks and opportunities (IROs) across JLL's value chain in accordance with the ESRS Standard 1 – General Requirements.

BP-2: Disclosures in relation to specific circumstances

In preparing this Statement, JLL has applied the specific reporting principles and requirements set out in the ESRS, including those governing the contextual presentation of sustainability-related information. The time horizons adopted for reporting are consistent with ESRS definitions: short term refers to the current reporting period (i.e. one year), medium term spans up to five years, and long term covers periods beyond five years. These definitions differ from those applied in JLL's financial reporting under the United States Generally Accepted Accounting Principles, where the short term is defined as one year or less and the long term as more than one year.

Where sustainability metrics include data from upstream or downstream value chain actors, estimates have been used in accordance with ESRS 1. In such cases, the basis for preparation and any associated measurement uncertainty are described within the relevant disclosures or accounting principles. These include the use of sector-level proxy data or internal approximations where direct measurement was not feasible. Where applicable, JLL outlines

planned efforts to improve the accuracy and completeness of this data in future reporting cycles.

The Statement also identifies quantitative metrics and monetary amounts that are subject to a higher degree of measurement uncertainty. For these, the sources of estimation uncertainty, assumptions, and judgments applied are described within the relevant disclosure sections. Forward-looking information, where presented, is acknowledged to involve uncertainty, particularly where it depends on future market developments, regulatory actions or other external factors.

This Sustainability Statement reflects a significant expansion in scope and content compared to JLL's previous sustainability reports due to the first-time application of the CSRD and the ESRS in the 2024 reporting period. Where changes in the preparation or presentation of sustainability information have occurred, either due to new preparation, error or other circumstance, these are described either in the accounting principles or in the relevant section of the Statement. Where revisions have been made, updated comparative figures are disclosed unless impracticable. Where correction is not practicable, JLL explains the reasons and the nature of the changes.

With the reporting year 2024, JLL begins the transition of its sustainability reporting to the ESRS, applying them on a voluntary basis in anticipation of mandatory ESRS reporting. This step reflects JLL's commitment to transparency, responsible business conduct, and the progressive alignment of its reporting with evolving regulatory expectations. This Sustainability Statement provides comprehensive information in accordance with the ESRS. Where individual disclosure requirements are not yet fully met, JLL will progressively address any gaps as part of its reporting development. Beyond the ESRS requirements, JLL provides selected supplementary information on a voluntary basis. Such content is presented, where applicable with reference to the underlying reporting standard, in the "Supplemental Performance Disclosures" section at the end of the Statement.



GOV-1:
Governance of sustainability matters

JLL's governance framework is designed to provide effective oversight of sustainability matters for the Group. Sustainability governance at JLL is structured across multiple levels, with clearly defined responsibilities for the:

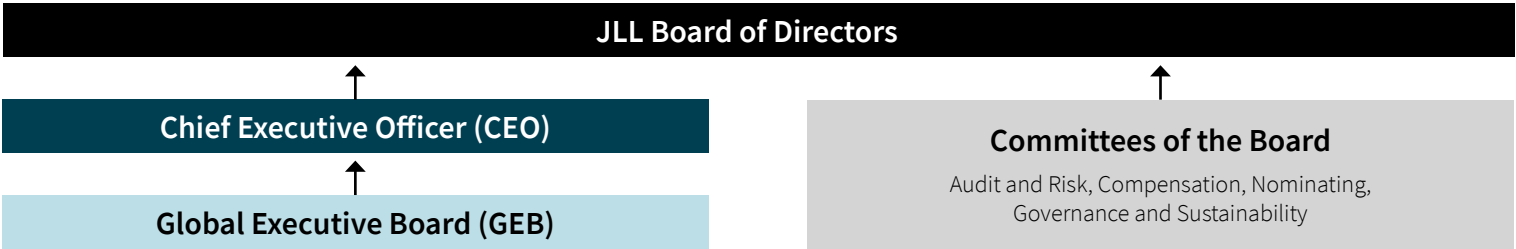
- Board of Directors
- Global Executive Board (GEB)
- Sustainability Governance Board
- Sustainability Team

Each plays a distinct role in ensuring oversight, strategic alignment and operational integration of sustainability across the business.

Sustainability
governance structure



Corporate governance structure
and leadership framework



Board of Directors
Statement of Qualifications

	Cybersecurity / Data Governance	Finance / Accounting	Global Business	Human Capital	Mergers and Acquisitions	Public Company Board(s)	Real Estate Industry	Risk Management	Sustainability	Technology / Innovation / AI
Hugo Bagué			✓	✓	✓			✓	✓	
Matthew Carter, Jr		✓	✓		✓	✓				✓
Catherine Clay	✓		✓	✓	✓					✓
Susan M. Gore	✓	✓	✓					✓		✓
Tina Ju		✓	✓		✓	✓				✓
Bridget Macaskill		✓	✓	✓	✓	✓	✓	✓	✓	
Deborah H. McAneny		✓			✓	✓	✓			
Siddharth (Bobby) Mehta	✓	✓	✓	✓	✓	✓		✓		✓
Moses Ojeisekhoba		✓	✓	✓				✓	✓	
Jeetendra (Jeetu) I. Patel	✓	✓	✓	✓	✓	✓				✓
Larry Quinlan	✓	✓	✓	✓		✓		✓		✓
Efrain Rivera	✓	✓	✓	✓	✓	✓		✓		✓
Christian Ulbrich		✓	✓		✓	✓	✓	✓	✓	✓

The Board of Directors, elected by JLL Inc.’s shareholders, holds oversight responsibility for JLL’s business, including its approach to sustainability. Of its 13 members, 12 are independent (92%) and five female (38%). The Board includes both executive and non-executive members, with JLL’s Chief Executive Officer (CEO) and President serving as the sole employee director. Its work is supported by several committees, including the Audit and Risk Committee, and the Nominating, Governance and Sustainability Committee. The latter, composed of independent directors, leads the Board’s performance evaluations and director nominations. It oversees policies, programs and risks related to environmental, social, legislative, regulatory and public policy matters. The committee also oversees the development

of governance guidelines and monitors risks and policies related to sustainability.

The Board of Directors members bring a broad range of experience and perspectives, which are foundational to its effective oversight role. JLL has adopted a Statement of Qualifications outlining the characteristics expected of Board nominees. These include demonstrated achievements in business, education or public service; professional acumen and experience relevant to JLL’s global business operations; and a commitment to ethical leadership and shareholder interests.

Board of Directors by the numbers:



The GEB, composed of seven executives, is responsible for defining and executing JLL's business strategy under the oversight of the CEO and the Board of Directors. The GEB leads strategic decisions across regions and business lines. Sustainability-related risks and opportunities are embedded in this decision-making through JLL's Enterprise Risk Management (ERM) framework. Additional information on JLL's ERM can be found in section GOV-5 of this Statement.

The JLL Sustainability Governance Board is a part of JLL's sustainability governance. Chaired by the Global Head of Sustainability, it brings together senior leaders from key internal functions, including Human Resources, Finance, Legal, Enterprise Risk, and Corporate Strategy. The Sustainability Governance Board approves sustainability targets, including those related to material IROs, monitors performance, and maintains alignment with stakeholder expectations.

Responsibility for managing sustainability across the Group lies with the Sustainability Team, which reports to the Chief Sustainability Officer (CSO), and with relevant functions managing parts of JLL's global sustainability program. The Sustainability Team manages climate programs, the Health and Safety function manages the safety of JLL employees and contractors, the HR function manages the wellbeing of JLL's own workforce, and the Corporate Real Estate function manages the JLL office portfolio. This group of corporate functions drives the implementation of the sustainability program across regions and business lines, coordinates global reporting, and represents JLL in external sustainability engagements. It plays an important role in operationalizing the governance structure and monitoring progress against sustainability objectives.

The Group's ERM framework incorporates sustainability-related risks as part of its broader approach to risk-informed decision-making. The Global Internal Audit (GIA) function incorporates sustainability in its annual risk assessments. This aims to facilitate the continuous monitoring, evaluation, and appropriate assurance of sustainability-related risks.

GOV-2:
Information provided to and sustainability matters addressed by governance bodies

JLL's Sustainability Governance Board plays a central role in ensuring that the Group's governance bodies remain informed and engaged in key sustainability matters. The Board receives regular updates on the results of the Double Materiality Assessment (DMA) (See IRO-1), including the identification of material IROs. These updates are provided annually, or more frequently if there are significant changes to the assessment process or its outcomes. The Board reviews all material IROs (see table in section SBM-3 of this Statement) on an annual basis and receives briefings on outside trends and sustainability trends from JLL's Global Research organization.

The Sustainability Governance Board holds responsibility for approving JLL's approach to sustainability due diligence. While day-to-day implementation is led by the relevant functional IRO owners, the Sustainability Governance Board provides oversight by monitoring the progress and effectiveness of these measures. Reviews of associated policies, actions, metrics, and targets are conducted on an annual basis, with additional assessments triggered as needed by the IRO owner.

GOV-3:
Sustainability-linked incentive schemes

JLL does not link sustainability-related targets, impacts or performance indicators to the incentive schemes or remuneration policies for its Board members or executive leadership. Performance on sustainability matters is not formally embedded within the Group's existing incentive structures.



GOV-4:
Statement on due diligence

The table shows the paragraphs that contain disclosures about JLL’s current sustainability due diligence process.

Core elements of sustainability due diligence		Paragraphs in the Statement*
A	Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2
		ESRS 2 GOV-3
B	Engaging with affected stakeholders	ESRS 2 SBM-3
		E1 SBM-3
		S1 SBM-2; S1 SBM-3
		S2 SBM-2; S2 SBM-3
C	Identifying and assessing negative impacts on people and the environment	S4 SBM-2; S4 SBM-3
		ESRS 2 GOV-2
		ESRS 2 SBM-2
		ESRS 2 IRO-1
		ESRS 2 MDR-P
D	Taking action to address negative impacts on people and the environment	S1 SBM-2; S1-2
		S2 SBM-2; S2-2
		S4 SBM-2; S4-2
		ESRS 2 IRO-1
		ESRS 2 SBM-3
E	Tracking the effectiveness of these efforts	E1 SBM-3; E1 IRO-1
		S1 SBM-3
		S2 SBM-3
		S4 SBM-3
		ESRS 2 MDR-A: E1-3; S1-4; S2-4; S4-4
F	Embedding due diligence in governance, strategy and business model	E1-1
		S1-1; S1-3
		S2-1; S2-3
		S4-1; S4-3
		G1-1; G1-3; G1-4
G	Tracking the effectiveness of these efforts	ESRS 2 MDR-T: E1-4; S1-5; S2-5; S4-5
		E1-5; E1-6
		S1-6; S1-7; S1-9; S1-10; S1-14; S1-15; S1-17

* The table shows the paragraphs that contain disclosures about JLL’s current sustainability due diligence process.

GOV-5:
Risk management and internal controls over sustainability reporting

JLL maintains an Enterprise Risk Management (ERM) framework that is designed to identify, assess, and prioritize the most significant risks that may impact the achievement of the Group’s strategic objectives. Sustainability-related risks are embedded into this framework as core elements of the Group’s risk landscape. The ERM framework is governed by the GEB, with oversight from the Audit and Risk Committee. It supports the coordinated mitigation of risks throughout the enterprise. In the first half of 2025, JLL appointed a Chief Risk Officer that will lead the implementation of JLL’s ERM framework globally. This executive will be responsible for identifying, assessing, and mitigating risks that could impact the company’s strategic objectives, financial performance, and reputation.

Risk identification and assessment are conducted across multiple levels of the Group, including through sub-business risk assessments and processes, and regional assessments informed by local expertise. The ERM function engages with senior leaders from corporate and business functions to identify potential risks, understand their root causes, and assess their likely impact and consequences. This includes environmental, regulatory and climate-related risks, which are identified and monitored alongside emerging developments in local and international laws by business function managers in JLL’s global offices. The Group’s DMA is one of several inputs used in the broader risk prioritization process.

JLL applies a consistent risk prioritization methodology based on defined risk dimensions. This includes establishing a risk appetite for each category, allowing the Group to assess the severity and likelihood of a given risk, and adjust its approach to mitigation accordingly. Risks that reach the enterprise level are included in an enterprise risk summary, which is submitted to the GEB and the Board of Directors on a semi-annual basis and supplemented by ad hoc reporting as needed. The summary outlines the most significant risks the Group faces, emerging risk themes, mitigation measures in place, and relevant performance metrics or key risk indicators used to monitor changes in exposure. It also identifies

how assurance functions—including internal audit, compliance and risk—are aligned to provide oversight of these risks.

Sustainability-related risks are reported regularly to both the GEB and the Audit and Risk Committee. These include ethics and compliance risks related to issues such as financial crime, corruption, data privacy, and modern slavery. JLL mitigates these risks through a broad portfolio of global programs, including trade compliance protocols, anti-corruption training, ethics investigations, and due diligence processes for acquisitions. Health and safety risks are managed through dedicated management systems and assurance programs that include operational controls, hazard identification, and behavioral safety training. The Group also actively manages risks associated with its 2030 and 2040 carbon reduction targets. Mitigation efforts include structured governance and oversight, a sustainable procurement framework, an established sustainability reporting platform, and greenhouse gas emissions with select metrics subject to external limited assurance. See Sustainability Performance Metrics as of and for the year ended December 31, 2024 (with Independent Accountants’ Review Report thereon) on page 56.

Risk management processes are supported by a three-lines-of-defense model. Operational risk ownership resides with front-line employees and business unit leaders. At the second line, dedicated functions oversee the setting of control standards and compliance. The third line is provided by GIA, which conducts independent, risk-based audits of control systems and business processes. Sustainability is considered in the GIA risk assessment and is evaluated annually for audit inclusion. Audit scopes are selected based on risk exposure and materiality.

JLL has also established internal controls specific to the sustainability reporting process. These include disclosure controls and procedures to validate the accuracy, completeness, and consistency of reported sustainability data. Where estimation is required—particularly when data must be sourced from across the value chain—the relevant assumptions, limitations and methodologies are disclosed in the corresponding reporting section. JLL continues to enhance the quality of sustainability data through internal data quality assessments, ongoing model refinements and improvements to the control environment.

SBM-1:
Strategy, business model and value chain

JLL’s strategy and business model are aligned with its sustainability ambitions and are designed to create long-term value across its global real estate services platform. The Group operates through five business segments (renamed in 2025):



JLL provides services locally, regionally, and globally to a wide array of real estate owners, occupiers, investors, and developers. These services cover numerous property types such as data centers, cultural and educational facilities, government buildings, health and laboratory spaces, hospitality venues, logistics and industrial sites, military housing, office spaces including flexible office environments, residential and multifamily properties, retail centers, and transportation hubs. There were no significant changes to JLL’s product or service offerings, nor to its market or customer segments during the reporting period. None of the Group’s services are restricted or prohibited in any of its markets.

Number of employees by region* **Total: 112,108**

46,880

Americas



47,567

Asia Pacific



17,661

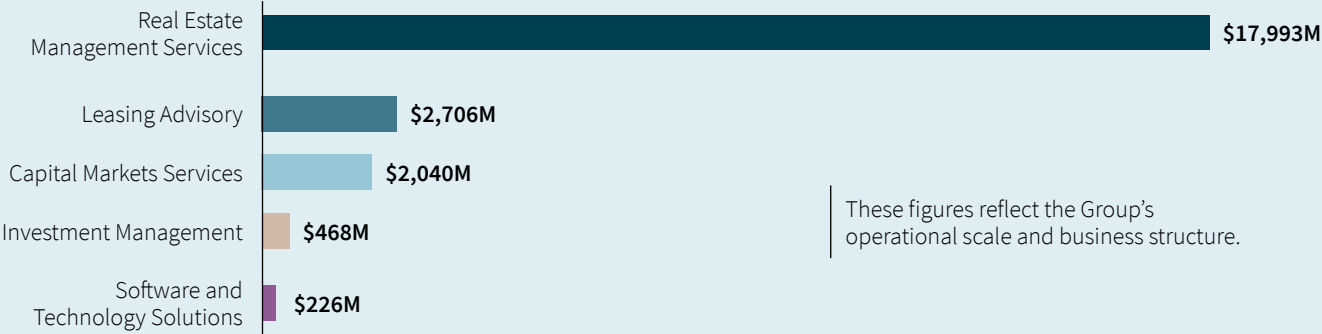
Europe, Middle East and Africa



* Distribution of head count by geographical area at the end of the reporting period. ‘APAC’ refers to Asia Pacific, ‘EMEA’ refers to Europe, Middle East and Africa, and ‘AMER’ refers to the Americas.

Total revenue by business segment*

JLL is classified under the ESRS sector “Real Estate and Services.” Total revenue by business segment* for the year ended December 31, 2024, was as follows:



These figures reflect the Group’s operational scale and business structure.

* In September 2024, we announced an organizational change that brings together all building operation groups to address client needs and the changing dynamics of the real estate industry. As a result of these changes, effective January 1, 2025, we report our Property Management business (previously included in Markets Advisory) within our Real Estate Management Services (previously Work Dynamics) segment. Also, effective January 1, 2025, Markets Advisory was renamed Leasing Advisory, Capital Markets was renamed Capital Markets Services, LaSalle was renamed Investment Management and JLL Technologies was renamed Software and Technology Solutions.

JLL’s sustainability program includes three strategic areas:



Enabling **climate action** through the transition to net zero and improved building performance



Creating safe, **healthy spaces** that enhance well-being and productivity



Fostering **inclusive places** that support equal opportunities and where employees feel they belong

These priorities are embedded in JLL’s operations, aiming to deliver meaningful outcomes for clients, employees, shareholders and the communities the Group serves.

As sustainability becomes a core expectation across the real estate sector, JLL has invested in adding skills and capabilities by hiring additional sustainability professionals. These specialists deliver integrated solutions to support decarbonization, data management, and compliance with evolving sustainability disclosure requirements. Their work helps clients establish emissions baselines, develop and execute strategies, and monitor performance through end-to-end data systems – enabling risk mitigation, value creation and competitive advantage across the property lifecycle.

Central to JLL’s sustainability offering is its programmatic approach, which guides clients through planning, action, and management phases to drive meaningful outcomes across all types of real estate portfolios. This approach begins with helping clients establish carbon baselines and actionable strategies, followed by the execution of initiatives designed to meet sustainability goals. It concludes with ongoing management to optimize projects

and monitor progress, ensuring continuous improvement and compliance with reporting obligations.

JLL’s business model balances short-term value delivery with long-term investment in people, innovation, and operational excellence. The Group continues to invest in talent, technology, and organizational infrastructure to enhance performance and maintain a competitive edge.

The Group’s value chain is composed of upstream and downstream elements that are integral to the delivery of its services. Upstream, JLL relies on its workforce, vendor, and contractor networks, data management systems, and financial capital to support its operations. Downstream, JLL serves a broad range of clients and stakeholders, including occupiers, owners, investors, and third-party service providers across various asset classes, such as corporate headquarters, logistics hubs, healthcare facilities, research centers, industrial complexes, and residential communities. JLL holds a central role in this value chain, acting as an intermediary that connects property owners, occupiers, and investors. The expertise and engagement of its workforce are critical enablers of the Group’s strategy and service delivery.

JLL’s sustainability-related goals extend across its products and services, customer relationships, and geographic presence. The Group’s net zero target encompasses Scope 3 emissions from sites managed on behalf of clients. JLL’s suite of products and services act as enablers to achieve its net zero target while delivering decarbonization across clients’ sites. As client demand for integrated sustainability solutions grows globally, JLL continues to expand its capabilities to meet these expectations, contributing to the resilience and sustainability of the built environment.

SBM-2:
Interest and views of stakeholders

JLL views stakeholder engagement as an important part of its sustainability approach. The Group engages with key stakeholders, including clients, suppliers, employees, and investors at the

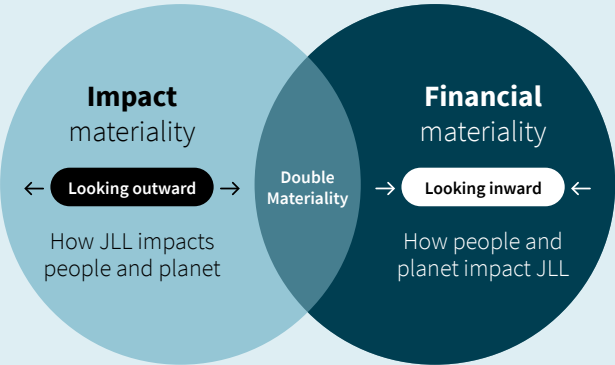
corporate level, while also maintaining relationships with local communities, media, government entities, industry associations, and non-governmental organizations (NGOs) at the local level.

Responsibility for stakeholder engagement sits largely with the Sustainability Team which oversees many sustainability-related interactions and facilitates JLL’s participation in relevant industry working groups and partnerships with non-profit organizations. Other regional business lines and other portions of the business also engage in their regions, and with regional entities of NGOs, industry associations, and various industry bodies. These engagements are structured to capture stakeholder priorities and expectations and help shape JLL’s goals, targets and strategic direction. Insights gained through this process directly inform the Group’s sustainability program, including the definition of material topics and the mapping of potential and actual IROs across JLL’s value chain. The Group reviews and adapts its stakeholder engagement processes to improve their effectiveness and aim to reflect evolving stakeholder concerns in strategic decisions.

Stakeholder input gathered through the DMA is a key element in aligning the Group’s sustainability focus with external expectations. This process includes dialogue with both internal and external stakeholders to evaluate the relevance of material topics and helps align JLL’s reporting with the views of those most affected by or interested in its operations. In addition, stakeholders can contact JLL directly through the publicly available channels listed on the Group’s website, ensuring continuous access and transparency.

The views and interests of stakeholders are communicated to JLL’s governance bodies. The Sustainability Governance Board plays a role in reviewing how these inputs are reflected in the Group’s strategy, operations and performance against sustainability-related targets. It is responsible for aligning JLL’s sustainability commitments with stakeholder expectations, particularly those of clients, employees, and shareholders. In addition, the Sustainability Governance Board reviews strategic and operational decisions affecting sustainability performance, ensuring that stakeholder perspectives are consistently considered in high-level decision making.

What is double materiality?



Our double materiality assessment process:



IRO-1:
Double Materiality Assessment (DMA)

JLL’s DMA, our process to identify, assess and prioritize material IROs, was finalized in 2024. It is aligned with the principles of double materiality and in compliance with the CSRD. It reflects an evolution from JLL’s prior materiality assessment conducted in 2023. It has been refined to focus on assessing specific IRO statements rather than simply prioritizing and ranking sustainability topics, allowing for a more comprehensive understanding of how sustainability matters influence JLL’s business and value chain.

Throughout the materiality assessment process, JLL applied several assumptions:

- The sustainability topics list comprehensively captured matters most relevant to the Group and its value chain
- The value chain mapping sufficiently identified areas where potential IROs may arise across all activities
- Selected data sources reliably represented stakeholder perspectives, with periodic reviews to capture emerging topics
- Interviews provided representative insights for broader stakeholder groups due to participants’ familiarity with JLL’s operations and sustainability context

- Internal experts had the necessary expertise to assess impacts and risks relevant to their domains
- The materiality thresholds and scoring methodologies aligned with JLL’s existing ERM framework, ensuring consistency across risk prioritization processes

A sustainability topic list designed to capture matters relevant to JLL’s operations and value chain was the first step in our DMA process. Mapping JLL’s upstream, operational and downstream activities identified where IROs are most likely to arise. The value chain mapping considered inputs, outputs, business relationships, and geographical spread to ensure appropriate coverage of JLL’s primary activities. Internal and external written sources supported this mapping and informed the identification of potential and actual IROs.

JLL selected sources that provided relevant evidence for the initial IRO register, including internal documents, publicly available materials, and stakeholder perspectives from direct and indirect engagement. Secondary sources served as appropriate substitutes for dialogue-based consultation where they sufficiently reflected stakeholder interests and views. The selected sources allow for reuse in future reassessments to identify new or evolving IROs over time. Each sustainability matter was considered during research; matters that did not surface were deemed not relevant to the business.

JLL conducted 15 structured interviews with 17 external stakeholders representing multiple affected stakeholder groups. Interviewees were chosen based on their understanding of JLL’s business and sustainability context, providing targeted insights into actual or potential impacts across the value chain. Interviews focused on gathering evidence for each sustainability topic identified in the current state assessment and verified that views expressed were representative of the broader groups.

Impact materiality was assessed using a scoring system aligned with ESRS guidance and the European Financial Reporting Advisory Group implementation framework. Positive and negative impacts were evaluated on scale, scope, likelihood and—where applicable—irremediable character. Financial materiality used a parallel methodology, with each identified risk or opportunity assessed on potential magnitude and likelihood. The evaluation covered short, medium and long-term horizons and considered reputational implications. JLL used its existing five-point risk scale to determine financial thresholds, aligning sustainability-related risks with its global risk taxonomy.

Once preliminary scoring was complete, the draft findings were circulated to the core Sustainability Team for review. Two validation sessions were held with senior representatives from sustainability and relevant business functions. This included a review of the

materiality outcomes, an overview of the mapped ESRS topical standards, and a cross-check of the IRO statements against the ESRS sustainability matters. The mapping of IROs was subsequently reviewed and refined by an external third party to confirm completeness and alignment with the ESRS framework.

JLL’s process also evaluated how identified IRO’s are connected to its strategy and business relationships. Inputs were analyzed to determine whether JLL is involved in the impacts through its own operations or via upstream and downstream value chain actors. This allowed for a more complete view of dependencies, exposures, and the role of business relationships in shaping sustainability outcomes.

The results of the DMA feed directly into JLL’s global ERM program. Sustainability risks identified through the DMA process are integrated into the Group’s global risk register and reviewed by the GEB. Material sustainability risks at the enterprise level are subject to oversight by the Audit and Risk Committee. Other sustainability risks are monitored and managed by the Sustainability Governance Board.

The DMA leveraged a broad set of input parameters including internal strategy documents, external publications, subject-matter expert input, and direct stakeholder engagement. The scope was global, covering all business segments and extending across the upstream and downstream value chain. The process is scheduled to be reviewed on a recurring basis and updated to reflect changes in JLL’s operating environment, stakeholder expectations, and regulatory context.

IRO-2:
ESRS disclosure requirements covered by the sustainability statement

As a result of its DMA, JLL identified which topical ESRS standards are material and therefore included in the Sustainability Statement. These are: Climate change (E1), Own workforce (S1), Workers in the value chain (S2), Consumers and end-users (S4), Business conduct (G1).

Following this process, five of the ten topical ESRS standards were determined as not material for JLL: Pollution (E2), Water and marine resources (E3), Biodiversity and ecosystems (E4), Circular economy (E5), and Affected communities (S3). Although these topics were deemed not material, potential IRO’s were nevertheless identified and assessed by subject matter experts. The outcome of this review confirmed that these topics did not exceed the threshold required to qualify as material for reporting under the ESRS framework.

For each sustainability matter deemed material through the DMA, JLL includes the disclosures required by the corresponding topical ESRS, as well as the related Minimum Disclosure Requirements on policies, actions, and targets as outlined in ESRS 2. In instances where JLL is unable to report specific data points or disclosures required under a topical ESRS or under ESRS 2, this is explicitly stated, and a timeline is provided where possible for when the Group expects the information to become available.

Our reporting requirements

- Mandatory for CSRD alignment
- Material IROs identified for JLL for these CSRD topical standards
- Not material for JLL

General ●

ESRS 1 General principles
ESRS 2 General disclosures

Environment ●

ESRS E1 Climate change
ESRS E2 Pollution
ESRS E3 Water and marine resources
ESRS E4 Biodiversity and ecosystems
ESRS E5 Circular economy

Social ●

ESRS S1 Own workforce
ESRS S2 Workers in the value chain
ESRS S3 Affected communities
ESRS S4 Consumers and end-users

Governance ●

ESRS G1 Business conduct

SBM-3:
Material IROs and their interaction
with strategy and business model

JLL's understanding of its material IROs is shaped by an ongoing materiality assessment process, which includes stakeholder engagement and input from across the value chain. JLL recognizes that the evolving sustainability landscape requires proactive management and forward-looking analysis. In 2025, the Group plans to conduct a Climate Scenario Analysis (CSA) and enhance its enterprise-wide decarbonization strategy to align with the requirements of the CSRD. This work is intended to complement the existing materiality assessment and provide deeper insight into the medium- and long-term implications of climate-related risks and opportunities for JLL's strategy and business model.

These analyses and their results will enhance the Group's ability to assess how climate impacts may influence its business operations, value chain, and investment planning, and will support the identification of strategic adjustments where necessary. The analysis is expected to provide greater clarity on time horizons, the resilience of JLL's current approach, and how climate factors could shape capital allocation and risk mitigation strategies going forward.

As part of its voluntary transition to ESRS, JLL currently addresses anticipated effects of material IROs, where available, within the respective topical standards and has opted not yet to disclose further detail on specific impact pathways, time horizons, or the connection of material impacts to its strategy and business relationships. This decision is based on the generalized nature of current IRO statements. The respective disclosures will be expanded to include these additional requirements in future reporting cycles.

The following table provides an overview of the material **impacts, risks, and opportunities (IROs)** identified in our assessment—mapped to major sustainability categories.

● Our material impacts, risks, and opportunities

Topic	Impacts, Risks, and Opportunities	Categorization	Value Chain
E1 Climate change	Greenhouse gas emissions from building operations	⊖ Negative	Upstream vendors and contractors
		⊖ Negative	Own operations
	Greenhouse gas emissions from JLL's enterprise operations	⊖ Negative	Own operations
	Helping clients meet their sustainability objectives	⊕ Positive	Clients
	Increased demand for sustainability services	✓ Opportunity	Own operations
S1 Own workforce	Employee compensation and benefits	⊕ Positive	Own operations
	Employee working conditions	⊖ Negative	Own operations
	Providing a flexible work environment	⊕ Positive	Own operations
	Providing a positive corporate culture and a sense of belonging	⊕ Positive	Own operations
	Providing a safe, healthy & productive work environment	⊕ Positive	End users
S2 Workers in the value chain	Human rights in the supply chain	⊖ Negative	Upstream vendors and contractors
S4 Consumers and end-users	Providing a safe, healthy & productive work environment	⊕ Positive	Clients
		⊕ Positive	End users
	Building occupant health	⊖ Negative	Own operations
	Technology solutions supporting clients' sustainability journey	⊕ Positive	Clients
G1 Business conduct	Risk of corruption and bribery	⚠ Risk	Own operations
	Demonstrating leadership in sustainability	✓ Opportunity	Own operations
Entity-specific	Building management technologies can create market differentiation	✓ Opportunity	Own operations

Our material impacts, risks, and opportunities

Upstream

Human rights in the supply chain

Greenhouse gas emissions from building operations

JLL Operations

Providing a flexible work environment

Building occupant health

Demonstrating leadership in sustainability

Increased demand for sustainability services

Greenhouse gas emissions from our enterprise operations

Risk of corruption and bribery

Greenhouse gas emissions from building operations

Providing a positive corporate culture and a sense of belonging

Employee compensation and benefits

Building management technologies can create market differentiation

Employee working conditions

Downstream

Providing a safe, healthy & productive work environment

Technology solutions supporting clients' sustainability journey

Providing a safe, healthy & productive work environment

Providing a safe, healthy & productive work environment

Helping clients meet their sustainability objectives

Impact materiality:



Positive



Negative

Financial materiality:



Opportunity



Risk

This graphic depicts material sustainability impacts, risks, and opportunities identified across our full value chain, representing the actual and potential effects of our business operations.

MDR-P: Overview of JLL policies

JLL has policies to prevent, mitigate, and remediate actual and potential impacts, address risks, and pursue opportunities related to sustainability. The table below lists the policies adopted to manage JLL’s material sustainability matters with information provided in accordance with the ESRS Minimum Disclosure Requirements related to policies (MDR-P). Additional details are disclosed within the applicable reporting standards.

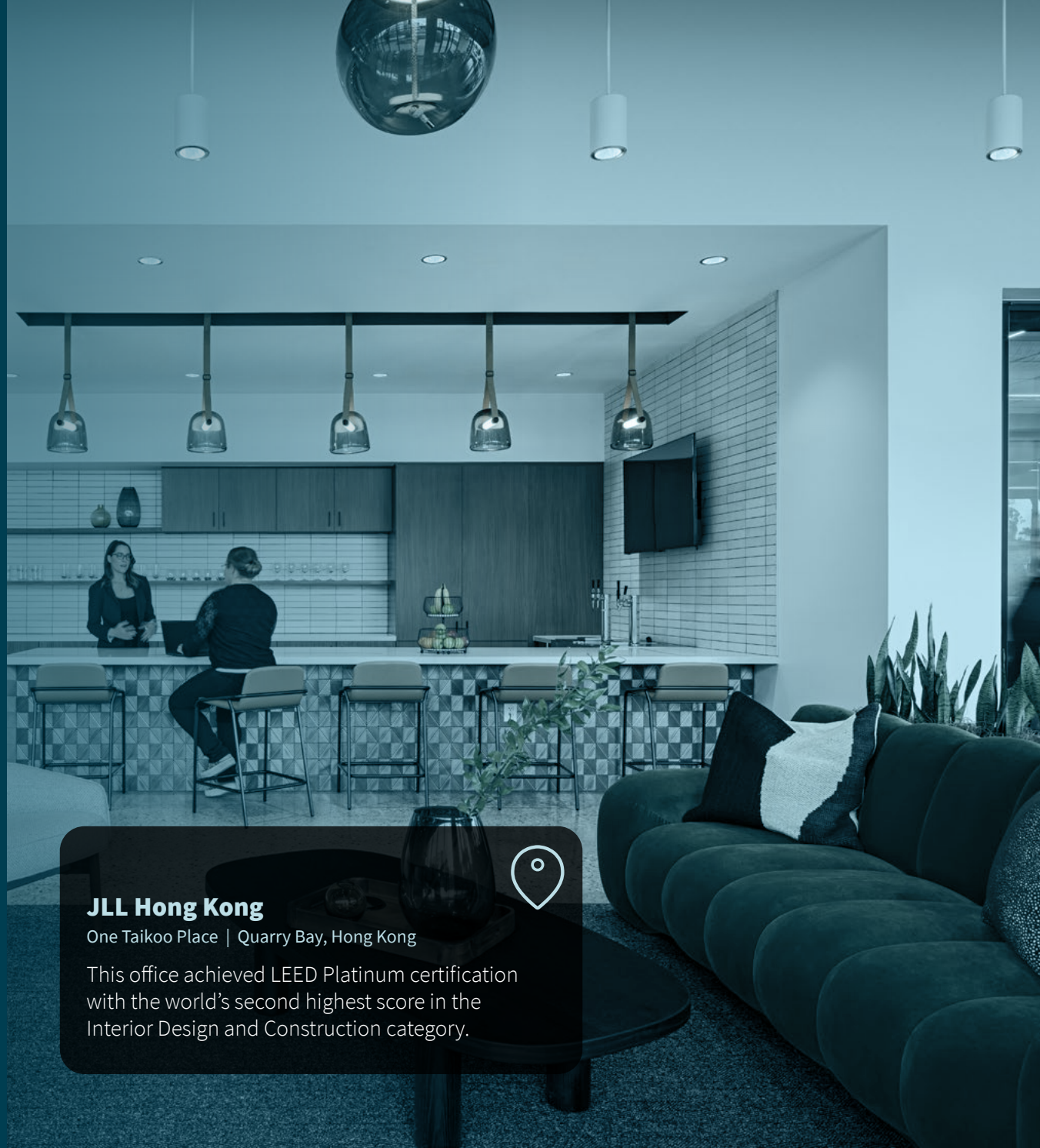
Policy	ESRS	Key contents	Responsibility	Availability
Anti-Bribery and Anti-Corruption Policy	G1	<p>Commitment to conducting business ethically and in compliance with anti-bribery and anti-corruption laws globally</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Prohibition of bribery and facilitation payments• Gifts, hospitality, and charitable contributions• Political activity and lobbying• Third-party due diligence• Mergers, acquisitions, and new business screening• Accurate books and records• Whistleblower reporting and non-retaliation• Manager accountability and oversight	Global Chief Legal Officer	JLL Intranet Policy Portal
Anti-Harassment and Non-Discrimination Policy and Procedure	S1	<p>Commitment to providing a respectful, inclusive, and harassment-free workplace that complies with applicable non-discrimination laws</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Prevention of harassment, bullying, and discrimination• Equal employment opportunity and fair treatment• Reporting procedures and complaint resolution• Manager responsibilities and escalation protocols	Global Chief Human Resources Officer	JLL Intranet
Business Resource Groups Policy	S1	<p>Commitment to fostering an inclusive culture through voluntary, employee-led groups which are accessible to all employees</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Formation and operation of Business Resource Groups• Leadership structure and governance of Business Resource Groups• Alignment with company values and business strategy• Limitations on political or religious advocacy• Reporting requirements and use of company resources	Global Chief Human Resources Officer	JLL Intranet

Policy	ESRS	Key contents	Responsibility	Availability
Code of Ethics	E1, S1, S2, S4, G1	<p>Commitment to integrity, fairness, and accountability in shaping a better future through ethical business conduct</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Core values like teamwork, ethics, and excellence• Culture of speaking up• Valuing people and the environment• Business with integrity• Avoiding corruption, money laundering and financial crime• Safeguarding company assets through avoiding waste and fraud• Data privacy and information security	Global Chief Legal Officer	Corporate Website
Environmental Policy	E1	<p>Commitment to comply with environmental laws and regulations</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Reducing emissions• Promoting a circular economy• Climate risk• Procurement• Conflict-free minerals• Waste management• Water resources• Responsible investing• Stakeholder engagement, including employee training, policy advocacy, community engagement	Chief Sustainability Officer	Corporate Website
Human Rights Policy	S1, S2	<p>Commitment to respecting and promoting human rights across JLL’s operations and supply chain, in alignment with international standards</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Prohibition of forced labor, child labor, and modern slavery• Fair wages, safe working conditions, and non-discrimination• Freedom of association and collective bargaining• Supplier expectations and due diligence• Escalation, remediation, and cooperation with investigations• Training and awareness for employees and partners• Alignment with the UN Guiding Principles, ILO, and OECD frameworks	Global Chief Legal Officer	Corporate Website and JLL Intranet Policy Portal

Policy	ESRS	Key contents	Responsibility	Availability
Health, Safety and Environment Policy	S1, S4	<p>Commitment to providing safe, healthy, and sustainable environments for employees, clients, and partners across all operations</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Compliance with health, safety, and environmental laws• Risk assessments and hazard mitigation• Injury, incident, and environmental impact reporting• Worker training and competency assurance• Client and vendor alignment with Health, Safety, and Environment expectations• Continuous improvement and performance monitoring• Promotion of a proactive safety culture	Global Head of Health, Safety, Security, Environment and Quality	Corporate Website
Global Privacy and Data Protection Policy	S1, S4	<p>Commitment to protecting personal data and ensuring responsible, lawful, and transparent data handling across all global operations</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Lawful collection, use, and retention of personal data• Data subject rights and consent management• Privacy impact assessments and risk mitigation• Vendor and third-party data handling standards• Cross-border data transfers and international compliance• Breach response and data security controls• Alignment with GDPR and other global privacy laws	Global Chief Legal Officer	JLL Intranet Policy Portal
Global Sourcing and Procurement Policy	E1, S2	<p>Commitment to sustainability principles into all sourcing and procurement activities</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Sustainable supplier selection and performance evaluation• Human rights and fair labor expectations in the supply chain• Carbon reduction and climate resilience in procurement• Circular economy and responsible material sourcing• Alignment with JLL's Net Zero and Sustainability goals• Supplier adherence to JLL's policies and codes	Global Chief Procurement Officer	Corporate Website

Policy	ESRS	Key contents	Responsibility	Availability
Third Party Due Diligence	G1	<p>Commitment to identifying, assessing, and managing risks associated with third-party relationships through consistent, risk-based due diligence</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Screening of suppliers, clients, and intermediaries• Anti-money laundering, sanctions, and PEP checks• Identification and escalation of red flags• Documentation and recordkeeping of due diligence steps• Ongoing monitoring and risk reassessment• Integration with anti-bribery and corruption controls• Accountability of business units and Legal and Compliance	Global Chief Legal Officer	JLL Intranet Policy Portal
Vendor Code of Conduct	E1, S2, G1	<p>Commitment to ensuring ethical, sustainable, and lawful conduct by all supply partners working on behalf of JLL</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Human rights, labor practices, and non-discrimination• Health, safety, and environmental compliance• Anti-bribery, anti-corruption, and fair competition• Data protection, confidentiality, and intellectual property• Responsible sourcing and sustainability expectations• Whistleblower protections and grievance mechanisms• Alignment with JLL policies and international standards	Global Chief Procurement Officer	Corporate Website
Whistleblower and Non-Retaliation Policy	S1, S2, S4, G1	<p>Commitment to fostering a speak-up culture by protecting individuals who report concerns</p> <p>Areas of focus include:</p> <ul style="list-style-type: none">• Anonymous, 24/7 reporting via Ethics Everywhere Helpline and online portal• Coverage for employees, former workers, and third parties• Protection from retaliation and monitoring of reprisals• Clear process for intake, investigation, and resolution• Confidentiality safeguards and data protection compliance• Localized procedures for EU, U.S., and Australia• Oversight by Legal, Ethics and Compliance, and HR	Global Chief Legal Officer	Corporate Website

SEE A
BRIGHTER
WAY



JLL Hong Kong

One Taikoo Place | Quarry Bay, Hong Kong

This office achieved LEED Platinum certification with the world's second highest score in the Interior Design and Construction category.



Environment

E1: Climate change

29

As a global leader in real estate, we recognize our responsibility in addressing climate impacts on the built environment. Our environmental disclosures focus on how we accelerate the transition to net zero, enhancing building performance, and manage climate-related risks. We are reducing energy consumption, increasing the use of renewable energy sources, and engaging our stakeholders including employees, suppliers and clients. We are driving decarbonization efforts across our value chain by changing how we choose, design, and occupy offices or spaces. space. These actions contribute to a more sustainable industry shaping the future of real estate for a better world.

E1: Climate change

E1-1:
Climate transition plan

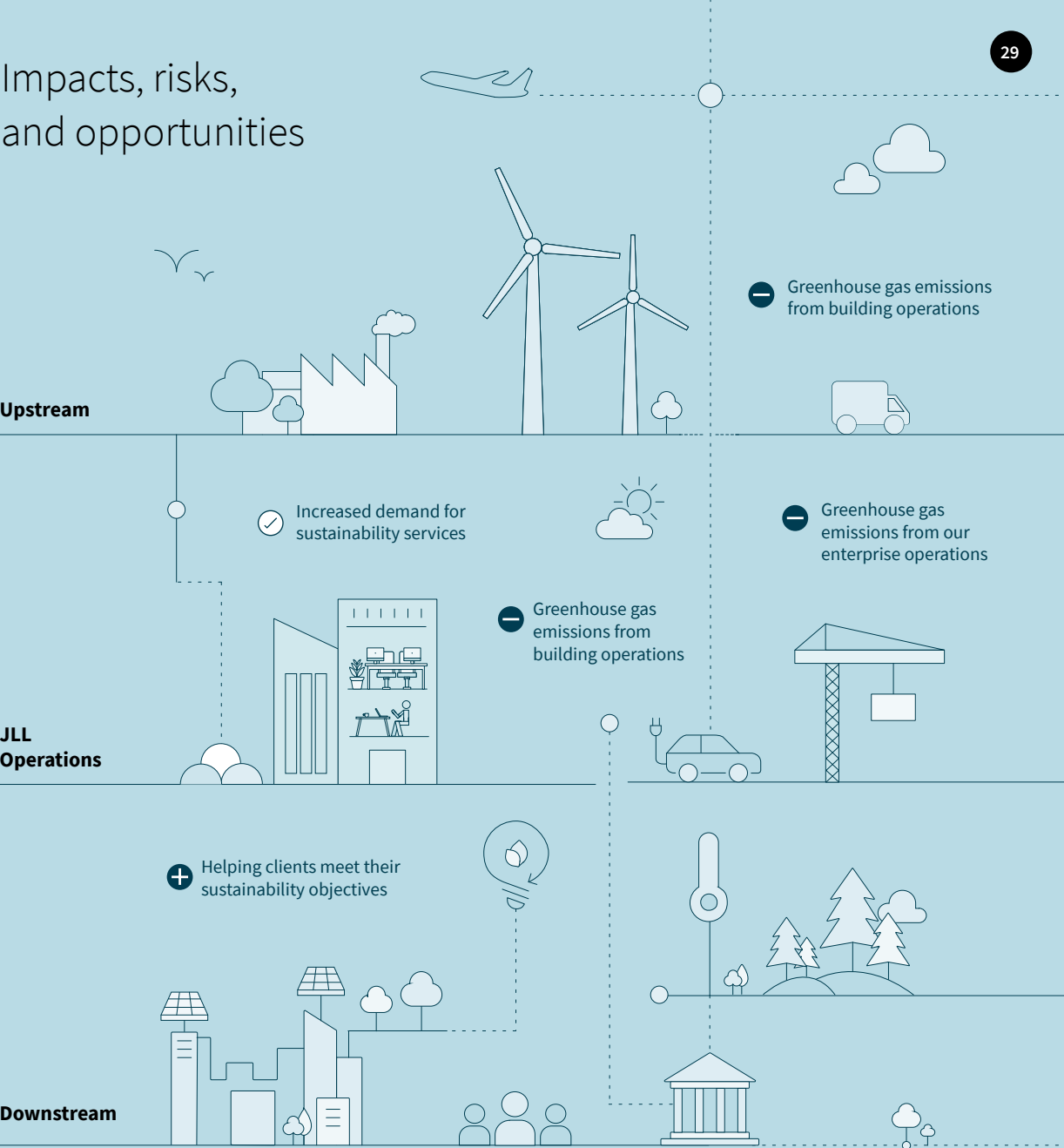
In 2025, JLL is conducting a Climate Scenario Analysis (CSA) to assess climate-related risks and opportunities across its operations and value chain. Insights from the CSA will feed directly into an updated decarbonization strategy that sets out both immediate actions and long-term initiatives for achieving the Group's net zero objective across its operations and value chain. Together, these workstreams will support the development of a comprehensive transition plan for climate change mitigation.

SBM-3:
IROs and their interaction with strategy and business model

JLL evaluated the Impacts, Risk and Opportunities (IROs) associated with climate change as part of its Double Materiality Assessment (DMA). In the assessment, JLL has not identified any climate-related risks – whether physical or transition-related – that would meet the materiality threshold. This conclusion reflects the nature of JLL's asset-light business model, which focuses on managing rather than owning buildings, thereby limiting JLL's direct exposure to climate-related risks.

Recognizing the evolving risk landscape, an updated CSA will align with the requirements of the European Sustainability Reporting Standards (ESRS) and other regulatory reporting obligations, providing a structured and forward-looking evaluation of JLL's resilience to climate change impacts. JLL's current view of its business model resilience builds on its business strategy and the opportunities derived from the DMA. JLL anticipates increased demand for its climate change consultancy, property resilience advisory, and energy management services as clients seek support in navigating the physical and transition impacts of climate change. These identified positive impacts and opportunities have informed JLL's strategic focus and investment decisions, particularly the expansion of its sustainability services offering. Furthermore, through Software and Technology Solutions, JLL continues to invest in advanced solutions that improve building operations.

Impacts, risks, and opportunities



IRO-1:
Identification of climate-related IROs

JLL's process to identify and assess climate-related impacts, risks and opportunities (IROs) combines engagement with internal sustainability experts and input from JLL's executive leadership. JLL's DMA confirmed findings from its 2021 CSA, highlighting multiple positive impacts and opportunities, particularly in supporting the sustainability objectives of clients. These are further detailed in the previous section on JLL's material IROs and their interaction with JLL's strategy and business model.

The upcoming CSA will provide a more granular assessment of JLL's exposure to climate-related risks and opportunities across its activities and assets and refine the identification of material climate-related impacts. The results of the CSA are expected to inform strategic decisions over the short, medium, and long term. The CSA will incorporate a range of climate scenarios, including at least a high-emission scenario for physical risks and a scenario aligned with **limiting global warming to 1.5°C** for transition risks and opportunities.

E1-2:
Policies

JLL's Environmental Policy applies to all JLL entities and employees globally. The Policy is overseen by the Sustainability Team and is publicly available on JLL's corporate website. It outlines JLL's commitment to compliance with environmental laws and regulations and addresses areas including emissions reduction, climate risk, promoting a circular economy, responsible investing, and stakeholder engagement. The Policy also references JLL's climate commitment to achieve net zero by 2040 across its operations and managed portfolio.

While energy efficiency is not explicitly referenced in the Environmental Policy, it is recognized as a component of JLL's net zero commitment. Energy efficiency measures directly reduce the energy required to operate buildings and have been a fundamental part of JLL's decarbonization strategy for its own office spaces. Similarly, the deployment of renewable energy, though not expressly mentioned, is integral to JLL's efforts to reduce emissions. As JLL's corporate office portfolio is all leased, JLL recognizes the value of landlord and tenant collaboration and thus uses leasing as a tool to meet our goals. This includes site selection criteria that considers on-site renewable energy and off-site procurement of high-quality renewable energy products.

JLL's Environmental Policy further addresses responsible supply chain management, sharing expectations with vendors through the Vendor Code of Conduct and collaborating with key suppliers to progress decarbonization efforts. Moreover, the Policy supports the transition to a circular economy by promoting comprehensive recycling and waste management practices across JLL offices.

In addition to the Environmental Policy, JLL's Global Sourcing and Procurement Policy and Vendor Code of Conduct set expectations for suppliers to conform to or comply with the Company's sustainability objectives, including carbon reduction, resource efficiency, conservation, and enabling a circular economy. These policies apply to JLL's suppliers as well as direct and indirect procurement spend under management.



E1-3:
Actions

JLL is implementing a range of actions across its operations to support its carbon reduction objectives, aligned with the commitments outlined in the Environmental Policy and related strategies:



Own operations: A team from JLL's Real Estate Management Services (REMS) business leads efforts to drive the decarbonization of JLL's office portfolio, aiming for net zero operational carbon emissions by 2030. JLL actively embeds energy- and water-efficient design standards, requires all leases above 10,000 square feet to have a green building certification by 2030, and applies green leasing clauses to enable data sharing, and renewable energy procurement. Energy audits were performed at strategic sites in 2024, and energy use intensity across the office portfolio is monitored to identify opportunities for improvement. Smart metering coverage is being expanded to better track electricity usage.

JLL prioritizes high-quality renewable energy procurement and has adopted an ambitious renewable energy strategy whereby we prioritize purchasing higher quality Renewable Energy Certificates (RECs) with locality and additionality wherever feasible. This approach has contributed to reductions in energy consumption and an uptake in renewable energy across JLL's office portfolio. By the end of 2024, 48% of electricity supplied to JLL offices was sourced from renewables. To further advance decarbonization and circularity, JLL's workplace strategies integrate sustainability throughout the real estate lifecycle. This includes sustainable site selection, low-carbon design and fit-out, and comprehensive waste management processes. At key sites, JLL piloted AI technologies to optimize waste diversion and engaged in circular economy practices, such as reusing materials and selecting furniture with high recycled content. By the end of 2024, 68% of JLL offices over 10,000 square feet had obtained a green building certification, supporting JLL's target of 100% certification by 2030.



Fleet: JLL is progressively converting its vehicle fleet in the Americas and EMEA to zero-emission vehicles.



Employee commuting: JLL is also taking steps to reduce the impact of employee commuting by prioritizing office locations with good access to public transit. Facilities such as electric vehicle (EV) charging stations and bicycle parking also form part of JLL's due diligence for site selection. Additionally, JLL provides tax-efficient transport benefits and EV leasing options for employees, depending on the region.



Business travel: To minimize the impact of business travel, JLL supports virtual, remote, and flexible working. Internal policies aim to reduce unnecessary travel and associated emissions. Where travel is unavoidable, JLL advises employees to select lower-impact modes of transport wherever possible.





Procurement: In 2024, JLL conducted a strategic supplier engagement assessment aimed at enhancing the quality and scope of climate-related data across its supply chain. The assessment focused on leveraging technology to improve data collection and analysis and identifying concrete measures to support supplier decarbonization. Implementation of the resulting recommendations is scheduled for 2025, with the objective of strengthening collaboration with supply chain partners on emissions reduction initiatives.



Clients: For client-related emissions, JLL reviewed its service portfolio to identify emission-generating activities. This assessment resulted in process improvements and data recommendations, which are now being implemented by an internal working group. The group is focused on integrating client data requirements into operations to strengthen emissions tracking and management.




E1-4:
Targets

JLL targets are aligned with the Science Based Targets initiative (SBTi) Net Zero Standard to support its commitment to achieving net zero emissions. The targets include a reduction of:

-  Absolute Scope 1, 2, and 3 emissions by **51% by 2030**, from a 2018 baseline
-  Absolute Scope 1, 2, and 3 emissions by **95% by 2040**, from the same baseline

These targets apply to 100% of Scope 1 and 2 emissions from JLL corporate offices and are based on decarbonization pathways aligned with limiting global warming to 1.5°C. JLL has committed to offset no more than 5% of its 2018 baseline emissions, prioritizing direct emissions reductions.

As **JLL's client emissions** are the most challenging element of JLL's net zero commitment, the Group's approach to achieving these targets involved several client initiatives in 2024:

-  JLL conducted a global assessment of its services to identify emission-generating activities
-  Based on the results, an internal working group was formed to integrate client data requirements into operational processes
-  Measures were introduced to reduce reliance on estimation methodologies and to improve the accuracy of emissions measurement

To augment internal governance and accelerate implementation plans to decarbonize JLL established the Net Zero Council in 2023. This cross-functional body comprises business leaders responsible for key emission categories. It is tasked with reviewing progress, identifying priorities, and evaluating actionable measures to accelerate emissions reduction. In 2024, the Council prioritized actions related to emissions from client services and procurement activities.



E1-5:
Energy consumption and mix

These tables show JLL’s energy consumption across our global operations and managed portfolio.

Energy consumption and mix (MWh)	2023	2024
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products*	107,364	141,845
Fuel consumption from natural gas	2,134	1,603
Fuel consumption from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources**	17,341	14,716
Total fossil energy consumption	126,839	158,164
Share of fossil sources in total energy consumption	93%	92%
Consumption from nuclear sources	0	0
Share of consumption from nuclear sources in total energy consumption	0%	0%
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	10,081	13,607
The consumption of self-generated non-fuel renewable energy	0	0
Total renewable energy consumption	10,081	13,607
Share of renewable sources in total energy consumption	7%	8%
Total energy consumption (MWh)	136,920	171,771

Energy intensity per net revenue (MWh/Monetary unit)	2023	2024	% change between 2023 and 2024
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors	6.59512E-06	7.33032E-06	11.1%

Energy intensity based on net revenue with financial reporting information	
Net revenue from activities in high climate impact sectors used to calculate energy intensity	23,432,900,000 USD
Net revenue (other)	0
Total net revenue (Financial statements)	23,432,900,000 USD

* Fleet emissions are based on fuel consumption, with a proxy based on fuel type and vehicle size applied where consumption data is not available. Consumption from one diesel generator in India has been excluded as it is not material.

** Electricity consumption for JLL’s occupied offices is based on actual data when available. Where invoiced electricity data is not available, consumption is estimated using the average annual consumption per m² by region applied to the building’s area.

E1-6:
GHG emissions²

These tables present JLL's greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 for our global operations and value chain.

GHG emissions category (MTCO ₂ e)	Base year (2018)	2023	2024	% change between 2023 and 2024
Scope 1				
Gross Refrigerant Scope 1 GHG emissions	Not reported	Not reported	127.4*	N/A
Gross Fleet Scope 1 GHG emissions	31,164	25,472	35,024*	37.5%
Gross Office Scope 1 GHG emissions	568	391	293*	-25.1%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	0%	0%	0%	0%
Scope 2				
Gross location-based Scope 2 GHG emissions	12,431	11,044	11,224*	1.6%
Gross market-based Scope 2 GHG emissions	12,261	7,896	6,769*	-14.3%
Significant Scope 3				
Total Gross indirect (Scope 3) GHG emissions	18,162,762	20,942,496	23,277,075	11.2%
1 Purchased goods and services	407,789	69,746**	84,286*	20.8%
2 Capital goods	Not reported separately from Category 1	Not reported separately from Category 1	Not reported separately from Category 1	Not reported separately from Category 1
3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	10,282	7,509	10,730*	42.9%
4 Upstream transportation and distribution	Not relevant	Not relevant	Not relevant	Not relevant

GHG emissions category (MTCO ₂ e)	Base year (2018)	2023	2024	% change between 2023 and 2024
Significant Scope 3 (continued)				
5 Waste generated in operations	372	233	242*	3.9%
6 Business travel	76,740	56,325	51,339*	-8.9%
7 Employee commuting	100,451	118,344	114,396*	-3.3%
8 Upstream leased assets	19,393	20,722***	17,598	-15.1%
9 Downstream transportation	Not relevant	Not relevant	Not relevant	Not relevant
10 Processing of sold products	Not relevant	Not relevant	Not relevant	Not relevant
11 Use of sold products	17,547,735	20,650,203***	22,998,484	11.4%
12 End-of-life treatment of sold products	Not relevant	Not relevant	Not relevant	Not relevant
13 Downstream leased assets	Not relevant	Not relevant	Not relevant	Not relevant
14 Franchises	Not relevant	Not relevant	Not relevant	Not relevant
15 Investments	Not included in base year	19,414	Not reported****	N/A

* These metrics are included in the Sustainability Performance Metrics section as of and for the year ended December 31, 2024. These metrics were subject to external limited assurance by an independent accountant. The Sustainability Performance Metrics (with Independent Accountants' Review Report preceeding) is included on pages 56 to 64.

** Emissions for category 1 covering the 2023 financial year have been recalculated due to updated spend data and changes to our category mapping.

*** Emissions for Categories 8 and 11 covering the 2023 financial year have been recalculated in line with JLL's recalculation policy.

**** Category 15 emissions are reported one year in arrears due to data availability. See supplemental data methodology notes, page 66.

² JLL's GHG emissions for the years presented are prepared in accordance with the criteria set out in the Sustainability Performance Metrics and Additional Information sections.

E1-6:
GHG emissions (continued)

The following tables present JLL’s GHG emissions data across multiple dimensions, and includes both absolute emissions figures and intensity metrics.

	2030	2040	Annual % target / base year	Base year (2018)	2023*	2024	% change between 2023 and 2024
	Milestone and target years			Retrospective			
Total GHG emissions (MTCO ₂ e)							
Total GHG emissions (location-based)	8,921,393	910,346	N/A	18,206,925	20,959,989	23,323,743	11.3%
Total GHG emissions (market-based)	8,921,310	910,338	N/A	18,206,755	20,956,841	23,319,288	11.3%
					2023*	2024	% change between 2023 and 2024
GHG intensity per net revenue (MTCO ₂ e/Monetary unit)							
Total GHG emissions (location-based) per net revenue					0.0010096	0.0009953	-1.4%
Total GHG emissions (market-based) per net revenue					0.0010094	0.0009952	-1.4%

Excluded categories, and their reason for exclusion, are: 2 Capital goods (not reported separately from Category 1), 4 Upstream transportation and distribution (JLL does not have relevant activities contributing to Upstream transportation & distribution), 9 Downstream transportation (JLL does not have activities contributing towards emissions for Downstream transportation and distribution), 10 Processing of sold products (JLL does not have activities contributing towards emissions for Processing of sold products), 12 End-of-life treatment of sold products (JLL does not have activities contributing towards emissions for End-of-life treatment of sold products), 13 Downstream leased assets (JLL does not have activities contributing towards emissions for Downstream leased assets), 14 Franchises (JLL does not have activities contributing towards emissions from Franchises), 15 Investments (data not available for FY24).

* Category 15 emissions are excluded from total GHG emissions and GHG intensity metrics for 2023 to enable a like-for-like comparison between 2023 and 2024.

E1-7, E1-8:
Carbon credits and internal carbon pricing

JLL does not currently purchase or use carbon credits against its GHG emissions. It also does not apply internal carbon pricing schemes for its operations or value chain.

E1-9:
Anticipated financial effects from climate-related risks and opportunities

In 2021, JLL conducted a quantitative CSA to assess the financial effects of climate change on its business. This assessment across 10 higher-risk cities covered physical risks, such as temperature increases, sea level rise, and extreme climate shocks. It also examined transition risks and opportunities globally, including carbon pricing, climate technology disruption, climate change consultancy, and climate migration. The scope of the analysis included JLL’s direct operations, as well as its upstream and downstream value chain, with projections extending to 2030 and 2050.

In line with evolving climate science and market trends, JLL updated its mitigation scenario during this analysis from an aggressive <2°C

warming pathway to a net zero scenario aligned with limiting global warming to <1.5°C. The results of the assessment indicated that, under all three climate scenarios evaluated, the financial opportunities for JLL outweigh the potential risks. Opportunities were found to be most substantial under the net zero scenario, reflecting anticipated growth in demand for services supporting the transition to a low-carbon economy.

JLL’s assessment identified that both physical and transition impacts of climate change are expected to drive increased demand for climate change consultancy, property resilience advisory, and energy management services. These services form part of JLL’s established portfolio, positioning the firm to support clients in their own decarbonization and resilience efforts. JLL’s existing investments in property technology, green building solutions, and climate consulting offer scalable platforms to pursue these opportunities.

SEE A
BRIGHTER
WAY



JLL Sydney

180 George Street | Australia

JLL is a global leader in advancing health and well-being in the built environment. This office achieved WELL Platinum—the highest level of certification for exceptional workplace wellness.



Social

S1: Own workforce	37
S2: Workers in the value chain	43
S4: Consumers and end-users	47

Our social disclosures focus on how we’re creating healthy, accessible spaces and supporting thriving communities. We know from our research and experience that the spaces where people live and work directly influence their productivity and well-being. We prioritize developing environments that enhance the health and performance of people in our workforce, communities and value chain. Our commitment includes providing solutions and opportunities that support people’s safety and promote positive social outcomes in the built environment.

S1: Own workforce

SBM-2, SBM-3:
Interests and views of stakeholders and IROs
and their interaction with strategy and business model

JLL’s strategy and business model are shaped by its interactions with its own workforce, recognizing that people are central to the Group’s ability to deliver services, grow client relationships, and operate efficiently across global markets. Through its Double Materiality Assessment (DMA), JLL identified several actual and potential impacts on its workforce, including both positive contributions and potential risks. These impacts originate from elements of JLL’s operating model such as job design, performance expectations, workplace flexibility, and regional employment practices.

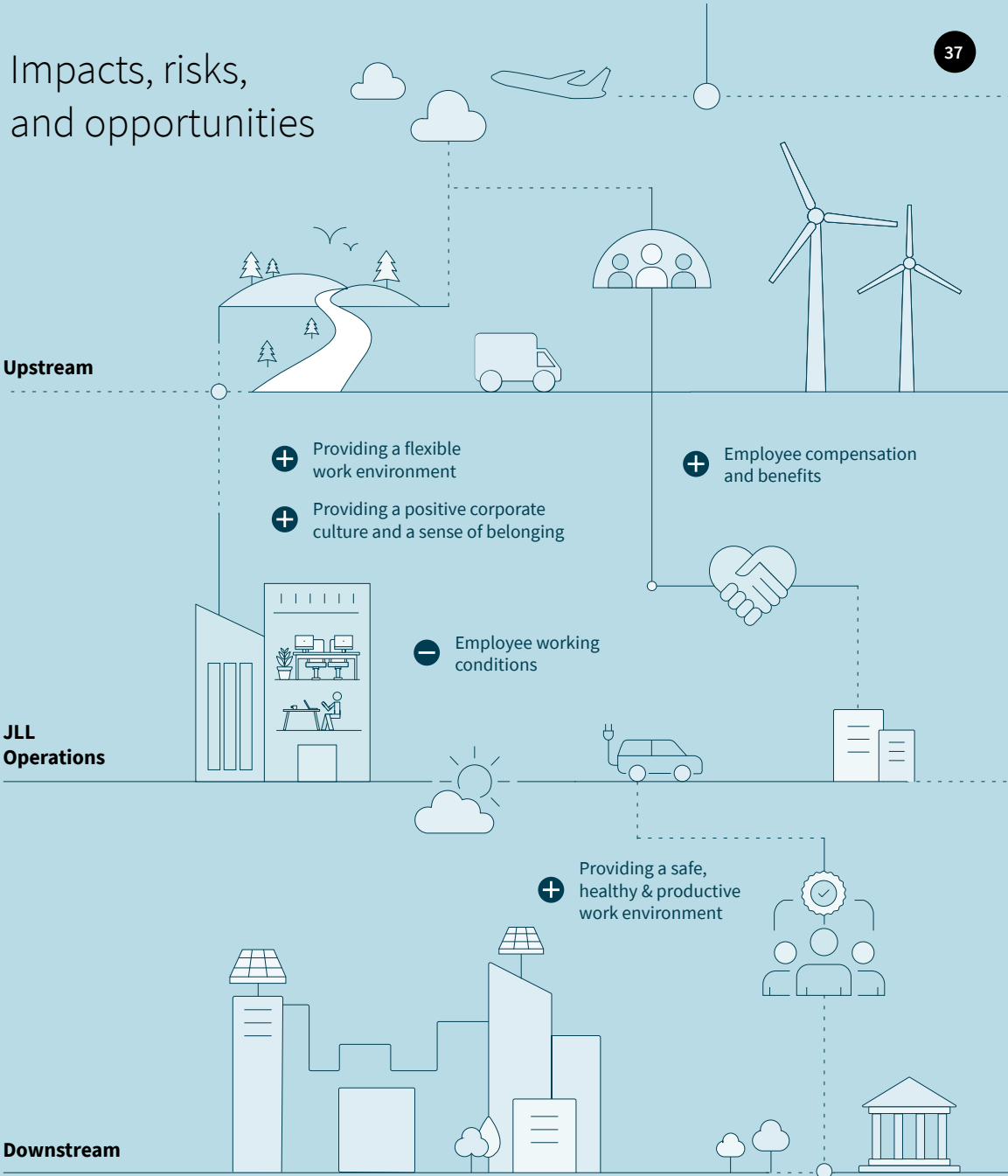
JLL conducts an annual People Survey along with ad hoc pulse surveys to assess employee sentiment on a range of issues, including career development, recognition, well-being, safety, and thriving culture. Insights gained from these surveys inform the development of annual business priorities and the design of initiatives across regions and functions. For example, survey findings are used to shape Business Resource Group plans and Learning and Development activities, helping to maintain alignment between workforce needs and broader strategic direction.

Building on the insights from these engagement surveys, JLL translates workforce feedback into enterprise-wide frameworks that guide culture, talent development, and employee experience:

- **Culture and Employee Experience Strategy** focuses on driving cultural outcomes globally across the workforce, workplace, and marketplace dimensions. This strategy is accessible to all members of the workforce and is positioned to support a culture where differences are valued, and individuals feel a sense of belonging.
- **People Strategy** reflects its commitment to supporting employees in building long-term, individualized career paths, while ensuring they are equipped and rewarded to deliver effective outcomes. These frameworks guide the Group’s efforts to attract, retain, and develop talent by focusing on culture, experience, workforce, and excellence.

JLL’s workforce includes permanent employees, self-employed workers, and third-party contractors. Programs and benefits are intended to support this full range of personnel across roles and geographies.

Impacts, risks, and opportunities



S1-1:
Policies

JLL has a set of global and local policies to manage its material impacts, risks, and opportunities related to its workforce. These policies are designed to promote workplace safety, uphold human rights, prevent discrimination, and support fair and inclusive employment practices across the Group’s operations and are communicated to JLL employees during onboarding.

The Health, Safety and Environment (HSE) Policy outlines its commitment to preventing injury, ill health, and environmental harm by providing safe, healthy, and sustainable working conditions. The Health, Safety, Security & Environment (HSSE) Center of Excellence team oversees the implementation of this Policy through the development of minimum global standards and operational procedures. These are accessible to all JLL employees via the global HSE team site on JLL’s intranet. The Health, Safety, and Environment Management System (HSEMS) includes incident prevention programs and a standard for reporting and investigating incidents, with defined responsibilities, escalation procedures, and digital tracking via the Group’s CMO platform.

The Group also maintains policies to prevent harassment and safeguard equal opportunities in the workplace. JLL’s Anti-Harassment and Non-Discrimination Policy prohibits all forms of harassment and discrimination—whether direct or indirect—based on characteristics such as race, gender, religion, disability, sexual orientation, age, or other legally protected categories. The Policy covers physical, verbal, visual, and written conduct and includes specific provisions on sexual harassment. Employees are encouraged to report incidents through designated channels including managers, HR, and the Ethics Everywhere Helpline. The Policy outlines investigation procedures, corrective measures, and protections against retaliation.

The Group’s Whistleblower and Non-Retaliation Policy outlines the internal and external channels available to employees and third parties for reporting concerns, including potential violations of internal policies, applicable laws, or human rights. This policy is public-facing, and is available on the company’s corporate website, for more information see the MDR-P section. Reports can be made anonymously through the Ethics Everywhere Helpline

or online platform, and all cases are reviewed by a global team of investigators. The Policy affirms JLL’s commitment to a “speak-up” culture and provides protections for individuals against retaliation. A retaliation monitoring process is in place to detect adverse actions taken against reporters, and JLL commits to taking disciplinary measures where retaliatory conduct occurs.

The Group’s Global Privacy and Data Protection Policy outlines how JLL handles personal data across the employee lifecycle. It defines personal and sensitive personal information, sets out privacy principles—such as data minimization, purpose limitation, and security—and governs international data transfers and third-party data sharing. The Policy includes requirements for data subject rights, incident response, privacy training, and accountability measures. Oversight is provided by the Global Privacy Team, supported by regional implementation and internal audits.

JLL’s Human Rights Policy outlines the Group’s approach to respecting the rights and well-being of employees, business partners, and communities. For further information on the Policy please refer to section S2-1.

S1-2:
Engaging our workforce

JLL engages with its workforce to gather insights, understand workforce sentiment, and inform decisions about people-related impacts. These engagement processes form part of JLL’s broader due diligence framework and contribute to shaping its workforce strategy, safety culture, and organizational policies.

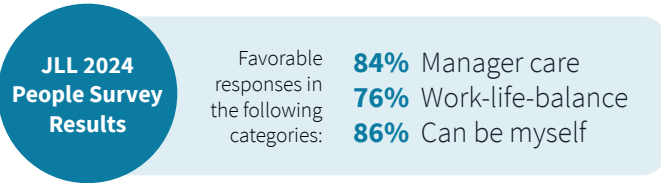
Engagement is conducted both at the global and regional levels through formal surveys, safety committees, communication campaigns, and targeted consultations. JLL runs an annual People Survey, supported by tailored surveys for new joiners and leavers. 84% of employees responded favorably to “Manager Care,” 86% to “Can be myself,” and 76% to “Work-life balance” – each outperforming external benchmarks. Contractors also benefit from many well-being and learning programs. In 2024, the People Survey achieved a 78% completion rate and reported a 72% employee engagement score, a 3-percentage-point increase from 2023 and above the external benchmark for high-performing organizations.

Survey insights are disaggregated by group (e.g., gender, age, career grade) and used to assess perceptions of business strategy, culture, and commitments. Focus groups and action planning follow the survey cycle, with outcomes communicated to the organization and performance tracked year-on-year.

In parallel, JLL implemented a comprehensive framework for engaging employees on health, safety, and well-being. The Group’s Health, Safety, Security and Environment (HSSE) Global Standard on Communication, Participation, and Consultation outlines the engagement approach, which includes monthly safety committee meetings, regional safety meetings, quarterly global HSSE townhalls, weekly communications, and an annual global Safety Week. The safety climate survey enables employees to provide structured feedback on HSSE performance. The Center of Excellence team is responsible for analyzing survey results and facilitating action planning with business units, regions, and account teams. Outcomes from these activities inform HSSE priorities and are integrated into team performance objectives. A summary of feedback and resulting actions is shared via the HSSE bulletin.

The Center of Excellence team supports execution and communication, ensuring that engagement outcomes inform global priorities. In addition, senior leadership – including the Global Executive Board (GEB) – reviews and responds to workforce feedback as part of organizational planning and development.

JLL also engages its workforce through evaluation mechanisms integrated into learning and development activities. After events or initiatives, feedback is collected on participants’ connection to the organization, application of skills learned, and commitment to remain with JLL. External vendors are engaged to administer key surveys and validate findings. Engagement processes and stakeholder feedback channels are reviewed periodically to enhance effectiveness and improve response rates.



S1-3:
Processes to remediate negative impacts and channels to raise concern

JLL maintains a global framework of grievance mechanisms and remediation processes to address actual or potential negative impacts on its workforce. These mechanisms are designed to provide all employees the ability to raise concerns, receive fair treatment, and access appropriate remediation without fear of retaliation.

JLL's workforce can raise concerns or ask ethics-related questions through multiple channels, including their manager, Human Resources or Employee Relations, an Ethics Officer, senior leadership, or the Legal, Ethics and Compliance function. Additionally, employees can submit concerns (including on an anonymous basis) through the Group's 24-hour Ethics Everywhere Helpline or ask questions via the JLL AskEthics chatbot. All employees are reminded of the availability of these channels through the annual Code of Ethics training and acknowledgment process, which includes a module on the importance of raising concerns and the options available to raise concerns or report potential violations.

All ethics-related concerns raised through Group channels are managed through a structured, globally consistent process. When a report is received, it is reviewed and assigned to a case manager. Case managers are members of the Legal, Ethics and Compliance team, Employee Relations, Human Resources or specialist investigators, all of whom operate independently of any management involved in the matter. The case manager investigates the concern, reviews evidence, and interviews involved parties. Confidentiality is maintained to the extent possible, and employees can receive status updates via a unique report key and password. Upon closure, employees are notified, although details may be limited to protect the integrity of the investigation.

JLL also operates a confidential case management system for concerns escalated through Human Resources. These cases are reviewed in alignment with legislative requirements and internal standards to provide consistency and fairness.

To evaluate awareness and trust in these mechanisms, JLL collects survey data from its People Survey, which includes a question on whether employees feel comfortable raising ethical concerns. In

2024, 80% of respondents reported confidence that their manager would act on survey feedback. JLL also tracks and reports data on ethics matters—including volume, nature of concerns, and reporting methods—to the internal audit committee.

JLL's Code of Ethics explicitly prohibits retaliation against individuals who raise a concern, participate in an investigation, or refuse to violate policies or the law. The Code of Ethics affirms that retaliation will result in disciplinary action, up to and including termination and legal proceedings. This commitment is supported by JLL's Whistleblower and Non-Retaliation Policy.

S1-4:
Actions

JLL manages its material impacts, risks and opportunities related to its workforce through a combination of global strategies, local initiatives, governance mechanisms, and performance tracking. The Group's actions are guided by annual survey insights, business priorities, and local contexts, and are implemented in collaboration with cross-functional teams.

In addition, Global Business Resource Groups have been established to foster community and are open to all employees. Global Business Resource Groups within JLL provide an additional way to engage the workforce. Information regarding attendance, participation in and establishment of BRGs at JLL can be found in the Business Resource Groups Policy.

To address material positive impacts, JLL has initiatives aimed at career development, internal mobility, leadership training, and employee recognition. The Group's Open for Opportunities platform uses AI-powered job matching to promote internal talent mobility, supported by manager-led career conversations. In 2024, 19% of roles were filled with internal candidates, up from 18% in 2023. The "Going Beyond" global recognition platform issued over 50,000 awards, promoting a culture of appreciation.

JLL offers leadership development through its Leading the Way program, which has reached more than 10,000 employees through partnerships with universities such as Harvard, Stanford, and Cambridge. These offerings are complemented by the JLL Virtual

Learning library, which is accessible in seven languages. In 2024, employees completed over 48,000 hours of AI training. In addition, the Group also seeks to deliver positive social impacts for its employees and communities through a range of regional and local partnerships in local markets.

In addition, JLL maintains a Health and Safety Environmental Management System (HSEMS) and operates the global One Team S.A.F.E.R. Together program. In 2024, 85% of employees completed the S.A.F.E.R. training module. JLL assesses health and safety risks through job-specific hazard assessments, point-of-work checklists, and global risk standards. Over 1,000 HSSE professionals support operations in 47 countries and across 147 client accounts. The Group's health and safety culture ranked in the 95th percentile in 2023 among real estate peers, with over 10,500 employees participating in the safety culture survey (see S1-5 for more information). These insights informed 2024 HSSE priorities.

Material risks related to talent retention, leadership succession, and skill gaps are addressed through structured performance management and talent planning. In 2024, 98% of in-scope employees received performance ratings, and nearly 5,000 employees used the Get Feedback tool in Workday. The Get Feedback tool enables managers to collect confidential input on themselves or their direct reports from colleagues across the organization. Feedback is requested and consolidated within Workday, supporting year-end performance reviews, though the tool is also available for use throughout the year. The Group's incentive plans are evolving to encourage cross-business collaboration, with senior leaders increasingly rewarded based on enterprise-level performance. Pay equity is addressed through a consistent, role-based global compensation framework.

To monitor impact and effectiveness, JLL uses employee survey feedback (including pulse surveys), disaggregated analysis (e.g., by career grade), L&D participation data, recognition system metrics, and safety KPIs. Program-specific feedback is also collected after key initiatives to evaluate connection, applicability, and retention intent. These data points feed into annual planning processes and BRG action plans.

JLL has taken steps to minimize the potential for its business practices to contribute to negative impacts on the workforce.



Workforce strategy highlights

Talent development and engagement

19% internal role placement in 2024
(↑ from 18% in 2023)

50,000+ recognition
awards issued

10,000+ employees through our
Leading the Way program
with top universities

Health and safety

85% of employees completed of the
S.A.F.E.R training during 2024

10,000+ HSSE professionals
across 47 countries

95th percentile safety culture
ranking among peers

Compensation, promotion, and training processes are designed for fairness and transparency, with leadership oversight and internal review. Where risks are identified—such as contractor-related safety risks—JLL takes action in collaboration with relevant business leaders and subject matter experts to resolve issues and prevent recurrence.

Remedial actions may include policy revisions, enhanced training, and tailored interventions. JLL's approach to remediation is governed by its Human Rights Policy and Ethics Everywhere framework. The company's due diligence processes are embedded across operations and informed by employee and stakeholder feedback.

S1-5 Targets

With regard to its own workforce, JLL sets targets in the area of health and safety. Within HSSE, annual priorities and targets are set and tracked through survey results, audit findings, and performance data. For 2024, the Group's HSSE objectives include reducing incident rates year after year and maintaining a safety culture score above the industry standard benchmark. These priorities are informed by results from the safety climate survey, which is distributed globally to all JLL employees. Results are reviewed by the CoE team, shared with business leaders, and used to shape annual strategic direction. Progress is tracked through established KPIs, including Lost Time Incident Rate (LTIR), Total Recordable Incident Rate (TRIR) and safety culture benchmarks.

JLL does not have time-bound representation targets. The Group monitors outcomes via its annual People Survey and targeted post-initiative pulse surveys. These assessments include questions on belonging, engagement, and connection to the organization. Responses are disaggregated to enable deeper insights (e.g., by gender, age, and career grade) and inform decisions around future programming and culture initiatives.

In addition, survey results are used to develop annual BRG action plans and define regional Learning and Development needs. These plans align with the Group's global strategy but allow flexibility to address local priorities.

S1-6:
Employee characteristics

Total headcount at the end of the reporting period, broken down by gender and by country*:

Country	Female	Male	Not reported	Other	Total employees
India	3,902	11,983	2	2	15,889
United States of America	12,064	27,239	137	40	39,480

* In accordance with the disclosure requirement the table only includes countries where JLL employs 50 or more individuals, which together account for at least 10% of the Group's total workforce.

Total headcount of permanent and temporary employees at the end of the reporting period, broken down by gender:

Gender	Permanent*	Temporary*	Total employees
Female	38,217	1,034	39,251
Male	68,655	1,154	69,809
Not Reported	2,866	119	2,985
Other	63	–	63
Total Employees	109,801	2,307	112,108

* Permanent employees are classified as employees who have employee type "Qualified Real Estate Agent", "Regular", or "Contract Brokers", all other employee types have been considered as Temporary.

Employee turnover during the reporting period, stated by headcount and percentage:

Turnover rate*	Employees who left	Average rolling headcount
22%	24,098	107,486

* Turnover rate is defined as sum of employees who left divided by average headcount, both over the reporting period. Only employee types "Regular", "Qualified Real Estate Agents", and "Contract Brokers" are considered.

S1-7:
Non-employee characteristics

Total headcount of non-employee workers at the end of the reporting period:

Non-employees*	2,911
-----------------------	--------------

* Worker type "Contingent Worker"

S1-9:
Age and gender distribution

Top management*

Gender distribution at top management* by headcount and percentage at the end of the reporting period:

Gender	Headcount	%
Female	30	29%
Male	73	71%
Not Reported	0	0%
Other	0	0%
Total	103	100%

Age group distribution of top management* by headcount at the end of the reporting period:

Age group	Headcount
Under 30 years old	0
30-50 years old	40
Over 50 years old	63
Unknown	0
Total	103

* Top management is CEO and leadership band

JLL employees

Gender distribution for JLL employees by headcount and percentage at the end of the reporting period:

Gender	Headcount	%
Female	39,251	35.01%
Male	69,809	62.27%
Not Reported	2,985	2.66%
Other	63	0.06%
Total	112,108	100%

Age group distribution of employees by headcount at the end of the reporting period:

Age group	Headcount
Under 30 years old	21,658
30-50 years old	63,057
Over 50 years old	26,720
Unknown	673
Total	112,108

S1-10:
Adequate wages

JLL maintains compliance with all applicable wage regulations in every jurisdiction where it operates, including adherence to statutory minimum wage requirements. Beyond legal compliance, the Group is committed to providing fair and competitive compensation. Compensation ranges are aligned with external benchmarks and are reviewed annually to support equitable pay practices and attract and retain top talent across all regions.

S1-14:
Health and safety metrics

In 2024, all of Work Dynamics (which in 2025 has been incorporated into Real Estate Management Services) was included in the Health, Safety, and Environment Management System (HSEMS). This represents the inclusion of 51% of JLL's total employee population in the HSEMS which is certified globally to ISO 14001 and ISO 45001 and was externally audited by LRQA.

During the reporting period, there were no fatalities among JLL employees. One fatality occurred involving a subcontractor working for a JLL contractor on a client site. Corrective actions were taken following a root cause investigation.

In total, 592 recordable work-related incidents were recorded across JLL employees and contractors, resulting in a Total Recordable Incident Rate (TRIR) of 0.36. Of these, 274 were classified as lost time cases. In addition, JLL recorded an employee Lost Time Injury Rate (LTIR) of 0.15, a Days Away, Restricted Duty or Transfer Rate (DART) of 0.22, and an Incident Severity Rate (ISR) of 4.52. Contractor LTIR increased slightly to 0.21.

No cases of work-related ill health were reported in 2024 for JLL employees.

S1-15:
Work-life balance

All eligible JLL employees globally are entitled to family-related leave. Eligibility requirements vary based on local criteria.

S1-17:
Incidents, complaints and severe human rights impacts

JLL monitors and records ethics-related concerns raised through its global Ethics Everywhere Helpline, which includes matters related to discrimination and harassment. In 2024, 63% of all reported ethics issues fell under the category of HR, Diversity and Workplace Respect, which includes cases of discrimination and harassment. These issues can be reported by any employee and are managed through JLL's EthicsPoint and Human Resources/Employee Relations systems.

For severe human rights incidents, such as forced labor, human trafficking or child labor, JLL did not identify any cases connected to its workforce in 2024 through the EthicsPoint platform or other internal reporting mechanisms. Consequently, no fines, penalties, or compensation payments were recorded in relation to such incidents for the reporting period.

The consolidation of data for incidents of discrimination and harassment is being conducted in line with JLL's commitment to transparent and comprehensive reporting. The Ethics and Compliance team, together with Human Resources, oversee that all cases are investigated, tracked, and resolved, with outcomes recorded for internal learning and improvement purposes.



S2: Workers in the value chain

SBM-2:
Interests and views of stakeholders

JLL operates across 90 countries with diverse service offerings in real estate and investment management, engaging with over 112,000 supply partners worldwide and managing approximately \$14.5 billion in annual spend. High supply partner expenditure is concentrated in sectors where risks of modern slavery are heightened, including construction, janitorial services, landscaping and ground maintenance, hospitality, and security services.

To address these potential impacts, JLL has integrated human rights considerations into its business strategy. Specifically, JLL has implemented due diligence processes that address the risk of modern slavery, including contractual obligations for supply partners and risk assessments. External risk assessment platforms support these activities.

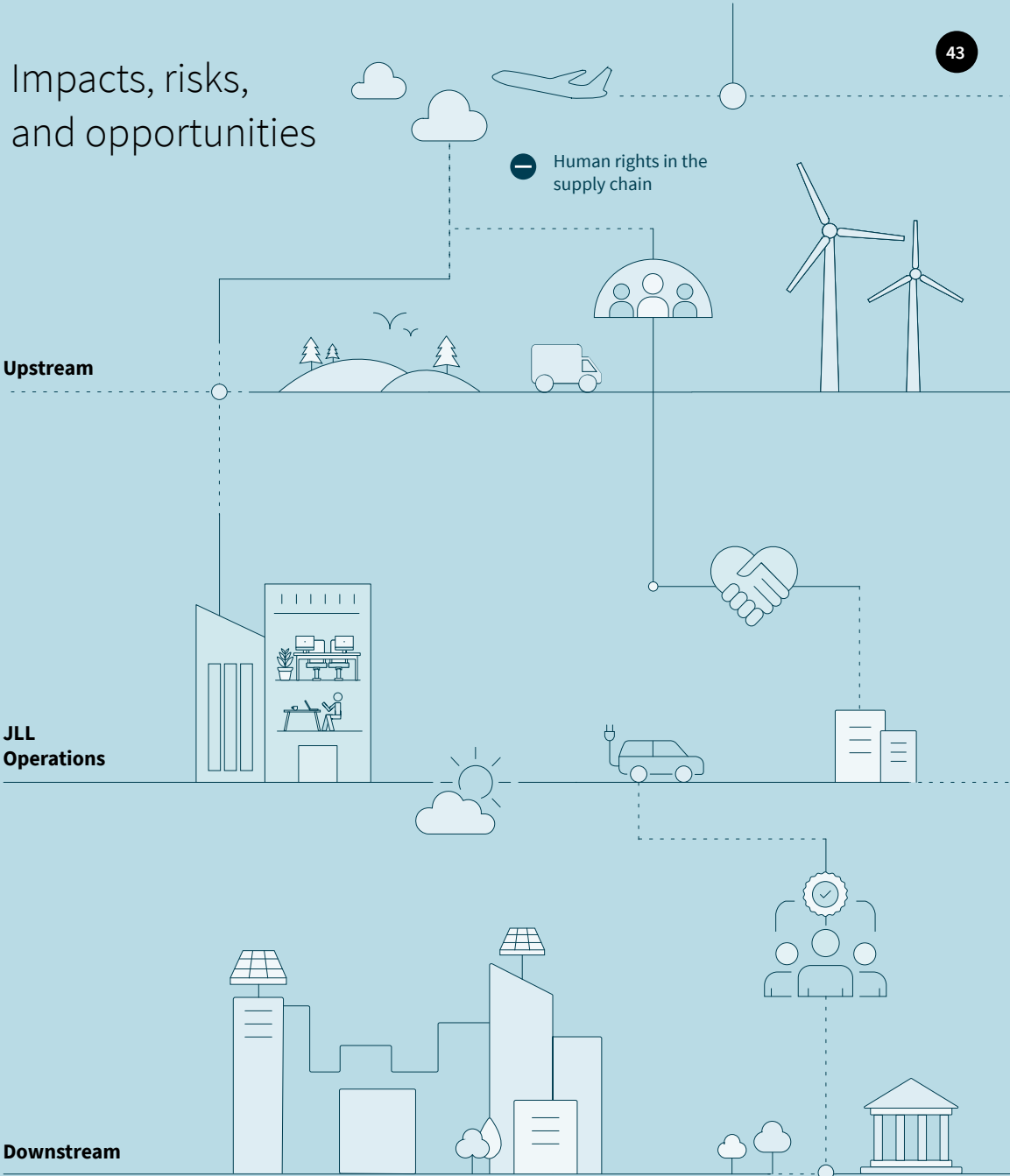
Training programs for employees and supply partners have been developed to increase awareness and improve the identification of modern slavery risks. Furthermore, modern slavery is one of six focus areas in JLL’s Sourcing and Procurement Global Strategy, and client engagement also plays a role in raising awareness of shared supply chain risks. Supplier onboarding processes include sustainability risk screening, and suppliers are required to confirm compliance with JLL’s Vendor Code of Conduct. Any identified risks are reviewed and assessed to determine whether onboarding proceeds.

In addition to these processes, JLL integrates insights gained through supplier engagement and risk monitoring into its broader supply chain strategy. Client Sourcing Teams maintain close communication with suppliers and frontline teams, allowing potential impacts, including those affecting value chain workers, to be identified and escalated. Supplier feedback regarding how JLL’s business decisions impact value chain workers is incorporated into JLL’s sourcing strategies and informs collaboration with suppliers to address risks effectively.

JLL has established a Modern Slavery Committee to oversee JLL’s approach and identify opportunities for continuous improvement. The Strategic Category Management Team within Sourcing and Procurement integrates market risk and sustainability risk considerations into category plans.

The insights derived from these processes inform JLL’s business model and strategy by driving the development of more sustainable and ethical supply chain practices. JLL’s approach reflects its objective to safeguard the welfare, safety, and well-being of value chain workers while maintaining responsible business practices.

Impacts, risks, and opportunities



SBM-3:
IROs and their interaction with strategy and business model

Several types of value chain workers could be materially impacted by JLL's operations, products, and services. These include workers in JLL's offices who are not part of its workforce, such as supply partner employees providing facility management services. In JLL's upstream value chain, this includes workers involved in the production of office supplies, technology hardware, and construction materials. In the downstream value chain, this encompasses workers engaged in the ongoing management and maintenance of properties that JLL has helped develop, lease, or sell. Within these categories, certain groups of workers are identified as particularly vulnerable to negative impacts. These include groups identified in our Global Vulnerable Groups Standard. These considerations apply consistently across JLL's business operations, including joint ventures and acquisitions.

JLL recognizes elevated risk profiles in specific sectors, notably construction, janitorial, landscaping, hospitality, and security services, as well as geographic risks in regions with geopolitical tension or a higher prevalence of modern slavery. Countries identified in the Global Slavery Index, including those with weaker government responses to modern slavery issues, are included in JLL's risk monitoring scope.

JLL's understanding of these potential impacts is informed by evaluation and monitoring of the supply chain. Potential impacts for supply chain workers are monitored through close relationship management of suppliers, led by the Category Management Team. This ongoing monitoring assesses service delivery against potential risk factors. Internal collaboration with Health, Safety, Security and Environment (HSSE) as well as Ethics and Compliance integrates supplier risk feedback and analysis into sourcing and category plans. JLL also relies on external risk assessment tools, to develop a comprehensive understanding of spend categories and countries with heightened risks. Supplier engagement by on-account Client Sourcing Teams provides additional insights, allowing for real-time identification and escalation of sustainability risks, including those related to value chain workers.

In terms of impact origin, JLL's reliance on outsourced services in high-risk sectors and geographies creates the potential for adverse

impacts on value chain workers. For example, janitorial services, which represent a significant service category for JLL, may involve vulnerable workers such as migrant workers. Similarly, managing client projects with complex value chains, such as construction, may expose workers to human rights risks.

Through these processes, JLL integrates potential impacts for value chain workers into its broader supply chain strategy, contributing to the development of more sustainable sourcing practices. These considerations influence both JLL's operational approach and its strategic decision-making related to supplier engagement and supply chain resilience.

S2-1:
Policies

JLL manages material impacts, risks and opportunities (IROs) related to value chain workers primarily through its Human Rights Policy, the Vendor Code of Conduct, the Global Sourcing and Procurement Policy, and disclosures in the annual Modern Slavery Statement. These policies and disclosures collectively define expectations for responsible business conduct across the supply chain and are applicable to all value chain workers under JLL's scope. In 2024, JLL updated its Global Sourcing and Procurement Policy to reinforce our supplier expectations concerning sustainability objectives, which include human rights considerations.

To further improve IRO management specifically related to workers in the value chain, JLL is preparing a dedicated policy document. This document is intended to go beyond existing compliance obligations captured in the Vendor Code of Conduct and will outline definitions, responsibilities, minimum requirements, and compliance checklists in relation to worker risks. This forthcoming policy will be communicated to relevant internal stakeholders, and training will be provided across the Sourcing and Procurement function to support effective implementation.

JLL's Human Rights Policy outlines the commitment to respecting internationally recognized instruments, including the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the

United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. In addition, JLL has adopted the Responsible Business Alliance Code of Conduct. These references establish the foundation for the Group's approach to respecting human rights across its operations and supply chains, including value chain workers.

The Human Rights Policy specifically addresses forced labor, human trafficking, and child labor. It sets clear expectations regarding the prohibition of recruitment fees, retention of identity documents, deposits or security payments from workers, and compulsory overtime, except as permitted by applicable law. It also includes compliance with minimum working age laws and the prohibition of child labor in JLL's supply chain.

JLL's Vendor Code of Conduct complements these commitments by setting out supplier obligations relating to human rights, labor practices, health and safety, and ethics. Suppliers are required to confirm compliance with this Code during onboarding processes. The Vendor Code of Conduct has been translated into different languages to improve accessibility. As part of JLL's ongoing supplier engagement, the Group plans to further strengthen communication of expectations and remove potential barriers to dissemination, including through training and accessible formats.

Human rights impacts identified in the supply chain are recorded in a risk register, and governance processes are in place to allow for the application of appropriate mitigation measures. These impact management processes are further outlined in JLL's internal Sourcing and Procurement Standard Operating Procedure document.

JLL's policies are embedded into operational practice through risk assessment tools and through integration into its sourcing and category management processes. Risk assessment outputs help inform procurement decisions and mitigation strategies for risks to value chain workers. Furthermore, JLL's planned policy dedicated to workers in the value chain and its continued engagement with suppliers aim to reinforce alignment with applicable international standards and further embed responsible sourcing practices throughout the supply chain.



Social

S2: Workers in the value chain

S2-2:

Engaging workers in our value chain

JLL engages with workers in the value chain primarily through supplier-led processes that address identified potential and actual impacts. In line with its Global Vulnerable Groups Standard, JLL identifies value chain workers at heightened risk, including young workers, migrant workers, employees with disabilities or restrictions, and new or expectant mothers.

Where impacts on workers are identified, the Group requires its supply partners to manage communications with the affected value chain workers or their representatives. This engagement is carried out by the supplier's operational functions, including human resources, health and safety, and legal teams, and is coordinated with the relevant JLL Client Sourcing Manager. The Client Sourcing Manager is kept informed throughout the process and escalations are supported by the Category Management Team. Identified impacts are jointly reviewed and managed until they are mitigated.

JLL has implemented a supplier relationship management (SRM) and supplier performance management approach to maintain engagement with supply partners. These follow a defined cadence and governance model and address a broad range of topics including commercial and sustainability impacts, which cover risks to value chain workers. Outcomes of these engagements are recorded in a risk register maintained by the Category Management Team. This register functions as the document of record, capturing identified risks, required actions, and progress toward resolution.

Client Sourcing Teams maintain contact with both operational teams and suppliers and thus hold a frontline understanding of value chain worker perspectives. For example, during client account transitions, JLL considers potential impacts on value chain workers. Specific engagement measures, such as town hall meetings for supplier employees, are organized to explain planned changes, gather feedback, and explore options for retaining or transferring workers when business decisions result in supplier changes. Where appropriate, facilities managers also engage directly with value chain workers on site and escalate concerns to the Client Sourcing Teams.

Supplier onboarding processes and contractual requirements mandate suppliers to uphold worker well-being, including workplace assessments addressing the needs of people with disabilities. Suppliers are expected to provide well-being facilities that are accessible and incorporate accessibility considerations into building designs.

S2-3:

Processes to remediate negative impacts and channels to raise concern

The channels and processes available to value chain workers to raise concerns are the same as those established for JLL's own workforce, as described in section S1-3. These include multiple internal reporting avenues, confidential access to the Ethics Everywhere Helpline, and the assurance of an impartial investigation process following each reported concern. JLL's Whistleblower and Non-Retaliation Policy applies equally to value chain workers, reinforcing protections against retaliation for individuals who raise concerns, cooperate with investigations, or refuse to participate in actions that contravene JLL's standards or the law.

To support awareness and accessibility of grievance mechanisms among suppliers, JLL requires all supply partners to accept the Vendor Code of Conduct, which includes a dedicated section on Speaking Up. Suppliers are contractually obliged to inform their workers about available reporting channels and confirm that no retaliation occurs if workers raise concerns, cooperate with investigations, or decline to engage in actions that breach JLL's standards or the law.

S2-4:

Actions

JLL has implemented actions that primarily focus on responsible sourcing, supplier engagement, risk assessment, and remediation processes to address material impacts on value chain workers.

To prevent and mitigate negative impacts on value chain workers, JLL requires all supply partners to comply with the Vendor Code of

SEE A BRIGHTER WAY

Conduct, which explicitly addresses forced labor, human trafficking, child labor, and freedom of association. In addition, the Group has the use of a sustainability risk assessment platform, enabling the evaluation of over 50,000 suppliers and deeper assessment of priority suppliers. Additionally, JLL proactively identifies impacts through a risk management software, supported by regional sustainability subject matter experts in the Sourcing and Procurement Team.

Further actions include supplier engagement initiatives such as regular supplier relationship management meetings, where suppliers present updates on sustainability risks, including those related to value chain workers. Supplier performance is reviewed through assessments and captured in a supplier performance scorecard. In 2024, JLL also initiated a supplier outreach to over 1,100 suppliers to confirm alignment with its sustainability requirements, with follow-up planned in 2025.

To manage negative impacts, JLL invests in supplier capacity building. The Group provides suppliers with sustainability guidance and training, including the ESG Standard for Cleaning, which supports supplier staff training and promotes safer chemical use. JLL promotes worker engagement through HSSE processes, encouraging supplier employees' participation in hazard identification and workplace safety assessments.

Impact identification is embedded in JLL's sourcing processes. Impacts are identified through multiple channels, including feedback from suppliers, clients, and JLL employees, as well as insights from third-party tools. Identified impacts are captured in the risk register, with associated mitigating actions, timelines, and accountability clearly documented. Corrective actions are tracked through a structured process, with effectiveness assessed based on whether identified risks are successfully mitigated and whether changes to management approaches are required.

When material negative impacts occur, JLL engages relevant internal teams and the affected supplier to investigate and design corrective actions. These actions are captured in JLL's Supplier Corrective Action Plan, and their implementation is monitored through scheduled follow-ups. Where necessary, JLL aims to support suppliers in identifying alternative employment opportunities for impacted workers and works to promote compliance with local labor laws. Termination of supplier relationships is considered as a last resort.

JLL recognizes that its purchasing practices can influence conditions for value chain workers. The Group benchmarks rate cards for certain categories of suppliers to market norms and continues to increase procurement spend under management to verify more suppliers are subject to JLL's expectations regarding sustainability and human rights. Low value purchases (tail spend) are also being addressed to enhance visibility and compliance, supported by managed service providers that safeguard adherence to human rights legislation.

The Group allocates resources across its Sourcing and Procurement Team to manage risks and opportunities related to value chain workers. Sustainability subject matter experts and regional leads within the team are responsible for modern slavery and labor rights risks, supported by external tools.

Responsible Sourcing Approach

- ✓ **50,000+** suppliers evaluated through sustainability risk assessment platform
- ✓ **1,100+** suppliers engaged in sustainability requirements outreach (2024)
- ✓ **Structured risk management process** with documented corrective actions
- ✓ **Benchmarking** supplier rate cards to market norms
- ✓ Regular supplier relationship **management meetings**

S2-5: Targets

JLL's approach to target setting is closely integrated with its supplier engagement processes and sustainability risk management strategy, led by the Sourcing and Procurement Sustainability Team in coordination with Procurement leadership. The Group's targets are underpinned by clear baselines and timelines, with quantitative indicators such as training completion rates and supplier response rates to sustainability assessments. Qualitative input, including the development of supplier sustainability roadmaps and engagement outcomes, complement these measures.

In 2024, JLL aimed to increase supplier engagement on modern slavery and labor rights issues. Specific targets included the distribution of the Modern Slavery Express Training and sustainability requirements to approximately 1,100 supply partners. In parallel, approximately 1,300 supply partners were invited to complete sustainability risk assessments supporting the development of supply chain risk analyses to inform targeted action in 2025.

In addition, the Group is working to increase the completion rate of modern slavery training and confirm that sustainability risks identified in supplier assessments are assigned to owners and addressed through corrective action plans. Recognizing that the 2024 training completion rates identified areas for improvement, JLL has set a target for 2025 to achieve 100% completion.

Target setting is informed by supplier engagement and the use of sustainability assessment tools. JLL reinforces expectations during SRM meetings, where Sourcing and Procurement, including the Category Management Teams, and the Sustainability Team engage directly with suppliers to promote awareness of labor rights and modern slavery risks. In early 2025, the Group will begin implementing corrective action plans with suppliers where impacts have been identified, including those related to modern slavery and labor rights.

Social

S2: Workers in the value chain

S4: Consumers and end-users

SBM-2:
Interests and views of stakeholders

JLL integrates the perspectives of consumers and end-users – specifically, its clients and the occupants of buildings under JLL’s management – into its stakeholder engagement process, which informs the Group’s strategy and business model. Ongoing dialogue maintains that expectations regarding safety, service quality, and sustainability are reflected in strategic decisions, including investments in relationship management, technology, and service innovation.

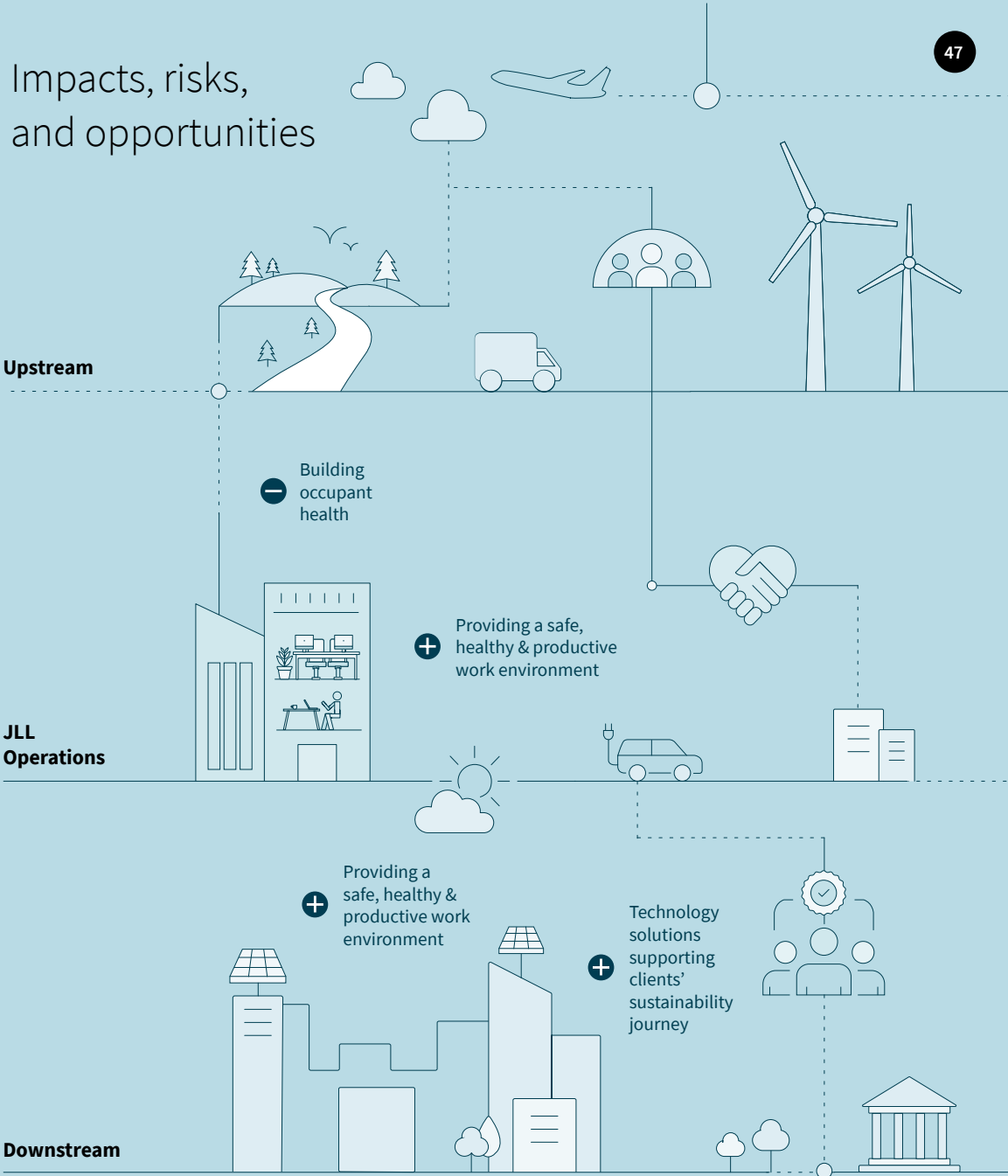
JLL gathers and analyzes client feedback across geographies and service lines, including through its Client Voice Program. Insights from this program not only support operational improvements but also influence JLL’s strategic priorities, including the expansion of sustainability services and the acceleration of technology-enabled solutions. For example, growing client demand for transparent sustainability data and carbon footprint management has informed JLL’s decision to integrate digital tools, which enable clients to track and manage their environmental performance across property portfolios. This aligns with JLL’s broader strategic commitment to supporting clients on their sustainability journeys.

Client satisfaction surveys, including specific modules on health and safety management, provide important insights into how JLL’s services impact the safety and well-being of building users. The results of these surveys feed into corporate-level risk assessments and contribute to the evolution of service delivery standards. Alongside this, JLL issues a safety climate survey to gather feedback from key service partners, enabling the Group to identify systemic safety risks and shape strategic initiatives that strengthen safety culture across its operations.

SBM-3:
IROs and their interaction with strategy and business model

JLL’s value proposition includes creating safe, healthy, and efficient spaces while supporting clients’ sustainability objectives. This operational focus inherently presents potential impacts on clients and building users wellbeing, including physical health impacts such as noise exposure and air quality concerns. JLL recognizes that its responsibility for managing client sites and delivering workplace solutions links these impacts directly to its business activities and the way services are delivered.

Impacts, risks, and opportunities



SEE A BRIGHTER WAY

The Group's strategy actively pursues opportunities to enhance user experience through inclusive design through its project and development services business. JLL's project management business integrates inclusive design principles into its commercial real estate projects, recognizing the opportunity to differentiate its services and meet evolving client expectations for spaces that support a wide range of physical abilities, neurodiversity, and wellbeing needs. This approach influences JLL's business model by shaping design processes and project delivery, ensuring spaces are accessible and welcoming for all end-users.

JLL's growing portfolio of technology-enabled sustainability solutions also illustrates how impacts and opportunities inform the Group's strategic direction. Clients increasingly seek data-driven tools to manage real estate impacts, and JLL's investment in technology responds to this market demand. Through a dedicated software tool, which supports sustainability data management across more than 20,000 buildings globally, JLL enables clients to monitor building performance, track emissions, and energy use, and make informed decisions aligned with their environmental objectives. These solutions are a strategic response to both client expectations and the broader opportunity to lead in sustainability advisory and services.

Opportunities to create positive impacts, such as helping clients achieve sustainability goals or enhancing their wellbeing, are aligned with JLL's strategy to act as a trusted partner in providing sustainable, future-focused real estate solutions.

S4-1: **Policies**

JLL adheres to its Global Standard on Hazard Risk and Aspects and Impacts Assessment, which defines the Group's policy framework for identifying and managing risks that may affect consumers and end-users at client sites. This standard outlines the requirements and methodologies for assessing operational hazards, potential health and safety impacts, and environmental impacts associated with JLL's scope of work.

In addition, the Group's Environmental Policy and Health, Safety and Environment (HSE) Policy apply to clients and other individuals affected by JLL's operations. JLL's Global Privacy and Data Protection

Policy safeguards the personal information of clients, and the Global Whistleblower and Non-Retaliation Policy allows third parties – including clients and building visitors – to report concerns about unlawful or unethical conduct. For further information on these policies, please refer to section S1-1.

JLL communicates its safety policies and procedures to those responsible for implementing them at site level, ensuring accessibility and understanding among its operational teams.

S4-2: **Engaging consumers and end-users**

JLL has embedded client engagement into its business processes to enable clients' and users' perspectives to inform the management of potential impacts and service improvements. These processes include regular surveys, feedback mechanisms, and structured account management reviews.

Engagement with clients is conducted directly, primarily through JLL's Client Voice Program. Through this program client feedback is collected globally and analyzed, capturing insights from multiple touchpoints, geographies, and service lines. Feedback is gathered through annual global relationship surveys and post-engagement surveys. The relationship survey is conducted once a year across all business lines, while the Work Dynamics business segment additionally conducts a mid-year survey specific to its service line. These surveys explore client satisfaction across areas such as technology enablement, support in achieving sustainability goals, and overall service quality.

The Client Voice Program is complemented by regular business review meetings at the client account level, held at least quarterly, where JLL and client stakeholders review service delivery outcomes and action plans. Feedback from these meetings is incorporated into client-specific action plans and tracked in subsequent reviews. In addition, JLL gathers client input through customer satisfaction surveys, specifically focusing on health and safety management, and through safety climate surveys completed by both JLL employees and service partners. Insights from these surveys inform client account team objectives and broader strategy development.

JLL evaluates the effectiveness of its engagement through several channels. The Bain Net Promoter Score (NPS) methodology provides an established, neutral measure of client satisfaction and loyalty. The Group applies NPS best practices, using the scoring system consistently across engagements to monitor client relationship health. Client feedback, captured through NPS and other surveys, is disseminated annually from the Global Executive Board (GEB) level throughout the organization to confirm action is taken. Internal client leads are expected to act on real-time feedback, creating a closed-loop system where issues can be addressed promptly.

Beyond compliance and impact management, JLL promotes client engagement through its advisory services, leveraging the expertise of its global team to embed sustainability objectives within client strategies and operations. The Group also attends industry events to exchange knowledge and align its offerings with market-leading practices.

S4-3: **Processes to remediate negative impacts and channels to raise concerns**

JLL applies its workplace assessment process at each managed site to proactively identify and mitigate impacts that could affect building users, including noise, indoor air quality, and chemical hazards. Incidents connected to JLL's operations are recorded in the CMO incident management system and investigated by client-specific Health, Safety, Security, Environment, and Quality (HSSEQ) Teams. These investigations determine root causes, corrective actions, and follow-up measures to prevent recurrence. Findings and lessons learned are communicated across JLL's Integrated Facilities Management network to strengthen preventive practices at other sites.

JLL's grievance mechanisms described in section S1-3 also cover clients who can report concerns via the Ethics Everywhere Helpline and the AskEthics chatbot.

S4-4:
Actions

JLL offers sustainability services and technology solutions designed to enable clients to better manage their sustainability performance and associated impacts. A global services platform, managed by the Sustainability Data and Reporting Team, supports clients with sustainability planning, target setting, compliance reporting, and decision-making aligned with industry standards. The platform enables clients to track Scope 1, 2, and 3 emissions, as well as other sustainability Key Performance Indicators (KPIs) and targets, helping clients mitigate risks. The Sustainability Data and Reporting Team is supported by trained professionals and utilizes software tools to support data management and performance tracking.

The group manages its impacts on clients by ensuring service delivery complies with internal standards and applicable regulatory requirements. Deviations are identified through client assurance mechanisms such as the JLL Client Assurance Program (JCAP), ISO audits, and the safety climate survey. Identified impacts, such as poor air circulation, noise exposure, building accessibility or design inclusivity, are addressed through corrective action plans aimed at resolving issues that may affect occupant well-being and experience. Responsibility for these actions is assigned to accountable owners, with progress tracked via platforms such as Corrigo, CMO, the JCAP dashboard and the global HSSE dashboards. These tools support real-time monitoring of incidents, accident trends, HSSE training completion, safety culture indicators, and client-level risk ratings. Corrective actions are designed to be specific, time-bound, and measurable, with outcomes reviewed and reported to Real Estate Management Services.

JLL's internal 2024 HSSEQ priorities included a range of time-bound actions designed to strengthen service delivery and mitigate risks affecting clients and building users:

- ✓ Rolling out contractor pre-qualification processes across all regions
- ✓ Introducing the “One Team S.A.F.E.R Together” training course globally
- ✓ Enhancing safety culture surveys and leadership engagement programs
- ✓ Developing a global HSSE-as-a-service framework
- ✓ Expanding risk management tools and dashboard reporting capabilities
- ✓ Implementing a corporate travel risk management and security program

Further actions to support positive impacts include client engagement activities such as round table industry meetings and the facilitation of client-specific safety and risk mitigation programs. These programs enable JLL's approach to align with evolving client expectations and market standards.

JLL's Center of Excellence enables global standards to be regularly reviewed and updated to reflect best practices, regulatory requirements, and client-specific needs. This includes defining annual targets informed by feedback from safety climate surveys and internal audits.

JLL allocates dedicated resources – including trained staff, specialized technologies, and defined processes – to manage material impacts. Resource allocation and responsibilities are outlined in client agreements and standard operating procedures, which are regularly reviewed to align with evolving client goals and sustainability ambitions.



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WAY



Social

S4: Consumers
and end-users

S4-5: Targets

While JLL has not yet established formal, quantified targets specifically focused on managing material impacts, risks and opportunities (IROs) related to consumers and end-users at the Group level, these are actively managed through structured operational priorities and continuous improvement processes. Areas such as indoor environmental quality, safety culture, and inclusive design are reviewed through client assurance programs, site-level assessments, and feedback channels, and are addressed through specific, time-bound, and measurable corrective actions.

Performance improvement in these areas is driven by insights from the Client Voice Program, satisfaction surveys, and safety climate surveys. While these insights currently inform service delivery and strategic priorities rather than formal outcome targets, they help JLL to identify performance gaps and shaping annual operational objectives.

JLL has not yet implemented a structured process for engaging consumers and end-users or their representatives in the development or review of performance targets specific to their experience. However, the Group continues to assess how stakeholder perspectives can be further integrated into its approach.

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WAY

JLL Phoenix

4300 E Camelback Rd | Arizona, United States

JLL creates flexible, future-ready spaces that promote productivity, wellbeing and sustainability. This office was awarded LEED Silver and WELL Gold certifications, featuring flexible workspaces with direct outdoor connection to promote social connection and wellness-centered design elements that prioritize air and water quality, nourishment, optimal lighting and acoustics.



Governance

G1: Business conduct

As stewards of the built environment, we understand that strong governance is the foundation of responsible and sustainable real estate management. Our governance disclosures detail how we’re embedding ethical decision-making, accountability, and transparency throughout our organization. By maintaining the highest standards of business conduct and implementing forward-looking governance practices, we are driving transformation toward greater resilience for JLL, our clients, and the industry. Our governance approach enables us to execute our environmental and social commitments in the dynamic global real estate market.

G1: Business conduct

G1-1:
Policies

JLL has been recognized by the Ethisphere Institute as one of the World’s Most Ethical Companies® annually since 2008, underscoring the Group’s commitment to ethical leadership and conduct.

JLL maintains a framework of business conduct policies to drive and promote ethical behavior, regulatory compliance, and foster a values-based corporate culture. The JLL Code of Ethics helps employees navigate ethical challenges and sets out JLL’s expectations for professional integrity, decision-making, and accountability. JLL’s Ethics Everywhere program operationalizes the Code across the Group, integrating ethics into training, communications, and ongoing engagement. The program is supported by resources such as JLL’s AskEthics chatbot, a digital tool providing round-the-clock access to guidance on ethical and compliance matters. To promote transparency, JLL publishes program metrics in its Ethics Everywhere report.

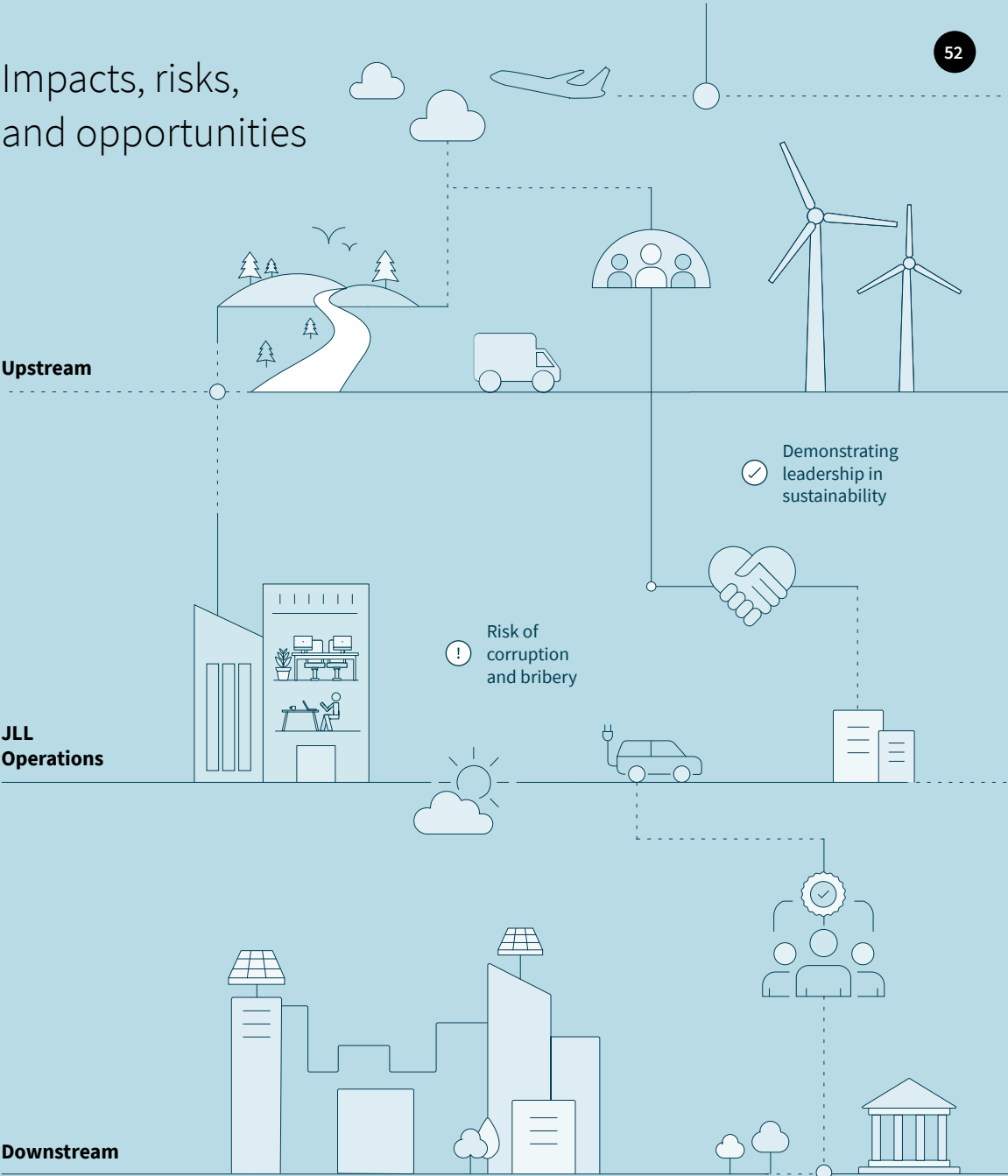
All new employees are introduced to the Code of Ethics during onboarding and are required to confirm they have read, understood and subsequently certified to the Code. In 2024, 93% of employees completed the mandatory annual Code of Ethics training and certification, which covers compliance and conduct-related topics and is tailored to reflect the different operational roles within JLL.

JLL maintains a network of Ethics Liaisons embedded across business lines and key client accounts, providing local points of contact to promote ethical awareness and facilitate access to guidance.

JLL employees and other stakeholders can report ethics and compliance-related concerns through several channels, including:

- A 24-hour Ethics Everywhere Helpline and online reporting platform, both operated by an independent third party to maintain anonymity and objectivity
- Directly to managers, Legal, Ethics and Compliance, Human Resources, or senior leadership
- Via the AskEthics chatbot, which will guide employees to the Ethics Everywhere Helpline

Impacts, risks, and opportunities



SEE A BRIGHTER WAY

To support its anti-retaliation commitments, JLL has internal measures aligned with the EU Whistleblower Protection Directive (2019/1937). These measures include:

- Employee training
- Clear reporting protocols
- Designated, trained personnel for receiving and managing ethics reports

JLL safeguards the confidentiality, integrity, and security of all reporting mechanisms, providing employees with training and guidance on how to raise concerns and understand their protections against retaliation. To strengthen governance, JLL monitors ethics-related cases and shares summaries with its Board's Audit and Risk Committee. Reports are assigned to a case manager based on location and concern type, all of whom operate independently of any management involved in the matter.

The investigation process is designed to be professional, impartial, and consistent across the Group. It includes evidence collection, interviews, and a determination phase. Confidentiality is maintained within the limits of the investigation and applicable reporting requirements. Where concerns are substantiated, appropriate corrective action is taken. Individuals who submit a report are informed of case closure, though detailed outcomes may not be disclosed to protect confidentiality.

Corporate culture at JLL is anchored in integrity, trust, and inclusiveness. JLL prioritizes creating an ethical culture and encourages alignment with its core values at all levels of leadership. Through engagement with employees—including an annual People Survey that measures employees' confidence in raising ethical concerns – and with the support of dedicated Ethics Liaisons, JLL monitors and enhances its ethical culture and practices.

G1-3: Prevention and detection of corruption and bribery

JLL has a global system designed to prevent, detect, investigate, and respond to (potential) incidents of corruption and bribery. This system is anchored in the JLL Code of Ethics and the Anti-Bribery and Anti-Corruption (ABAC) Policy, both of which explicitly prohibit offering, giving, or accepting bribes or engaging in corruption under any circumstances, irrespective of jurisdiction, local culture, or market practice. These policies apply to all individuals working at JLL, including directors, officers, employees, and contractors.

JLL's ABAC Policy is aligned with leading international standards, including the Organization for Economic Co-operation and Development (OECD) Anti-Bribery Convention, UK Bribery Act, and U.S. Foreign Corrupt Practices Act. The program is subject to periodic review, with the next scheduled update in 2025, to maintain continued alignment with the United Nations Convention Against Corruption. In addition, JLL's Third Party Due Diligence Policy requires client due diligence including anti-money laundering and counter-terrorism financing checks where required by applicable legislation, and trade sanctions screening on all clients and business counterparties.

JLL conducts ongoing assessments to identify bribery and corruption risks across its business operations. These efforts include due diligence for employees, clients, vendors, and third-party business partners, in alignment with JLL's codes, policies, and internal guidelines. As part of a scheduled program review, the next global ABAC risk assessment is planned for the first and second quarters of 2025.

To support prevention and detection efforts, JLL has implemented internal controls and procedures targeting key risk areas, including financial transactions, gift and entertainment practices, procurement activities, and engagements with government officials. For instance, the Sourcing and Procurement function includes questions on ABAC policies as part of its supply partner pre-qualification process.

To promote ethical conduct across its value chain, JLL requires all supply partners to comply with ABAC provisions. These requirements are embedded in the supply contracts and reinforced by the

JLL Vendor Code of Conduct, which mandates compliance with applicable legislation and the implementation of effective internal procedures to prevent both actual and perceived corruption.

Supporting tools are made available on JLL's internal platforms, including risk management guidelines for third-party due diligence, mergers and acquisitions, financial roles, charitable giving, and entertainment. An Anti-Bribery Manual provides practical guidance on identifying and addressing potential risks, while a dedicated manager's toolkit supports the delivery of internal training.

JLL encourages employees to report any suspected misconduct or violations of the ABAC Policy through its reporting channels. JLL's ABAC policies are well communicated across the organization. All new employees receive a copy or link to the JLL Code of Ethics during onboarding and are required to confirm their understanding and commitment on an annual basis. The Code contains links to relevant corporate policies. A homepage link on the JLL's intranet directs employees to all policies, and changes to key policies are communicated through internal news channels. Externally available materials are accessible via JLL's public website.

Training is a part of JLL's approach to corruption prevention. The Code of Ethics training includes content on bribery and corruption and is delivered through JLL's Learning Management System. The platform also provides on-demand and risk-based assigned training modules on related topics, such as conflicts of interest, fraud, and gifts and entertainment. The system tracks completion rates to maintain high levels of engagement and compliance.

G1-4: Incidents of corruption or bribery

Actions to address violations of JLL's procedures and ABAC policies include training, warnings, performance improvement plans, coaching and disciplinary action, up to and including termination.

Entity-specific disclosure

IRO and its interaction with strategy and business model

Technology is central to JLL's growth strategy, particularly as the real estate sector undergoes a significant shift driven by innovations in data analytics and artificial intelligence (AI). Software and Technology Solutions enhances the JLL client experience by providing a portfolio of technology solutions to improve the way they acquire, manage, operate, and experience real estate. This includes developing proprietary products, licensing third-party solutions, acquiring companies, or investing in PropTech startups through the Spark venture funds. Expanding and refining technology capabilities remains a key strategic objective to support JLL's competitive advantage and increase the value delivered to clients.

Policies

JLL has implemented several policies and legal frameworks to manage entity-specific material impacts, risks, and opportunities. These establish terms of use for Software and Technology Solutions' products, provide for compliance with data protection legislation, and set expectations for data handling, security, and privacy.

The Global Privacy and Data Protection Policy outlines JLL's approach to handling and protection of personal information and data. It covers privacy principles, information security measures, third-party data sharing, and breach management procedures. The Policy includes requirements for data subject rights, incident response, privacy training, and accountability measures, with oversight provided by the Global Privacy Team supported by regional implementation and internal audits.

The Data Privacy Addendum provides additional terms related to data privacy, detailing JLL's role as a data processor and the client's role as data controller. It includes provisions for compliance with data privacy laws and outlines data transfer mechanisms.

The Group's End User License Agreement (EULA) governs the use of Software and Technology Solutions' products. The agreement outlines the terms and conditions for using the software, including license grants, restrictions, user responsibilities, and termination conditions. The EULA includes additional terms and specific modifications for various regions and countries to guarantee compliance with local laws and regulations.

Actions

Software and Technology Solutions offers technology solutions designed to better manage the performance of buildings, accelerate the path to net zero, and optimize spaces for the future of work. JLL has initiated a range of actions to pursue its material opportunity related to building management technologies.

- The **Smart Building Platform** supports facilities management solutions and is capable of reducing energy consumption by up to 20%. This is achieved through the optimization of energy use, asset performance, and lighting systems, among other features. The platform integrates real-time data from multiple building systems and leverages AI to enhance building performance and deliver actionable insights, supporting clients in their net zero implementation efforts.
- To further advance client decarbonization objectives, JLL developed **Carbon Pathfinder**, a strategic decarbonization planning software. This tool supports scenario modeling of energy conservation measures across commercial real estate portfolios. Currently, 4,000 buildings are onboarded, resulting in over 300 kilotonnes of carbon savings.
- The Property Management technology team is set to launch a comprehensive utility management solution as part of the **Building Engines** product. This will assist property managers

and owners in achieving their sustainability goals by analyzing utility usage and costs, attaining and maintaining ENERGY STAR and Global Real Estate Environmental Benchmark (GRESB) certifications, delivering compliance reporting, and tracking performance.

- JLL has also licensed third-party software to complement the Group's proprietary solutions. These include **IBM's Envizi** for energy management reporting and insights to support decision-making, and **Jupiter Intelligence** for climate risk assessment to enhance building resiliency and inform decarbonization measures.
- Through the **Spark venture funds**, Software and Technology Solutions has invested in two sustainability-focused startups: Arbnco and Ecolibrium. These companies help buildings optimize energy consumption through advanced measurement and data analysis techniques.

Looking ahead, AI will be a key focus in Software and Technology Solutions product development roadmap. Leveraging AI will further enhance reporting capabilities and optimize energy management decision-making across the current suite of solutions.

Targets

JLL does not currently maintain enterprise-wide, time-bound targets related to advancing building management technologies. Instead, the Group uses targeted performance indicators to monitor its progress for specific technology products.

SEE A
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WAY

Sustainability
performance metrics

03

Sustainability performance metrics

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Independent accountants’ review report



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

Independent Accountants’ Review Report

To the Board of Directors and Management of Jones Lang LaSalle Inc.:

Report on the Sustainability Performance Metrics as of and for the year ended December 31, 2024

Conclusion

We have reviewed whether Jones Lange LaSalle Inc.’s (the Company’s) Sustainability Performance Metrics and notes (the Metrics), on pages 57 to 64 of the Company’s 2024 Sustainability Statement, as of and for the year ended December 31, 2024, have been prepared in accordance with the criteria set forth in Notes 1.1, 2.1, 2.2 and 2.3 (collectively, the Criteria).

Based on our review, we are not aware of any material modifications that should be made to the Metrics as of and for year ended December 31, 2024 in order for them to be prepared in accordance with the Criteria.

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

Basis for conclusion

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

Responsibilities for the Metrics

Management of the Company is responsible for:

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

Inherent limitations in preparing the Metrics

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

As described in Note 2.2, health and safety metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data, such as the reliance on individuals to report incidents and the identification of new facts and circumstances during investigations of reported incidents.

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Our responsibilities

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

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

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

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

- inquiring of management to obtain an understanding of the methodologies and inputs used in preparing the Metrics;
- evaluating management’s application of the methodologies;
- inspecting a selection of supporting documentation related to the Metrics;
- recalculating a selection of the Metrics based on the Criteria; and
- performing analytical procedures.

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

KPMG LLP

New York, New York
July 8, 2025

Sustainability performance metrics

As of and for the year ended December 31, 2024

JLL is a leading global commercial real estate and investment management company with annual revenue of \$23.4 billion, operations in over 90 countries and a global workforce of more than 112,000 as of December 31, 2024. We help clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties.

This Sustainability Performance Metrics as of and for the year ended December 31, 2024 cover JLL's services and operations across all business segments and geographies.

In 2024, data relating to our operations represented 100% of sites that we occupied during the year. Where we refer to 'offices', this relates to JLL's corporate space unless otherwise indicated.



Part 1: Climate action

Emissions (mtCO ₂ e)	2024
Scope 1: Fleet (mobile fuels)	35,024
Scope 1: Fugitive emissions	127
Scope 1: Natural gas and office fuels	293
Scope 2: (Location-based): Office electricity	11,224
Scope 2: (Market-based): Office electricity	6,769
Total Scope 1 and Scope 2 (location-based) emissions	46,668
Total Scope 1 and Scope 2 (market-based) emissions	42,213
Scope 3.1: Purchased goods and services	84,286
Scope 3.3: Fuel and energy-related activities	10,730
Scope 3.5: Waste	242
Scope 3.6: Business travel inc. hotels	51,339
Scope 3.7: Employee commuting, inc. employee homeworking	114,396
Scope 3 emissions, Categories 1, 3, 5, 6 and 7	260,993

1.1

Reporting year and basis of presentation

JLL's greenhouse gas (GHG) emissions have been prepared based on a calendar reporting year, which is the same as JLL's financial reporting period (January 1 – December 31). JLL has prepared the GHG emissions metrics and related notes for the year ended December 31, 2024 in accordance with management's criteria, as follows:

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

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

1.2

Organizational boundaries

JLL uses the operational control approach to determine its organizational boundaries. Operations where JLL has full authority to introduce and implement operating policies are included in our Scope 1 and 2 emissions inventories.

1.3

Operational boundaries

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

Scope 1

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

Source	Boundary description
Mobile fuel consumption	<ul style="list-style-type: none">JLL owned/leased/operated cars and vans
Stationary fuel consumption	<ul style="list-style-type: none">Gaseous fuels consumed at a building that is owned and fully occupied by JLLGaseous fuels consumed at a JLL-leased building where JLL is the sole commercial tenant
Fugitive emissions	<ul style="list-style-type: none">Emissions from the installation, operation, and disposal of cooling equipment

Scope 2

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

Source	Boundary description
Purchased electricity (heat, steam and cooling are excluded because they are not applicable)	<ul style="list-style-type: none">Electricity consumed at a JLL-leased building where JLL is the sole commercial tenant

Scope 3

Scope 3 emissions are indirect emissions from the generation of fuel from sources outside the organizational boundary as a consequence of activities of JLL. JLL has included the following categories of Scope 3 emissions in this Sustainability Performance Metrics section:

Source	Boundary description
Category 1: Purchased goods and services	<ul style="list-style-type: none">Corporate procurement by category: professional services, human resources, marketing, and technology services including technology equipment associated with such services (which would ordinarily be accounted for in Category 2)
Category 3: Fuel and energy-related activities	<ul style="list-style-type: none">Emissions associated with production, generation and distribution of fuels and energy purchased and consumed by JLL
Category 5: Waste	<ul style="list-style-type: none">Operational waste generated at JLL-owned and leased buildings (excluding waste from office fit outs and refurbishments due to data availability)
Category 6: Business travel	<ul style="list-style-type: none">Business travel by car, rail, air and hotel stays when JLL employees travel for business
Category 7: Employee commuting	<ul style="list-style-type: none">Travel by rail, bus and automobile when employees commute between home and JLL offices or client sitesEmployee homeworking

1.4
Emissions per gas

All GHG emissions figures are reported in metric tons (MT) of carbon dioxide equivalents (CO₂e). Using guidance in the GHG Protocol, JLL has included carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃) in its calculations of carbon dioxide equivalents. JLL uses the conversion of 1 ton of CO₂e as 1 MTCO₂e.

1.5
Base Year and recalculation policy

JLL has established 2018 as its base year for Scope 1, Scope 2 and Scope 3 emissions (categories 1, 3, 5, 6, 7, 8 & 11³) ('combined emissions'). The base year emissions are subject to recalculation should a material change be identified, including changes in calculation methodology, changes due to data accuracy and structural change. The Company has determined that adjustments will be made for the changes listed above impacting prior period results by 5 percent of the total Scope 1 and 2 emissions, by 5 percent of the total Scope 3 emissions and by 5 percent of an individual category of Scope 3 emissions, or by 5 percent of Scope 1, 2, or 3 combined emissions.

1.6
Estimation uncertainty

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

For emissions related to JLL's occupied offices, consumption is based on actual data when available. Where invoiced electricity consumption data is not available, consumption is estimated using the average annual consumption per m² by region applied to the building's area.

³ Categories 8 and 11 are not subject to external limited assurance.

1.7
Measurement methodologies

Scope 1 emissions

Source	Method	Emissions Factors	Inputs
Mobile combustion	Fuel based	• EPA, 2024	• Fuel purchased by type. • Mode of transport by vehicle size and fuel type
Stationary fuels	Fuel based	• DEFRA, 2024	• Natural gas (utility/landlord bills) under JLL operational control
Fugitive emissions	Estimated using the EPA Greenhouse Gas Inventory Guidance: Fugitive Emissions	• EPA, 2024	• Occupied floor area for offices where JLL has operational control over cooling equipment

Methodology descriptions

Fleet emissions:

- Fleet emissions are based on fuel consumption, with a proxy based on fuel type and vehicle size applied where consumption data is not available. Emissions for 2023 and earlier were calculated using both fuel consumption and distance traveled, with distance traveled used as the proxy when fuel data was not available. Data for previous years has not been recalculated because this change is not considered a methodological change as set out in our recalculation policy.

Fugitive emissions:

- Fugitive emissions derive from occupied offices where JLL claims operational control over HVAC. They include emissions related to the installation, operation, and disposal of refrigerants in cooling. Emissions are estimated using the EPA Greenhouse Gas Inventory Guidance: Fugitive Emissions (modified to include proxies for calculating refrigerant capacity on a per square foot basis, as per The Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions). Fugitive emissions were not reported in 2023 and are included in our 2024 inventory to align with Science Based Targets initiative (SBTi) guidance for the buildings sector.



Scope 2 emissions

Source	Method	Emissions Factors	Inputs
Purchased electricity	Location-based	<ul style="list-style-type: none">US Sites: eGRID, 2022Canada sites: National Inventory Report 1990–2022: Greenhouse Gas Sources and Sinks in CanadaUK: DEFRA, 2024All other countries: IEA, 2024	<ul style="list-style-type: none">Utility bill/metered consumptionEstimated consumption
Purchased electricity	Market-based	<ul style="list-style-type: none">US Sites: 2024 Green-e® Residual Mix Emission Rates: eGRID, 2022EMEA Sites: European Residual Mixes, 2023 Association of Issuing Bodies.All other countries: Default to IEA, 2024	<ul style="list-style-type: none">Utility bill/metered consumptionRenewable energy certificates and green tariffs

Methodology descriptions

Location-based:

- Purchased and estimated electricity consumption data in JLL’s occupied offices are multiplied by regional, state and country-level emission factors to convert kWh to metric tons of CO₂e.
- Estimations are calculated in our system using the daily rate of the current bill for the most recent month. When invoice values are not available, we estimate consumption based on the same period in the prior year.
- In instances where actual data is not available, estimations for our (grid) electricity consumption were derived from comparable properties that had an actual invoice account for the period. Regional benchmarks are calculated for AMER, APAC and EMEA based on kWh/m² for our Scope 1 and 2 tenancy-space data.

Market-based:

- We have included validated green energy/ Renewable Energy Certificate purchases in our global portfolio, and we have also adopted residual mix factors for Americas (Green-e) and EMEA (ReDISS) portfolio where available.
- Emissions related to JLL’s electric vehicle fleet are currently excluded from our Scope 2 emissions. Although not significant, JLL’s fleet includes a growing number of EVs managed under a variety of lease agreements.

Scope 3 emissions

Source	Method	Emissions Factors	Inputs
Category 1 Purchased goods and services	Spend based	<ul style="list-style-type: none">US EPA commodity and industry emission factors, Supply Chain Factors Dataset, V1.3	<ul style="list-style-type: none">Spend (\$) overview by category: Technology, Professional Services, Human Resources, Marketing
Category 3 Fuel and energy-related activities	Fuel based	<ul style="list-style-type: none">Electricity: see Scope 2 location-based emissions factorsUpstream natural gas Germany and UK: DEFRA, 2024Upstream natural gas all other countries: GREET, 2024Fleet fuel UK: DEFRA, 2024Fleet fuel all other countries: GREET, 2024	<ul style="list-style-type: none">Energy consumption under JLL's operational control including grid electricity, natural gas and fleet fuels
Category 5 Waste	Average data	<ul style="list-style-type: none">DEFRA, 2024	<ul style="list-style-type: none">Kg of total waste in each office where waste information collectedOECD 2019 Dataset, Municipal Waste, Generation and Treatment for waste stream per country and OECD region for estimationProperty name, floor area (m²) per country and OECD region
Category 6 Business travel (car, rail, air)	<p>Air: Fuel based when fuel quantity and flight details are known; distance based when origin and destination are known</p> <p>Rail: Distance based when origin and destination are known</p> <p>Car: Distance based</p> <p>All travel types: Spend based where only spend data is known or travel is booked independently of our travel management companies and expensed by employees</p>	<ul style="list-style-type: none">Air (fuel-based): CORSIA, 2019Air (distance-based) DEFRA, 2024Rail (distance-based): region-specific factors for rail travel reported by local rail companies/ governments, defaulting to DEFRA 2024 where these are not availableCar (distance-based and spend-based): DEFRA, 2024	<ul style="list-style-type: none">Fuel consumption (tones) and flight detailsDistance traveled in kmTotal spend by region for each travel mode expensed directly by employees
Category 6 Business travel (hotel)	Hotel nights where this is known; otherwise spend based	<ul style="list-style-type: none">DEFRA, 2024	<ul style="list-style-type: none">Total spendNight stays
Category 7 Employee commuting	Average data	<ul style="list-style-type: none">AMER commute travel: EPA, 2024EMEA, APAC, LATAM commute travel: DEFRA, 2024AMER homeworking gas and electricity: EPA, 2024EMEA homeworking gas and electricity: DEFRA, 2024LATAM homeworking gas IPCC, 2006LATAM homeworking electricity: Federal Government of Brazil, 2024APAC homeworking fuels (diesel): Australian National Greenhouse Accounts Factor, 2024APAC homeworking electricity: CO₂ Baseline Database for the Indian Power Sector, December 2024	<ul style="list-style-type: none">National statistics on homeworking and commuting averagesHR data analytics

Methodology descriptions

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

Category 1: Purchased goods and services

- JLL spend data is categorized and matched to the most relevant EPA Industry and Commodity Emission Factors. Emissions for Category 1 covering the 2023 financial year have been recalculated due to updated spend data and changes to our category mapping.

Category 3: Fuel and energy-related activities

- Category 3 includes emissions related to the production and distribution of fuels and energy purchased and consumed by JLL in the reporting year (including emissions associated with the generation of electricity lost through transmission and distribution).
- GHG emissions are quantified by multiplying electricity and fuel consumption (based on actual data) by their equivalent emissions factor. The emissions factors used to calculate Category 3 emissions from electricity include the upstream emissions from the generation and production of fuels used to produce electricity in each region. The upstream emission factors are applied to the purchased electricity plus the energy loss through transmission and distribution.
- Wherever possible, regional or country-specific upstream emission factors were utilized, aligning with the same sources and fuel and energy categorizations that JLL employees for its Scope 1 and 2 GHG emissions calculations.

Category 5: Waste

- The average annual kg of waste per m² of JLL occupied offices with actual data is used to estimate total waste consumption across our remaining occupied portfolio. The total amount of waste is divided into four waste streams: Recycling, Landfill, Waste to Energy and Other. The OECD 2019 data set: "Municipal Waste, Generation and Treatment – Adjusted for offices" is used to estimate the amount of waste per stream. Composting is included for sites with known composting facilities.

Category 6: Business travel

- Business travel data for air, rail and car consists of both actual and estimated data using a combination of the fuel-, distance- and spend-based methods. Travel type data (fuel consumed, distance traveled and spend) is obtained from JLL's travel management companies and emissions are calculated using an updated methodology compared with 2023. Emissions from hotels are calculated using the same methodology as 2023 and are based on the number of nights stay.
- Where travel is expensed directly by employees, emissions related to travel type (air, rail, car and hotels) are estimated using regional proxies drawn from actual data provided by JLL's travel management companies.
- Previous years' emissions data for travel booked through travel management companies and expensed travel have not been restated due to lack of available data.

Category 7: Employee commuting and homeworking

- Emissions related to employee commuting and homeworking are estimated according to the average-data method using information on the number of JLL employees in each location, average days in the office, and publicly available national statistics on commuting patterns. National statistics on commuting patterns are supplemented by responses to our most recent employee commuting and homeworking survey (conducted in 2022) where publicly available data on average distance traveled is not available. JLL uses regional proxies for AMER, EMEA, APAC and LATAM extrapolated from national statistics where national statistics are not available—and for countries with fewer than 1,000 employees.
- Homeworking emissions are likewise estimated based on publicly available information. The methodology accounts for average days worked from home, energy use from equipment and lighting, as well as the heating and/or cooling of homes. JLL accounts for all the emissions from the heating and/or cooling of employee homeworking space to prevent under-counting.

1.8 Global Warming Potentials

The global warming potentials for all GHGs were sourced from the Intergovernmental Panel on Climate Change Fifth Assessment Report. The exception is emissions factors taken from the IEA 2024 dataset which use global warming potentials sourced from the Sixth Assessment Report.





Part 2: Healthy Spaces

Sustainable buildings	2024
JLL offices >10k s.f. with a sustainability certificate (%)	68%
<hr/>	
Health and safety	2024
Employees - lost time incident rate (LTIR)	0.15
Employees - total recordable incident rate (TRIR)	0.36
Days away, restricted duty and transfer rate (DART)	0.22
<hr/>	
Distribution of employees by headcount and age group	2024
Under 30 years old	21,658
30-50 years old	63,057
Over 50 years old	26,720
Unknown	673
Total	112,108

2.1 Sustainable buildings

Organizational boundaries and reporting date

JLL offices >10k s.f. with a sustainability certificate is determined based on all JLL-occupied offices as of December 31, 2024. Sustainability certifications include certificates related to both base-building performance and fit-out criteria (such as energy, water, waste, and occupant well-being) issued by an accredited operator of BREEAM, LEED, WELL or other similarly industry-recognized rating system. JLL offices that hold both base-building and fit-out certificates are counted only once.

2.2 Health and safety

Organizational boundaries and reporting year

Lost Time Incident Rate (LTIR), Total Recordable Incident Rate (TRIR) and Days Away, Restricted Duty and Transfer (DART) Rate cover all JLL employees during the 2024 calendar year. JLL has defined employees for hours worked to include any individual registered on our HR management software which covers all locations globally.



Measurement methodologies

- JLL follows the applicable U.S. Occupational Safety and Health Administration (OSHA) standard definitions in preparing LTIR, TRIR and DART as follows. Health and safety metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data, such as the reliance on individuals to report incidents and the identification of new facts and circumstances during investigations of reported incidents.
- LTIR is the measure of recordable illness and injuries resulting in 24 hours or more lost time per 100 full-time employees. Lost time incidents are defined as any work-related illness or injury that results in a day away from work the day after the incident as determined by a physician or other licensed health professional.
- TRIR is the measure of recordable illness and injuries resulting in medical treatment per 100 full-time employees. An illness or injury is considered recordable, if they result in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness. They also meet the general recording criteria if it involves a significant injury or illness diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.
- DART is a measure of recordable illness and injuries per 100 full-time employees per year that resulted in days away from work, restricted duties or transferred due to illness/injury. Restricted duty includes incidents that prevent an employee from performing their usual duties, resulting in a restricted or modified role. Transfers result from incidents requiring employees to transfer to another job temporarily or permanently.

2.3

Distribution of employees by age group

Organizational boundaries and reporting date

The distribution of employees by age group covers all JLL employees as of December 31, 2024. The data presented includes all permanent and temporary, as well as full and part-time employees who were employed by JLL. Our total headcount provides a snapshot of the number of individuals employed as of December 31, 2024, capturing all permanent and temporary, as well as full and part-time workers across all regions where JLL operates. This data reflects the number of employees active at that point in time, offering a precise picture of our workforce demographics at the close of the year. The age breakdown analysis encompasses all these employees, providing a comprehensive view of our workforce demographics.



Measurement
methodologies

- JLL defines an employee as any individual directly employed by the company or its subsidiaries, including both permanent and temporary workers, but excluding contingent workers and contractors. The age breakdown of employees is determined based on the employee's age as of December 31, 2024, using their date of birth as reported by employees in the HR management system. Employees are categorized into three primary age groups: under 30 years old (0-29 years of age), 30-50 years old (30-50 years of age), and over 50 years old (51+ years of age). An additional category, "Unknown," is used for employees whose age is not provided. This primarily occurs in countries where providing a date of birth is not mandatory for employment.



04

Additional
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Supplementary methodology notes

Basis of presentation and boundaries

Category 8, 11 and 15 GHG emissions included in our ESRS E1 disclosures are aligned with the reporting year, basis of preparation, organizational boundaries, base-year and recalculation policy used to prepare the GHG emissions included in the Sustainability Performance Metrics section.

Operational boundaries

Source	Boundary description
Category 8: Upstream leased assets	<ul style="list-style-type: none">Emissions related to base building operations not under JLL's direct control such as heating, ventilation, air conditioning (HVAC) systems, elevators, and common areasFugitive emissions from the installation, operation, and disposal of cooling equipment not under JLL's operational controlData center electricity consumption
Category 11: Use of sold products	<ul style="list-style-type: none">Client assets where JLL provides in-scope facilities, property and asset management services
Category 15: Investments	<ul style="list-style-type: none">On-balance sheet investments utilizing JLL capital in Investment Management funds (invested via JLL Co-investments) and JLL Spark



Measurement methodologies

Source	Method	Emissions factors	Inputs
Category 8: Upstream leased assets	Aligned with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol) Scope 3 Category 8 guidance	<ul style="list-style-type: none">US electricity: EPA eGRID, 2022Canada electricity: National Greenhouse Gas Inventory Annex 13, 2022UK electricity and global fuels: DEFRA, 2024Global electricity: IEA, 2023Data centers EMEA and APAC: IEA, 2023Data centers US: eGRID, 2022	<ul style="list-style-type: none">Base building energy consumption (multi-tenant and leased buildings where JLL does not claim full operational control)Property type, occupied floor area and country/region where energy consumption is not availableUtility consumption from leased data centers
Category 11: Use of sold products	Aligned with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol) Scope 3 guidance, and Science Based Targets Initiative (SBTi) Buildings Guidance	<ul style="list-style-type: none">US electricity: EPA eGRID, 2022Canada electricity: National Greenhouse Gas Inventory Annex 13, 2022UK electricity and global fuels: DEFRA, 2024Global electricity: IEA, 2023	<ul style="list-style-type: none">Asset-level energy consumptionProperty type, and climatic zone and floor areaEstablished energy use intensity and benchmarks (Energy Star Portfolio Manager)
Category 15: Investments	Aligned with The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol) Scope 3 guidance, and the Partnership for Carbon Accounting Financials (PCAF) Global GHG Accounting and Reporting Standard for the Financial Industry	<ul style="list-style-type: none">US electricity and gas: EPA eGRID and Emissions Factor Hub, 2022Canada electricity and gas: National Greenhouse Gas Inventory: Annex 13, and National Inventory Report, 2022UK electricity, fuels and global DHC: DEFRA, 2023Global electricity and fuels: IEA, 2022JLL Spark: EPA's Supply Chain Greenhouse Gas Emissions Factors v1.3 by NAICS-6	<ul style="list-style-type: none">Investment Management: Fund name, ownership % and fund-level emissions dataJLL Spark: Company type, investment value, and revenue



Methodological notes

Category 8: Upstream leased assets (inc. data centers)

- JLL’s methodology matches JLL-occupied floor area with available consumption data for electricity and natural gas. Where consumption data is not available, this is estimated at the property level based on property type, climate zone and floor area using established energy use intensity benchmarks from Energy Star Portfolio Manager, and end-use building activity and water source heating benchmarks from CBECS and ASHRAE.
- JLL’s proportion of fugitive emissions from the installation, operation, and disposal of cooling equipment is estimated using the EPA Greenhouse Gas Inventory Guidance: Fugitive Emissions (modified to include proxies for calculating refrigerant capacity on a per square foot basis, as per The Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions). Data center consumption is calculated based on actual invoiced data for JLL leased space.
- Emissions for Category 8 covering the 2023 financial year have been recalculated in line with JLL’s recalculation policy. Previously, Category 8 emissions presumed only electricity consumption and were calculated using whole building energy use intensities provided by landlords or reported via Energy Star, with JLL’s proportion estimated based on its rented floor area as a proportion of total floor area. Where whole building energy use intensities were not provided, JLL used average data across its remaining portfolio. Fugitive emissions were not included. JLL has not restated its base year due to data availability.

Category 11: Use of sold products

- Mirroring the approach used for Category 8, floor areas from assets where JLL provides IFM and PAM services are matched with available consumption data. Where consumption data is not available, this is estimated at the property level based on property type, climate zone and floor area using established energy use intensity benchmarks from Energy Star Portfolio Manager, and end-use building activity and water source heating benchmarks

from CBECS, RECS and ASHRAE. Estimates are applied to missing floor areas using the median floor area for similar property types. Fugitive emissions are estimated following the approach outlined with respect to Category 8.

- JLL applies a proportionality factor to report only emissions from assets where JLL provides in-scope services. The boundaries selection for in-scope services was informed by the SBTi’s Buildings Guidance and includes services that have the potential to generate ongoing downstream emissions or impact the viability of the building. The proportional share of services that are emissions generating was calculated using the client spend associated with each IFM service. The resulting proportionality factor is applied to all IFM asset-level emissions.
- Emissions for Category 11 covering the 2023 financial year have been recalculated in line with JLL’s recalculation policy. Category 11 emissions for 2023 were calculated to include all assets where JLL provides IFM and PAM services, regardless of the type of service provided.
- Base year emissions were estimated using an earlier methodology that used intensity benchmarks (kWh/\$ of delivered services) derived from client properties managed by Work Dynamics and PAM. Emissions for 2022 and earlier have not been restated due to data availability.

Category 15: Investments

- Financed emissions relate to on-balance sheet investments utilizing JLL capital in Investment Management funds (invested via JLL Co-investments) and JLL Spark.
- JLL Co-investments invests in Investment Management funds, specifically Direct Equity Funds, and Global Solutions⁴. Emissions are quantified using the PCAF quantification method based on the assigned PCAF asset class. To calculate the associated emissions for Co-investments, the corresponding co-investment ownership percentage was multiplied by the associated fund emissions. This co-investment ownership percentage represents the attribution factor used in the PCAF methodology. For the 2023 reporting

year, JLL reports financed emissions representing approximately 70% of JLL co-investments by AUM. Where emissions data is not available for funds in which JLL invests, these are excluded due to insufficient data to determine a reasonable estimation.

- JLL Spark invests in early-stage companies and start-ups in a variety of investment models including equity investments, debt investment and convertible notes. The approach to determine financed emissions in JLL Spark investments is determined by the availability of data including investment value and revenue. For the 2023 reporting year, GHG emissions are not available for invested companies, therefore total financed emissions are estimated based on industry-specific benchmarks. The approach aligns with PCAF guidance based on the assigned PCAF asset class for each investment. Each investment company is assigned a NAICS code to allocate an emissions factor.
- Category 15 emissions are reported one year in arrears due to a lag in data availability for some Investment Management funds. Fund-level emissions reporting is currently aligned with GRESB, meaning data is often not available until after JLL publishes its annual Sustainability Statement. In these instances, JLL does not estimate emissions on the basis that actual data represents the most accurate estimation, even if it is not from the same reporting period.

Water consumption

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

⁴ Debt and Development Assets are excluded as these are considered optional under PCAF guidance for Real Estate.

Supplemental performance disclosures

JLL has prepared supplemental performance data as of and for the year ended December 31, 2024, which have not been subject to assurance (see footnote on pg. 34). The data includes environmental, health and safety, and workforce metrics.

People metrics

Workforce breakdown		
Category	Female	Male
All staff	35.60%	64.40%
Top management	29.10%	70.90%
Management	37.20%	62.80%
Junior management	35.90%	64.10%
All management	36.10%	63.90%
Non-management	35.60%	64.40%
Management positions in revenue-generating functions	33.10%	66.90%
Total voluntary employee turnover rate		
Total voluntary attrition		16.01%
Male voluntary attrition		16.42%
Female voluntary attrition		15.27%
Employee: training		
Average training hours per employee		12
Training spend per FTE		\$219.34

Employee: hiring	
Total number of new employee hires	32,177
Percentage of open positions filled by internal candidates (internal hires)	19.00%

Employee: collective bargaining	
% of employees represented by an independent trade union or covered by collective bargaining agreements	3.4%

Health and safety metrics*	
Employees - incident severity rate (average days lost per 200,000 hours worked)	4.52
Employees - number of staff fatalities	0
Contractors - lost time incident rate (LTIR)	0.21
Contractors - total recordable incident rate (TRIR)	0.37
Contractors - number of fatalities	1

*Numbers valid as of 24 January 2025

Environment metrics

Waste disposal (metric tonnes)	
Waste landfilled	441
Waste incinerated without energy recovery	269
Total waste recycled/reused	299
Waste otherwise disposed, please specify: composted	16
Data coverage	100.00%

Water consumption (million cubic meters)	
Water withdrawal (excluding saltwater)	0.07295
Data coverage	100.00%

Certifications



Current issue date: 7 March 2024
Expiry date: 5 February 2027
Certificate identity number: 10587631

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

Certificate of Approval

This is to certify that the Management System of:

Jones Lang LaSalle Incorporated

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

has been approved by LRQA to the following standards:

ISO 14001:2015, ISO 45001:2018

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

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

The scope of this approval is applicable to:

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

Marta Escudero

Regional Director, United Kingdom and Americas (UKAM)

Issued by: LRQA Limited



LRQA Group Limited, its affiliates and subsidiaries and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'.
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