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# UK Sustainability Highlights 2022





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# Welcome from our CEO...

The market shift towards understanding sustainability both as a risk and an opportunity for value was what resonated with me most about 2022. I believe we're past the tipping point on sustainability. In the main, reality struck as conversations on the subject accelerated from ambition to action, and our ability to quantify sustainability and make ESG more tangible, created the challenging and innovative mindset we needed for the year ahead.

According to a recent global JLL client survey, the drive to net zero carbon is now at the forefront of decision makers' minds. In the UK, over 50% of clients include sustainability and net zero carbon goals as a top priority, despite economic headwinds. However, there are still some who question whether sustainability is a passing phase, here until the market picks up. My response is that market demand, regulation and public opinion will continue to confirm sustainability as a business imperative.

While the economic backdrop in 2022 presented many challenges to people personally, it's incumbent on businesses to come together and stimulate growth for the collective benefit of all. Likewise, many people have reevaluated how they want to live their lives in a post pandemic world, drawing on values-based decisions. We've seen this first-hand at JLL and are committed to

drive the right behaviours and ways of working throughout our business, as well as providing our colleagues with sustainable living initiatives at home.

Our key focus is to lead the sector forward integrating ESG, which is starting to produce results for our clients and JLL. Sustainability remains core to our strategy and is rooted in everything we do. Within the UK we've created greater alignment across our business lines, offices, and teams to guide our colleagues and support our clients to embed sustainability throughout the property lifecycle. We're leveraging our technology capabilities through JLL Spark, our venture capital fund, where cutting-edge technology is pioneering the future of sustainable real estate to help our clients meet their ESG commitments.

On a global level, the establishment of our worldwide sustainability platform means we can better connect and draw on expertise from colleagues everywhere, providing advice at scale. Coupled with this, we appointed Erin Meezan as global Chief Sustainability Officer (CSO) in late 2022. Erin has excellent experience and we're already seeing her ideas and enthusiasm have a positive impact at JLL.

Beyond our clients and colleagues, we rely on our industry and community partners to challenge our thinking and we are grateful for all their support in 2022. They helped us start conversations around everything, from how our purpose to shape the future of real estate drives the decisions we make, to the strides we made in workplace design which foster a more inclusive environment. Our ambition remains resolute; to bring the best of JLL to our clients by incorporating sustainability and ESG into our advice and the way we work every time. .

**Stephanie Hyde**

*Chief Executive Officer, JLL UK*



# A note from Emma

This year our report demonstrates the actions we have taken to make progress towards our sustainability ambitions.

The enormity of sustainability can at times be overwhelming, which is why rigour around frameworks for action are so important. We set our UK sustainability strategy in 2020 under four key areas:

- 1. Tackling the climate and nature emergency**
- 2. Championing a just and equal society**
- 3. Growing responsibly**
- 4. Fostering inclusion and wellbeing**

These focus areas mean we can respond to the many important issues we know we need to address in parallel with us managing stakeholders' needs, the regulatory environment and colleague expectations.

Our approach in the UK supports and strengthens our global sustainability strategy, which is aligned to six key Sustainable Development Goals (SDGs). We are not deterred by the plethora of challenges ahead; our UK framework and global guidance are templates for us to manage the risks associated with sustainability and maximise value by leveraging the opportunities.

Last year we appointed our first climate and nature director to evolve our response to the climate emergency. JLL research demonstrated the increased value of assets with sustainability credentials across London and other cities, as investors and occupiers edged the debate for premium green assets forward.

We kick-started our partnership with WWF by joining the Climate Action Business Network – a group of influential businesses working to reduce carbon across their respective industries. Plus, we held our first Communities Week since Covid which saw more than 400 people step forward to get involved. And, for me personally, taking on the WWF Cape Wrath challenge was a high on multiple levels!

The multiplier effect of living our purpose and truly embedding sustainability is very exciting and in 2022 I felt we moved forward here. We continued to drive sustainability knowledge and solutions throughout our business and started to develop integrated sustainability data platforms to provide new insights to clients. We're equally proud of the clients we work with and the innovative services we've developed for them, including the launch of our Sustainable Retrofit and ESG due diligence services.

Embracing difference means we need to address issues which are stifling the progress of some. Our Thrive programme is designed to

support the development of ethnically underrepresented colleagues and ran with a 70 strong cohort including colleagues, line managers and sponsors. Individual and group coaching followed to support their potential.

In 2023 we reported on our 2022 gender and ethnicity pay gap data, showing our progress in this important area. Finally, our partnership with Envision and JLL Foundation is supporting social mobility at JLL. And we've welcomed 22 sustainability graduates to the business, with another cohort planned for late 2023.

There's so much to look forward to in 2023. We look forward to the launch of our ESG Academy and the Climate Action Plan, which will come to fruition alongside the WWF Sustainable Futures Programme.

Thanks again to all those who've supported us in 2022. In 2023, we continue to welcome your partnership as we look forward to building on the positive progress we have accomplished to date.

**Emma Hoskyn**  
*UK Head of Sustainability*





# Our strategy



Together with our clients and partners, we are committed to embedding sustainability in everything we do, working to shape the future of real estate for a better world. Our UK sustainability strategy focuses on four pillars where we believe we can drive lasting and positive change up until 2025.



## Tackling the climate and nature emergency

Working towards a world where carbon emissions are reduced and biodiversity is restored, setting us on a course for climate stability



## Championing a just and equal society

Contributing to a world where quality of life and social resilience is improved across all communities, with a specific focus on those most at risk



## Growing responsibly

Advocating for positive change in the business community and encouraging responsible behaviour in our employees



## Fostering inclusion and wellbeing

Creating an environment that values diversity, rewards talent and develops skills for tomorrow's challenges

## Supporting the Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide an internationally adopted blueprint for achieving a better and more sustainable future for all. JLL is supportive of the SDGs and has identified six areas where we can have the most impact.





# Our 2022 highlights





Advised

**148 clients**

on sustainability

**31%**

of JLL UK revenue supported  
by our sustainability approach

Grown our sustainability teams to

**138  
professionals**

across the UK

**91%**

recycling rate  
across JLL offices

**First office  
in London**

on track to achieve WELL Platinum,  
BREEAM Excellent and SKA Gold  
at 20 Water Street

**Over £200,000**

raised for WWF

**22%**

of UK employees volunteered  
across 158 organisations

**Launched  
'JLL Thrive'**

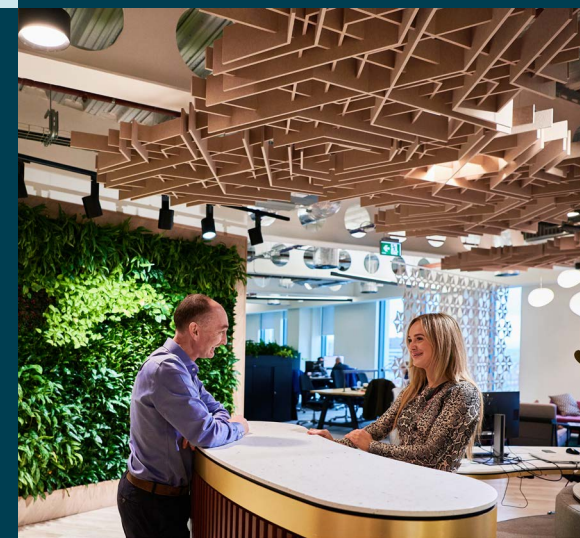
supporting the representation and  
career progression of ethnically  
underrepresented colleagues

**650+ employees**

in the Sustainability  
Champions Network

Launched the sustainability  
graduate scheme with

**22 new starters**





A full-page background image showing a wide, paved promenade lined with large, mature trees. A person is jogging along the path. To the left is a river, and in the background, a city skyline is visible under a bright sky with the sun creating a lens flare effect through the trees.

# Tackling the climate and nature emergency

Working towards a world where carbon emissions are reduced and biodiversity is restored, setting us on a course for climate stability



## Leading the way on climate and nature

With the property sector responsible for 25% of the UK's greenhouse gas emissions, it is critical to delivering the UK's target to be net zero by 2050. There is also an increasingly clear business case to invest in sustainable buildings; research from our **Sustainability and Value** report revealed that buildings with BREEAM certification and higher EPC ratings produce clear premiums. Through our own actions and our engagement with clients, JLL is playing a key role in driving the industry forward.

Building on our industry-leading net zero carbon targets, in 2022 we developed our Climate Action Plan and commenced important work on developing our nature strategy, with the appointment of a new Climate and Nature Director. We also play a strong role in advocating for climate transformation by developing innovative services and technologies that support and enable our clients' objectives; whilst also ensuring that we lead by example through our own operations, as demonstrated through carbon reductions across our office portfolio.

“

With standards around buildings tightening, including stricter Minimum Energy Efficiency Standards coming in 2023, we have seen funds introducing their own environmental targets to get ahead of regulation. It therefore pays to be on the front foot – invest in the green building sector now, rather than run the risk of facing non-compliant stock in the future.



**Elaine Rossall**

*Head of UK Offices Research, JLL*

### Each additional step in EPC rating

↑ **3.7%**  
capital value  
premium per sq ft

↑ **4.2%**  
rental premium per sq ft

### BREEAM certification of any level

↑ **20.6%**  
capital value  
premium per sq ft

↑ **11.6%**  
rental premium per sq ft

Source: **JLL Sustainability & Value 2023: Capital Markets – Central London offices**





## Further developing our approach to climate action

Our global commitment to take rapid action to mitigate climate change is the overarching climate commitment for JLL. In tackling the climate crisis, we recognise that we also need to take action to: manage risk and resilience to the impacts of climate change that are already here; innovate around resource use and waste management; and protect and restore nature and biodiversity.

In 2020 we committed to creating a UK nature strategy stretching our ambition around net zero carbon, building resilience to climate risk and adopting circular principles to improve resource efficiency and waste management.

Our approach to delivering impact against these is continuously evolving; learning from new legislation, frameworks and best practice and maximising opportunities through industry collaboration and our charity partnership with WWF.

Our Climate Action Plan will ensure we work holistically to tackle the climate and nature emergency, rebuild the disconnect between the built and natural environment and support a just transition to a resilient, nature-positive, net-zero world.



In 2021, JLL became the first real estate company to be recognised for aligning its net zero commitment with climate science when our target to achieve net zero emissions by 2040 was certified by the Science Based Targets initiative (SBTi) to its Net-Zero Standard.

### Globally, JLL has committed to:

**A near-term target to reduce absolute Scope 1, 2 and 3 emissions by 51% by 2030 from a 2018 baseline (including 100% of Scope 1 and 2 emissions from JLL-occupied buildings).**

**A long-term target to reduce absolute Scope 1, 2 and 3 emissions by 95% by 2040 from a 2018 baseline.**

We have pledged to limit any offsetting activity to 5% of our 2018 baseline upon the achievement of our 2040 target. Any offsets will be quantifiable, real, permanent and socially beneficial.

**Our Global Transition Plan** sets out a pathway and headline actions to shape our progress to net zero.



## Our Climate Action Plan



### Net Zero Carbon

**Align with the Paris Agreement to limit global warming to 1.5°C by reducing our absolute scope 1, 2 and 3 emissions by 95% by 2040.**

We are collaborating with our global colleagues to ensure we achieve this commitment and limit offsetting to 5% of our 2018 baseline.

We know that 96% of our footprint comes from the properties we manage on behalf of our clients. To address this we are developing solutions, building strong industry partnerships and influencing policy to enable us to effectively collaborate with and inspire our clients to implement their own transition plans to net zero.



### Circular Economy

**Create value by minimising resource consumption, maximising asset and material utility and supporting the restoration of natural systems.**

Beyond a focus on waste management and resource use, we are embedding principles of circularity into office design and use, identifying opportunities for service-based models of procurement and building circularity into the services we offer across the real estate lifecycle.



### Climate Risk and Resilience

**Build resilience to the effects of climate changes across our own and our clients' estates.**

We are monitoring and responding to changing climate risks and opportunities, ensuring we remain agile and adaptive to the effects of climate change.

We are committed to transparency regarding our climate-related risks and opportunities, disclosing in line with TCFD. We will continue to collaborate with the industry and take action to increase resilience across the built environment.



### Nature and Biodiversity

**Protect the resources on which all life depends and restore relationships with nature.**

We are committed to driving action to protect and restore nature across our own estate, through our client services and within the wider community.

We will focus on enhancing biodiversity, using nature based solutions to increase urban resilience and rebuilding the disconnect between the built and natural environment to enrich social value.

**To see our Climate Action Plan in full, [click here](#) →**



## Embedding nature in our Climate Action Plan

We are on the verge of a mass extinction. Animal populations plunged by 68% between 1970 and 2016 and here in the UK we live in one of the most nature-depleted countries in the world. In 2022, nations voted at Global Biodiversity COP15 to establish a ground-breaking target; protect 30% of the world's land and seas by 2030. We can and must act to shape real estate in ways that will avert the potential for catastrophe.

In 2022 JLL UK appointed its first Director of Climate and Nature, taking accountability for our impact and making considerations of nature core to our sustainability agenda. As a result, we have broadened the focus of our climate action work to incorporate addressing the nature crisis.

Collaboration, sharing knowledge and building understanding of the opportunities that a proactive approach to nature and biodiversity can deliver for the built environment is key. We're expanding our support of UKGBC's Advancing Net Zero work to become one of the founding partners on the Resilience and Nature Programme addressing

sector resilience, biodiversity net gain and the environmental impacts of buildings. We've worked with our partner, WWF, and other businesses to advocate for embedding nature into net zero transition planning. This work has informed WWF's contributions to the UK government's Transition Plan Taskforce.

We're reappraising our clients' needs as they address nature and biodiversity-related challenges, from anticipating the Taskforce on Nature-Related Financial Disclosure's reporting requirements to effectively implementing Biodiversity Net Gain on new developments.

We look forward to an ever-closer relationship as we work together to enhance nature in and around their buildings.

## Operational carbon reductions

Our own efforts to reduce emissions within JLL UK operations are encouraging, and our building-related energy intensity has dropped to 0.93 MWh/corporate office employee which is akin to the level seen in 2020 during the Covid-19 pandemic, and far below 2019 level of 1.43. As a result our total building

carbon emissions are steadily declining, and are currently at 783 metric tons CO<sub>2</sub>e. We recognise that there is still room for further improvement and are continually seeking ways to make further reductions, for example by procuring more renewable energy (currently at 94% renewable electricity), and by adopting a responsible approach to travel to reduce our emissions from business travel – which was 4,215 metric tons CO<sub>2</sub>e in 2022, compared to 6,403 in 2019.



## Our Climate Action Plan brought to life at 20 Water Street

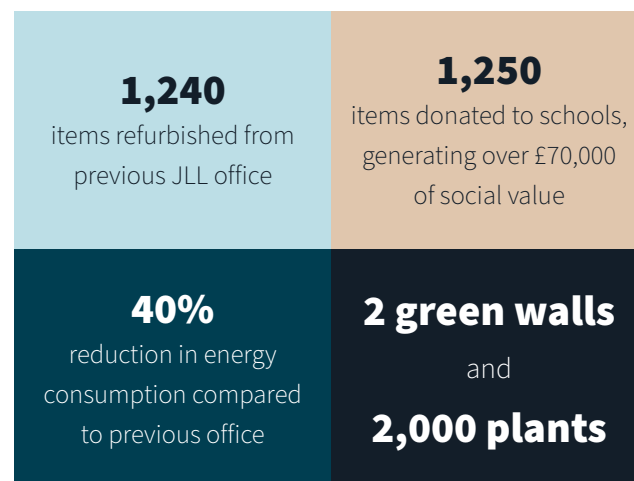
Our new office at 20 Water Street in London's Wood Wharf, owned by Canary Wharf Group, opened in 2022. This state-of-the-art building is a compelling, real-life demonstration of our commitment to creating truly modern and sustainable workplaces that are healthy, tech-smart, energy-efficient, and designed with collaboration and flexibility at their heart.

### Circularity and inclusive design

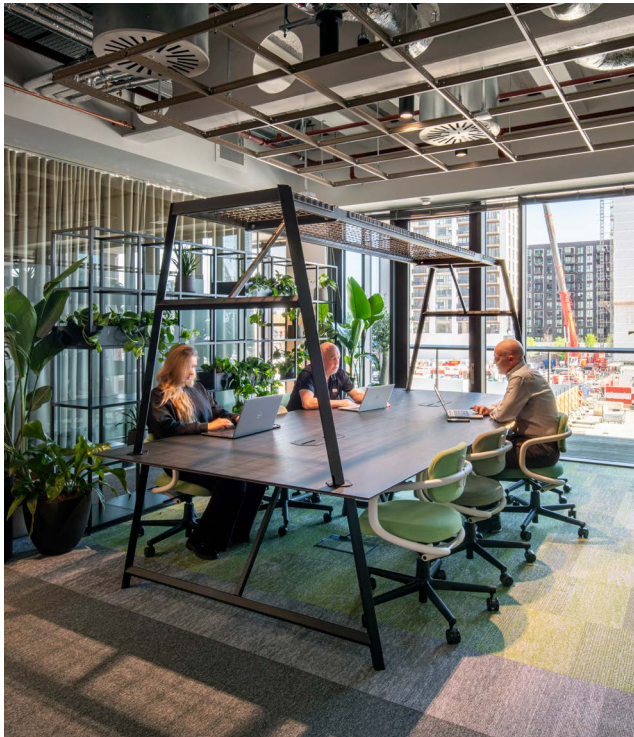
By using circular economy design principles of material abatement and reuse, we achieved a 42% reduction in embodied carbon against notional baseline. Modular design ensures continual adaptability to changing requirements and user needs.

Our inclusive design approach recognised the variation of colleagues' needs. The office provides a wide range of work spaces, height-adjustable workstations and furniture for different shapes and sizes, and a variety of working and social environments appropriate to neurodiverse users.

Health and wellbeing are integral to the design, incorporating natural materials and plants to create a positive ambience whilst improving indoor air quality. In-depth consultation was also a critical element of the design process, with workplace surveys, stakeholders, steering committees, and groups like JLL's multi-faith network all having significant input.







The office is on track to be the first project in London to simultaneously achieve WELL Platinum, BREEAM Excellent and SKA Gold ratings in one fit-out, and only second in the UK following our Manchester office fit-out in 2020. Further improvements and the learnings from the project will inform our plans of JLL's upcoming new flagship London office due to open in 2026 at 1 Broadgate.

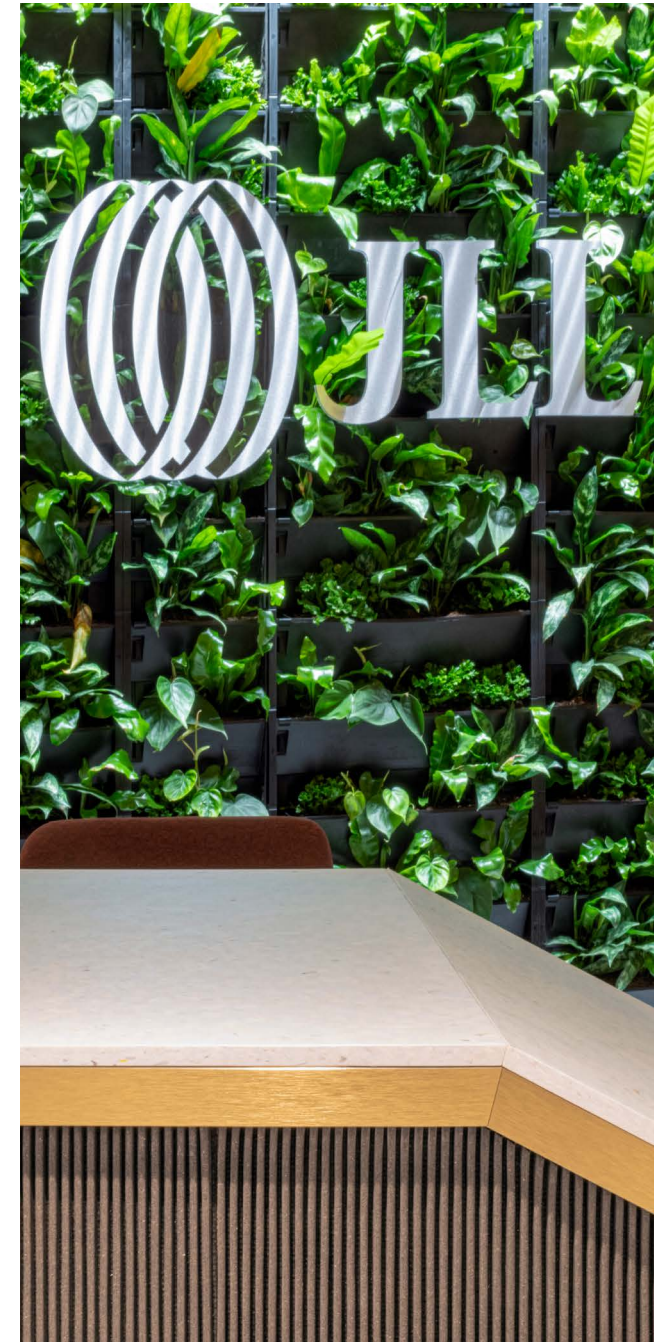
The project was also awarded Circular Economy Innovation of the Year award at the edie Awards 2023, adding to the 93 awards that we received in 2022, and to the 42% of our offices with a sustainable building certificate. It is more than a showcase of our commitment to sustainability – for the 150 client companies who've toured the office so far, it's inspiring and challenging them to think differently about their own office fit-outs.

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JLL's 20 Water Street is a very impressive pilot showing what can be achieved to reduce the impact of a sector that is responsible for high levels of material use, emissions and waste generation. If scaled up, JLL's approach could deliver vital savings to address the climate and nature crises.

**edie awards**

**Judge's comment**



## Guiding our clients through the net zero transition

In 2022 we continued to develop new and innovative services to support our clients achieve their net zero objectives. These include growing our Net Zero Design team to support asset-level decarbonisation, developing an end-to-end sustainable retrofit solution and enhancing our ESG due diligence services to ensure our clients mitigate risk and optimise their sustainable investments.

### Sustainable retrofit

Our sustainable retrofit solution brings together our real estate, project and cost management teams and in-house sustainability expertise to deliver asset decarbonisation projects, achieve sustainability ambitions and drive value. By acting as a sustainability guardian, JLL can ensure full alignment of clients' sustainability objectives throughout each stage of the project.

### ESG due diligence

The ESG due diligence service combines sustainability and Capital Markets expertise to support clients' acquisitions and disposals with advice on best practice. This includes compliance with national and international policy and regulations, whilst accommodating stakeholders' ESG-related issues, such as investors' own sustainability KPIs and expectations.

### Responsible leasing

For both investors and occupiers, the leasing system itself poses one of the greatest challenges on the road to decarbonising buildings. As a result, in 2022 our Agency team produced green lease guidance, supporting owner-occupier collaboration to meet shared ESG goals.

### Setting ourselves up to deliver

Our 'One JLL' client programme tailors our extensive real estate services around the specific needs of clients. Dedicated sustainability leads for each client help to identify sustainable solutions that drive value and ESG performance, supporting our clients' objectives and long-term goals. This integrated approach gives clients ahead-of-the-curve access to market intelligence, including the annual Property Perspectives research presentation, and access to exclusive client events such as our COP27 dinner.

In 2022 our teams engaged 176 clients on sustainability (increase of 51 against 2021), and sustainability supported 31% of core UK business revenue, a steadily increasing figure year on year.





## Unlocking the power of data and technology

Comprehensive, accurate, and integrated sustainability data is essential for the successful evaluation, optimisation, and delivery of companies' net zero carbon commitments. In 2022, we appointed a UK Head of Integrated Sustainability Data – a role dedicated to maximising data's potential to provide client insights into how to improve their sustainability performance.

This work is supported by JLL/Technologies and JLL/Spark, who worked throughout 2022 to develop and invest in a suite of new technology solutions that are embedded into our sustainability services, enhancing our clients' abilities to realise their energy, net zero and wider sustainability objectives. Several pilot programmes have successfully implemented the technology solutions, with demonstrable operational energy improvements.

### Examples of our investments in sustainable technology solutions include:



#### Carbon Pathfinder

A proprietary JLL Technologies net zero strategy tool to model portfolio performance, identify and prioritise actions and track performance towards net zero.



An AI-powered building intelligence platform using IoT sensors to track, understand and optimise building performance. A JLL/T investment.



Acquired by JLL in 2022, Envio integrates data from building management systems and provides predictive analytics and building automation to deliver more sustainable building operations.



Powered by AI and machine learning, Hank optimises HVAC performance to deliver energy savings, increased comfort and air quality, with guaranteed ROI.



A smart motor system that can be retrofitted into buildings combined with building controls and intelligence. Turntide delivers energy and cost savings, with an average ROI within three years.



## Partnering with the BPF to influence UK action on net zero

The British Property Federation (BPF) works to support a diverse, successful, and sustainable real estate industry by working collaboratively with its members as well as national and local government. In 2022 – as the focus on net zero increased – the BPF launched a project to influence UK government policy towards the step-change needed to deliver on its net zero ambitions, in addition to supporting meaningful and co-ordinated action across the real estate sector.

JLL worked with the BPF to co-fund and deliver the **‘Towards Net Zero’ policy paper**, identifying the key trends, challenges, and barriers to the decarbonisation of the built environment, and the role of policy in driving a net zero carbon transition.

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Decarbonisation is the biggest challenge facing the planet and our industry. The recommendations proposed in this report will help drive faster decarbonisation of our buildings and create the sustainable communities of the future, and we look forward to discussing them with the government and decision makers.



**Melanie Leech**  
*Chief Executive,  
British Property Federation*

## Progressing industry work on embodied carbon

Accurately measuring a building’s embodied carbon – the sum of the carbon emissions associated with it throughout its lifespan – is a critical part of understanding its overall carbon contribution. JLL is advocating for the amendment of Building Regulations to include assessment of whole life carbon emissions, and we’re advising our clients to include these assessments as part of a legitimate net zero carbon strategy.

We are supporting the World Green Building Council’s Net Zero Carbon Buildings Commitment and in 2022, our Net Zero Design team developed a methodology for identifying the carbon intensity of fit-outs more accurately. The methodology is more comprehensive than the RICS Whole Life Carbon Assessment and more effectively supports our clients on their journey to net zero.

We’re proud that we’ve been working on embodied carbon reductions since at least 2018 and have a clear understanding of what we can achieve for ourselves and our clients into the future.





## JLL's role in reducing embodied carbon

### UKGBC Advancing Net Zero Carbon Campaign Partner 2018 - present

JLL become founding programme partners in the UKGBC campaign.

### JLL UK commitment

Measure embodied carbon in all fit-outs. Aim to reduce carbon intensity by 50% in all office fit-outs by 2030.

### Launch NZC Design team

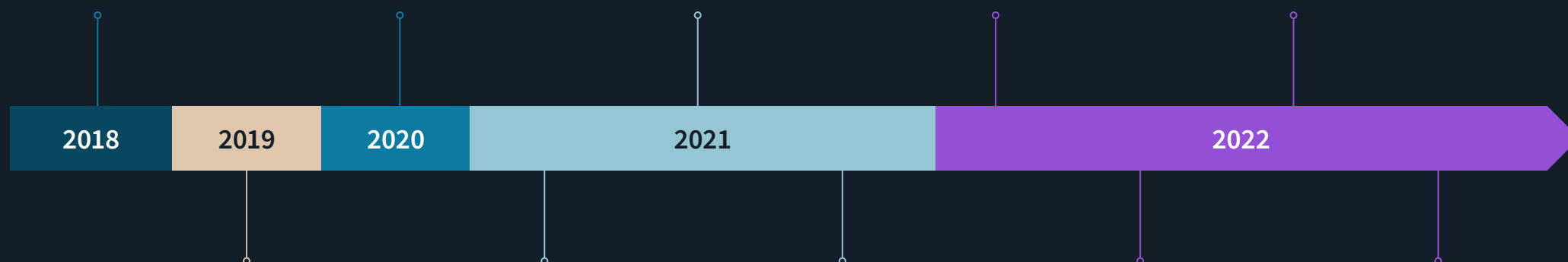
Team of dedicated NZC specialists to undertake asset audits, focusing on operational and embodied carbon.

### Water Street 2022

Achieved 42% reduction in embodied carbon in fit-out and won the edie Circular Economy Innovation of the Year Award in 2023.

### Whole Life Carbon service

JLL NZC Design team launch Whole Life Carbon assessment service.



### BITC Circular Office Guide

JLL secondment to BITC to create the circular office guide. JLL chairs the Circular Economy Taskforce.

### Low carbon fit-out guide

Low embodied carbon and circular fit-out guidance developed to enhance the NZC offer to clients. Applied to JLL UK fit-outs.

### World Economic Forum 10 Green Building Principles

JLL worked with WEF to create the 10 principles to reach net zero inclusive of embodied carbon.

### Part Z

JLL UK shared a statement of support for Part Z, calling for regulation of embodied carbon in buildings.

### JLL UK offices 2022 - 2026

Glasgow, Norwich, Birmingham, Leeds, London HQ. All aiming to reduce embodied carbon by up to 50%.

## How we're delivering for our clients



### Establishing a path towards net zero

Capital & Regional – a REIT focused on retail and leisure asset management – required a rigorous and actionable net zero carbon strategy, aligned with industry definitions and frameworks.

Having assessed their current carbon emissions alongside the projected growth of their portfolio, we produced a roadmap and action plan for them to achieve net zero carbon by 2040. We also undertook climate modelling to assess the impact of physical and transition risks to Capital & Regional's assets, in addition to running sustainability workshops that will equip their staff with the ability to align their tenants with their sustainability ambitions. Guided by their net zero pathway, the business now has the capabilities to steadily progress on their sustainability journey and continue to deliver value to local communities and employees whilst ensuring long-term resilience.



### Demonstrating responsible investment

The Global Real Estate Sustainability Benchmark (GRESB) is the largest global ESG benchmark, allowing real estate and infrastructure investors to measure the performance of their portfolios and assets.

JLL's Property and Asset Management team works extensively with abrdn to manage its portfolio performance, and in 2022 we supported abrdn to achieve 21 GRESB 'Green Stars' for reaching significant environmental and social targets in the buildings it owns.

Successes contributing to this achievement included overcoming the challenge of establishing whole building energy data, and our teams worked with a number of abrdn funds to solution this challenging area during the GRESB process.



## How we're delivering for our clients



### Delivering a net zero carbon audit strategy

LaSalle Investment Management sought to develop a net zero carbon audit strategy to deliver a robust and consistent approach to varying asset types across the EMEA portfolio, from student accommodation and multi-family, to commercial and retail.

After extensive consultation, JLL and LaSalle developed an audit strategy and detailed technical brief for NZC assets. Subsequently, we are undertaking the NZC audits as part of a panel of external consultants and, as the overall programme manager, providing technical support in the roll-out of the programme.

The results of the audits will inform LaSalle of the building interventions required to achieve NZC, the costs associated and practicalities of implementation. Our multi-disciplinary approach and technical advice has ensured robustness of audits whilst helping to frame the client's NZC strategy, equipping LaSalle with the business case and implementation plan for each asset's transition.

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The NZC Consulting team was extremely knowledgeable, providing valuable insights and recommendations to our asset management team that ultimately helped us deliver our ambitious programme and move quickly to implementation.

#### **Brett Ormrod**

*Net Zero Carbon Lead,  
LaSalle Investment Management*







# Championing a just and equal society

Contributing to a world where quality of life and social resilience is improved across all communities, with a specific focus on those most at risk



## Partnering with WWF to support green careers for young people

We launched a three-year partnership with WWF in 2022, establishing a relationship based on our mutual commitment to sustainability and nature restoration. Over £200,000 of funding was raised in this first year, the majority of which was used to support WWF's Sustainable Futures programme. This vitally important initiative encourages young people from all walks of life to embark on green careers and support tomorrow's green economy. The programme provided education and training materials enabling students and teachers to learn about key sustainability terms, bolstering the need for all careers and pathways to be grounded in sustainability. It also affords businesses the opportunity to offer work experience and career insights across a variety of industries and roles, providing further inspiration for young people to develop green skills.

The partnership between JLL and WWF set out to engage our employees on nature preservation and climate change. In 2022 we conducted awareness roadshows across the UK to show our colleagues how to limit their own environmental impact.

Our colleagues also participated in creative fundraising initiatives to support WWF's work including quizzes, auctions, pancake races and personal challenges. A particular highlight was our annual triathlon, which raised over £170,000. We also joined the WWF Climate Business Network - a group of influential businesses working to reduce carbon across their respective industries. As well as our WWF partnership, JLL employees support a range of other charitable organisations (158 in 2022) and we are proud to have contributed a total of £1,078,288 in time, case and in kind support. With 22% of JLL UK employees dedicating 9,254 hours of their time to charity, there is a widely enjoyed and valued aspect amongst our people of giving back to the communities in which we operate.

“

Our partnership with JLL has got off to a great start, and we're delighted with the amount that everyone at JLL has helped us raise already. We look forward to more creative fundraising in the coming year to support our critical work to tackle climate change and bring our world back to life.

**Claudia Codsì**

*Director of Partnerships, WWF-UK*

Our UK Head of Sustainability taking part in the WWF Cape Wrath Challenge in Scotland



## Supporting volunteering and education programmes

As our colleagues began returning to the office in 2022, many were keen to take part in volunteering opportunities via team activities, mentoring or offering skills to community groups. In June, JLL's annual Communities Week encouraged JLL colleagues worldwide to come together and give back to the communities where they work. In support of this, our UK colleagues completed 2,497 hours of volunteering that included helping at community farms, repairing playgrounds, and clearing riverbanks for the charity Groundwork and the East London Business Alliance (ELBA).

In addition to Communities Week, we worked with education partners such as the East London Business Alliance who help run career insight days via their education programmes. We welcomed students into our offices, discussed various career routes into real estate, and conducted fun and engaging sessions on what the future of office working could be like.

We also developed a new programme in partnership with Envision, a charity that works with businesses and schools to tackle social problems. The partnership had already been running in Bristol for several years, and in 2022, we extended to London, recruiting business mentors who supported students as they tackled a social problem that affected them and their school.

## Extending our support for LandAid

We have continued our partnership with LandAid as a Foundation Partner and funding of a Pro Bono Programme that connects the real estate industry with community partners.

This programme has established a secure operational landscape in which LandAid has been able to make a significant step-change in offering professional services, making a significant contribution to the property industry's commitments to supporting good causes.

In the past 12 months, improvements to the programme have included:

- Undertaking strategic activity to ensure the sustainability and longevity of the programme - for example, identifying and better focusing on services that the network is best placed to deliver and working with charity partners to identify a more predictable pipeline of requests and high-value opportunities for industry partners to support.
- Establishing practices to improve efficiency within the programme - for example, better data capture and project tracking procedures.
- Improving communication activity to better promote and raise awareness of the programme amongst stakeholders – for example, establishment of a new sub-brand for the programme and migrating to a new website with improved functionality.





## Creating social value together with clients

The UK has one of the highest levels of regional inequality among developed economies. JLL's social impact specialists are working with our net zero and sustainability teams to embed social value into property strategies – supporting the “levelling up” agenda and leveraging real estate’s power to improve the environment, tackle social inequality and serve communities.



### Establishing a social impact fund

JLL worked with leading commercial real estate manager Orchard Street Investment Management to develop their inaugural Impact Fund – a £400 million fund dedicated to enhancing the value of their investment portfolio. By focusing on decarbonisation, community investment and wellness initiatives, an impact fund lifecycle was developed to ensure targets will be achieved and the framework implemented from the initial acquisition process to asset operation and stabilisation.

Following the first close, just under £90 million was committed, along with further capital contributions from Orchard Street’s partners and leadership team. Orchard Street have also confirmed they will be linking 30% of performance fees to the achievement of the fund’s social and environmental impact objectives.



### Improving quality of life for employees

Legal & General Investment Management (LGIM) are a significant buyer of security, reception, cleaning and other services, and made a series of commitments to reduce health inequalities and improve the quality of life for the ‘hidden workforce’ across its real estate portfolio.

In 2022, JLL’s Property Management and Social Value teams combined to support LGIM in creating a local procurement initiative for a national spread of retail centres. This was aimed at increasing local spend whilst changing the contracts with employee benefits to improve wellbeing in the support services sector.

JLL and LGIM successfully appointed a local cleaning company as highlighted in LGIM’s hidden workers report, and ensured that the Real Living Wage, an Employee Assistance Programme, life insurance, enhanced sick pay and increased pension contributions were provided.



# Growing responsibly

Advocating for positive change in the business community and encouraging responsible behaviour in our employees



## Helping businesses become purpose-driven

As expectations mount on businesses to play a greater role in addressing social and environmental challenges, increasing numbers are adopting a purpose-driven approach – thinking deeply about why they exist and how they do what they do. A purpose-driven approach involves companies using their innovative capabilities to serve society and contribute to everyone’s long-term wellbeing, with profit an outcome and condition of a successful business.

As part of our ongoing exploration of what it means to be purpose-led, JLL co-sponsored the development of the British Standards Institute’s **“PAS 808:2022 Purpose-driven Organisations – worldviews, principles and behaviours for**

**delivering sustainability”** – the world’s first business standard for corporate purpose. The standard offers guidance on what purpose is, the principles and behaviours of purpose-driven organisations, and how decision-making can be aligned to purpose. It also provides the basis for an organisation to develop its own strategies and approaches to embed purpose in their policies, processes, practices, products, services, and value networks.

The launch event for the standard was hosted at JLL in July 2022, and brought together leading experts and practitioners from a range of organisations working to adopt a purpose-driven approach. With the standard now freely available to download, the focus is shifting to become internationally established – supporting a range of organisations and businesses seeking to become purpose-driven across the globe.



## Equipping our people for the green economy

Sustainability knowledge and skills are now essential foundational capabilities of today's workforce. All of our people need to be able to understand and act on the sustainability needs of the market, ensuring that JLL and our clients support a future green economy.

Sustainability was prioritised within our 2022 UK Learning and Development plan, with several training programmes launched and delivered throughout the year. Our global Sustainability Essentials online course has been completed by over a third of UK colleagues, raising knowledge and awareness of the key drivers for ESG in real estate. This is supplemented by a series of business line-specific training modules, helping our teams to understand relevant legislation, risks and opportunities impacting their clients. Advanced, in-person training was also delivered to more than 100 colleagues across our UK Capital Markets and UK Markets teams to support championing and embedding sustainability guidance within the services we provide to clients.

In total, over 3,400 hours of sustainability training were delivered to more than 2,000 unique learners throughout 2022.

In late 2022 we initiated the development of our new ESG Academy, a month-long training programme for colleagues to be launched in early 2023. The academy will deliver tailored and in-depth knowledge of relevant sustainability topics, enabling colleagues to proactively advise clients and create links with our specialist sustainability services.

## Growing our sustainability network

To further develop sustainability knowledge across the business, our UK Sustainability Champions Network was re-launched in 2022. This provides colleagues with regular sustainability updates including legislation and policy, market insights and client podcasts, events and training opportunities. The network has grown organically to more than 650 employees and acts as a central hub for staff to collaborate, share resources, discuss best practice, and engage with JLL's in-house sustainability expertise.

Ultimately, enhancing the skills of our people means we can offer sustainability-informed advice at every stage of the property lifecycle, allowing us to take personal ownership of our responsibilities as real estate advisors.

## Supporting wider sector skills

We also recognise our responsibility to promote sustainability skills across the sector, and in 2022 supported development of the Better Buildings Partnership's (BBP) ESG Training Course for Real Estate Professionals. The course is designed to meet the specific needs of advisory professionals in capital markets, investment advisory, valuation, leasing and transactions-based roles, providing participants with the knowledge and tools to integrate ESG factors into investment strategy advice and appraisals.





## Developing the next generation of sustainability talent

The upsurge in demand for ESG services has created a skills shortage in the industry, leading to a sector-wide need to nurture new sustainability talent. JLL recognises this challenge, and in 2022 we launched a brand-new sustainability graduate programme that recruited 22 graduates from diverse backgrounds with expertise in subjects including geography, finance, politics, and mechanical engineering.

The graduates join JLL's two-year programme, learning alongside JLL UK's core graduates and a cohort of peers from our global sustainability teams. The programme allows them to learn alongside international counterparts – sharing ideas and best practice – and gives them a truly global perspective on sustainability, as well as a foundation for a successful career in JLL and real estate.

“

The JLL sustainability graduate scheme has been a great platform to develop my early career and skills. Engaging with colleagues from all around the world is giving me a holistic view of sustainability in the built environment. I have already supported a wide range of client projects, collaborating with different teams across JLL in my first year.



**Destiny Fakayode**  
*Sustainability Graduate, JLL*





A photograph of three diverse professionals (two women and one man) sitting around a table in a bright, modern office setting. They are all smiling and looking at each other, suggesting a collaborative and positive work environment. One woman is holding a document, and a laptop is open on the table. A coffee cup is also visible in the foreground.

# Fostering inclusion and wellbeing

Creating an environment that values diversity, rewards talent and develops skills for tomorrow's challenges



## Creating a diverse workplace

JLL is committed to achieving true diversity, equity, and inclusion (DEI) in all its businesses. We are striving to create a better workplace for all, with a diverse culture of people that reflects the communities in which we work.

We have established several initiatives in pursuit of this goal. In 2022, we launched JLL Thrive, a programme designed to increase the representation of ethnically underrepresented colleagues and support their career progression. The programme uses a coaching-based methodology and includes ethnically underrepresented colleagues, their line managers, and a senior sponsor, totalling 70 people in the first cohort. Its goal is to drive systemic and cultural change rather than simply focus on individuals. Due to the success of the programme, a new cohort will be continuing into 2023.

Our Race for Change Business Resource Group continues to run monthly 'Let's Talk Race' discussions. These engaging conversations provide an open, safe, and non-judgmental space to discuss particular topics related to ethnicity, are often attended by our most senior leaders, and are an effective way of increasing knowledge and awareness of important topics. Our efforts to improve diversity are slowly showing, and in 2022, just under 17% of staff were from ethnically underrepresented groups, which is an increase of almost 6% on our 2021 performance.



## Improving our gender balance

Progress towards our ambition of a diverse and inclusive business requires us to understand a full demographic picture of our people, to adequately understand their needs. Our Gender and Ethnicity Pay Gap Report revealed that our median gender pay gap has narrowed from 17.9% to 15.3% (the mean has also dropped from 20.5% to 18.9%), and our median ethnicity pay gap has moved slightly from 11% to 10.8% (the mean has reduced further from 16.3% to 14.3%). While this data shows a continuing downward trend, we are continually pushing harder to address these imbalances and reach our gender and ethnicity ambitions at a faster pace.

We are constantly striving to develop supportive policies for our people and have multiple ongoing initiatives that promote improved gender balance. The Gender Balance Business Resource Group regularly runs hour-long speed mentoring sessions that pair senior leaders with individuals across the business, and our Women in Leadership programme seeks to develop mid and senior level female colleagues by providing networking opportunities, skills development and more.

Although just under half of our UK business is female, we are working to increase this number at senior levels. In 2022, we are pleased to have made improvements to achieve a 38% female board, and with 25% and 35% of our senior and national directors respectively, female. We also recognise the varied challenges that menopause and perimenopause can cause for individuals at work and launched our Menopause at Work policy in October 2022. The policy raises awareness of the menopause and perimenopause and outlines the role everyone has to play in supporting those who may be affected by it. It includes available resources and support with ongoing activity around this topic. We now hold monthly “Take a (Meno)Pause” conversations, open to men and women across the business.

Following the 2022 UEFA Women’s Euro Tournament, our UK Gender Balance Business Resource Group launched a cross-industry football tournament in Manchester. 26 five-a-side teams from more than 15 companies participated, raising over £10,000 for the local HideOut Youth Zone charity. Both male and female teams competed, raising awareness about inclusion in sport and celebrating the achievements of women’s football.





## Building a more inclusive culture

Responsibility for every organisation's culture starts at the top. In recognition of this, our UK Board and Business Line Leadership teams undertook Conscious Leadership training in 2022 – an intensive learning programme based on demonstration and forum theatre, supplemented by follow-up coaching to further embed its lessons and learnings. This training is making conscious inclusivity an integral aspect of our leadership's approach and equipping them with the tools to step in and address non-inclusive behaviour appropriately.

Meanwhile, dedicated DEI Business Resource Groups (BRGs) across JLL's business lines are supporting and driving our leaders forward with multiple action plans geared towards making the culture more inclusive. Our groups represent our diverse people, and span across gender, race, parents and caregivers, LGBT+, neurodiversity, faith and disability. The BRGs work

in collaboration with the central DEI team towards specific goals that align with the wider DEI strategy. We are particularly indebted to the BRG chairs – and their time and efforts in driving forward new initiatives and raising awareness inside JLL and beyond, making our company a more inclusive place to work.

Our internal efforts have also been complemented by our partnerships with peers across the industry. Real Estate Balance, Firm Foundations (A Mayor's Fund for London Campaign), and the RICS Inclusion Advice Group are just some of the sector bodies we have participated in DEI-focused initiatives with.

In 2022, we became a registered Disability Confident employer, as part of our commitment to becoming a Disability Confident Leader in the UK government's Disability Confident scheme by 2025. We have partnered with Business Disability Forum and are working on education and awareness to break the stigma around disability.





## Our ongoing dedication to health & safety

Our commitment to the health, safety and wellbeing of our employees continues to be a major focus for the UK business. In May 2022 we made a significant investment with the appointment of a new role – HSEQ Manager Corporate Workplace. The role supports the safety of our employees in the corporate environment, working alongside the facilities team as well as corporate sustainability colleagues.

As well as a new governance structure, with quarterly safety committee meetings scheduled with the board, in 2022 we committed significant time towards our online resources. We launched the all-

new UK Corporate Health & Safety hub – a central internal health & safety resource for employees – and updated our UK H&S knowledge centre. We also had the business case approved for our preferred Lone Working Personal Safety App (StaySafe), marking a significant commitment to personal safety for our people. Alongside the app, we updated and relaunched our corporate lone working policy to include a sliding scale of risk designed to help business lines identify priority lone workers who would benefit from the use of a lone working app.

In October 2022 we held Global Safety Week. In line with the global theme of “Every incident has an impact”, a full schedule of engagement events ran throughout the week, including:

- Formal launch of JLL UK Corporate Health & Safety SharePoint hub
- Online chair yoga
- Online mindfulness meditation and information on mental health support
- Fire safety – what to do in the event of a fire in the workplace
- Personal safety training focusing on dealing with violence and aggression in the workplace

- Promotion of one team S.A.F.E.R. together video, with the opportunity for our people to join the many thousands of JLL employees around the globe taking the safety pledge and completing the safety culture survey.

We’ve had business line successes in the area of health & safety too – with our Project & Cost Management team appointing a new Head of HSSE to help drive a transformational approach to support growth in the business. Our Property Asset Management team are also paving the way to ISO 45001 – with successful Stage 1 and Stage 2 audits in 2022 laying the foundations to receiving full certification in 2023.

Finally, in November 2022 we successfully retained our SafeContractor accreditation, testament to our ongoing commitment to the health & safety of our employees.

Looking forward, the UK Exec Board will remain focused on health & safety and have committed to continued training, with plans to undertake the Leading Safety IOSH training in 2023 – coinciding with 2023 Global Safety Week.



A photograph of three business professionals in a modern office. On the left, a Black man in a grey suit and blue tie stands with his hand on a dark table. In the center, a woman with blonde hair, wearing a black blouse and light-colored trousers, smiles. On the right, a woman with curly brown hair and glasses, wearing a bright red blazer and a lanyard with a badge, stands near a laptop and two white mugs on the table. The background shows a bright office with large windows and other people working.

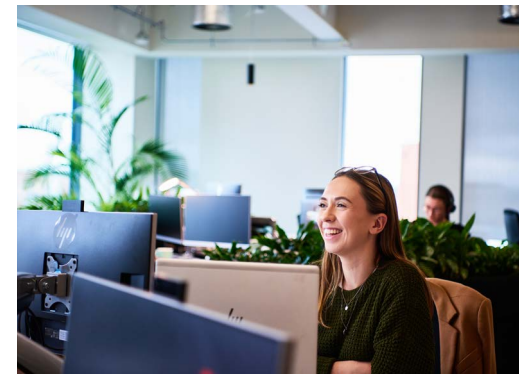
# Building our partnerships across the industry

We're stronger together, and our collaborations with key partners are powerful drivers of change. From research and white papers to our membership of task forces and leading industry bodies, we're involved with multiple joint endeavours that are strongly influencing the future direction of the real estate sector.



## Driving change in real estate

Part of our approach to demonstrate leadership and drive sustainable solutions across the real estate sector is by engaging with leading sector bodies to support knowledge sharing – decarbonising the UK's built environment through better design, energy efficiency and low-carbon solutions. We also worked to become a member of the Aldersgate Group for 2023, joining some of the UK's largest companies and influential organisations to trigger government policy change, and deliver environmental and economic benefits for the UK.







# Collaborating with Integral



## A note from Peter

I am delighted that throughout 2022, we have continued to support our clients move towards their net zero business ambitions. We have seen increased success in deploying disruptive digital platforms and devices to address both the environmental impacts and costs related to properties we manage across the UK.

Our highly skilled teams deliver engineering, cleaning and project services across the public and private sectors for occupiers and investors alike.

We continue to see material success through implementing Envio (our leading building analytics and management system) to enable the remote monitoring and control of building energy consumption, water and air quality, and room temperatures at multiple client facilities.

Our teams are increasingly leading ESG initiatives at the point of delivery by reducing single use plastics, uplifting waste and recycling knowledge across our client accounts, and adding recycling logos to uniform and equipment to increase awareness.

Throughout 2022 we delivered our behavioural safety training “S.A.F.E.R.” to 86% of our staff, and reduced carbon emissions in a 12-month period across our UK fleet by over 422 tonnes of CO<sub>2</sub> by using our in-vehicle driver coaching technology and fleet telematics.

By putting people first, we achieve the best outcome – for our clients, people, communities and the environment.

**Peter Jones**  
*JLL Integral Managing Director*







## Some of our client work



### Introducing circular workwear

There are many sustainability challenges in the professional clothing value chain, the most visible of which is waste – it is estimated that in the UK 90% of professional clothing is sent to landfill or incineration after use. In response to this, Integral were the first organisation to trial adopting a new set of procurement principles for circular workwear – selecting Safpro as our supplier. They offered two new circular solutions which were not previously available:

- Implemented a workwear collection and return-for-recycling scheme at Integral's facilities. Collection boxes have been placed in all Integral offices for employees to place their old workwear/uniforms for recycling.
- Offered circular polo shirts which are designed and manufactured in a way that allows them to be 100% recyclable. The material in the polo shirts is turned back into raw polyester which is woven into fabrics to be made into new clothes.

We committed to recycling all our existing stock of polo shirts after use, and going forward will procure the circular polo shirt for all of our mobile engineers. This will result in roughly 3,000 circular polo shirts purchased each year which can be recycled into new garments, avoiding downcycling to eventual landfill or incineration.



### Using technology to reduce carbon emissions

Over the last nine years, our delivery has evolved to meet the ever-changing requirements of HSBC. As part of our agreement, we actively seek out and promote improvements across HSBC's estate and we constantly monitor assets to identify sustainable initiatives and efficiencies. This is key to supporting HSBC's sustainability and environmental targets, as well as improving asset costs and overall productivity. Activity that we've supported includes:

- Reducing CO<sub>2</sub> emissions through the delivery of forward-thinking green projects.
- Installing building sensors to monitor and manage the climate and energy use of critical infrastructure and office spaces. This covers air quality, temperature control and water quality.
- Introducing the Tableau platform to provide access to previously unattainable building and asset performance analytics and reporting, with a focus on transparency and realising significant efficiencies.



## Some of our client work

### CHRISTIE'S

#### Supporting Christie's to achieve BREEAM

Christie's Auction House are focused on continuously improving performance, cost efficiencies and sustainability – so much so that we are supporting them to secure a BREEAM certification to verify the sustainability of their buildings. Some of the recent initiatives we have supported include:

- Conducting a full energy survey at each premises to identify over use and peaks and trends, which has been critical to help cut consumption.
- Replacing high energy fluorescent lighting with low consumption LEDs.
- Reducing water use by optimising system flushing in line with use, and restricting taps.
- Implementing a waste recycling programme.
- Identifying and delivering a variety of vital projects on time and within budget. Due to the success of these, we have a continuous programme for asset upgrades, which includes a £300,000 refurbishment of three air handling units.



#### Fundraising for WWF

A keen team of explorers from Integral took part in a challenging hike to raise money for WWF.

Calling themselves Scrambled Legs, the team set out on 12 May trekking along the rugged Devon coastline from Barnstable to Ilfracombe. The full route is 30 miles, including many ups and downs along the coastline and the team managed to complete this within one day, raising over £3,000 to support the work of WWF. Nothing was more fitting than being out in nature all day and bringing home the need to protect our beautiful landscapes and natural surroundings while supporting WWF.







# Ensuring responsible governance



We have a comprehensive and robust governance structure in place to ensure the integrity and accountability of our leadership structures.

We are third party audited under ISO9001 (Quality Management Systems) and ISO14001 (Environmental Management Systems) to ensure we are responsibly managing our environmental impact.

### **Our sustainability governance structure:**

- UK Board has accountability of the UK sustainability strategy including Emma Hoskyn as UK Head of Sustainability and Kweku Yankson as People Partner for Northern Europe
- Our Corporate Sustainability Leadership Group oversees the implementation of sustainability targets
- Our Commercial Sustainability Leadership Group oversees the implementation of sustainability services
- The central UK Sustainability Team is the core corporate sustainability team
- Dedicated sustainability leads supporting integration within key business lines

### **Driving our UK corporate engagement:**

- Sustainability Champions Network
- Community Champions Group
- 138 UK sustainability professionals

### **Our business resource groups:**

- Faith Network
- Disability Empowerment Network
- Building Pride
- Gender Balance Group
- Race for Change
- Working Parents and Caregivers Network
- The Global Network
- Neurodiversity Network







# Our objectives and highlights



## Tackling the climate and nature emergency

Focus area	Our objectives	Our highlights
<b>Race to Zero</b>	Engage our top 100 clients and top 250 FTSE UK real estate companies to align to Race to Zero	<p><b>JLL UK</b></p> <p>44% of our top clients and FTSE 250 real estate companies have aligned to Race to Zero and an additional 27% have made some commitment towards net zero. We have supported our clients through the development of an engagement programme and upskilling of our client-facing teams.</p>
<b>Client Emissions</b>	Reduce carbon emissions across all properties JLL manages for clients	<p><b>JLL UK</b></p> <p>We have worked closely with our Work Dynamics and IFM clients to drive down carbon emissions across their portfolios, aiming for 30% reduction per sq ft. Most of our largest clients are making good progress against their decarbonisation pathways, which reflects the efforts of our teams to deliver energy and carbon reductions. We continue to improve and integrate energy reporting platforms to provide robust, quantitative analysis of our performance.</p>
<b>Electric Vehicles</b>	Transition towards electric cars for our fleet, benefit and pool cars as well as for commercial vehicles where applicable	<p><b>JLL UK</b></p> <p>At the end of 2022 all of our 157 cars on the salary sacrifice scheme were electric.</p> <p><b>Integral</b></p> <p>The benefit fleet is now 62% electric/hybrid and the commercial fleet has 12 electric vans now active, accounting for 2% of the commercial fleet. Solutions around the infrastructure of home and 'on the go' charging were also rolled out which will be necessary for the scale up of electrification.</p>
<b>Business Travel</b>	Reduce emissions from JLL's business travel	<p><b>JLL UK</b></p> <p>Through encouraging positive behaviours across the business and adoption of new technology to enable virtual meetings where appropriate we are pleased to have achieved a 43% reduction in carbon emissions from business travel per employee which is above our anticipated goal of 35%.</p> <p><b>Integral</b></p> <p>Emissions from Integral's business travel are less than 1% of JLL's overall business travel emissions.</p>



## Tackling the climate and nature emergency

Focus area	Our objectives	Our highlights
Nature	Establish UK strategy on nature based solutions	<b>JLL UK</b> Having recruited a Director of Climate in Nature in 2022 we started the process to identify the material issues associated with nature, aligning with the development of the Taskforce on Nature-related Financial Disclosure. Through this process we have gone on to develop a nature and biodiversity strategy, which we will align with our wider sustainability strategy and actions in 2023.
Circular Economy	Create a roadmap to integrate circular principles into services and operations	<b>JLL UK</b> In 2022 we conducted a gap analysis to identify the key impact areas where circular principles can be embedded into our operations and our client services. The roadmap created is now being reviewed with the business to ensure progress towards a more circular approach in our operations, services and supply chain by 2030.
Net Zero Buildings *	Work towards achieving our 2030 net zero commitment by decarbonizing our UK offices	<b>JLL UK</b> Our Net zero carbon roadmap is aligned to UKGBC best practice and embedded into the UK estate strategy. We set net zero carbon criteria for building selection and green lease clauses. Our office energy consumption continues to drop (achieving a 10.41% reduction since 2019) and in 2022 we focused on procuring high quality renewable energy, whilst we continue to explore opportunities to implement Power Purchase Agreements.  <b>Integral</b> All Integral building leases have a break clause before 2030, allowing us to create a plan for renewals, to incorporate net zero criteria.

\* Aligned to global JLL objectives

## Tackling the climate and nature emergency

Focus area	Our objectives	Our highlights
Circular Economy *	Incorporate circular design principles for all JLL UK office fit-outs to reduce embodied carbon	<p><b>JLL UK</b></p> <p>We are progressing well with our objective for all UK office fit-outs to incorporate JLL UK low embodied carbon and circular design guidance. Our new Canary Wharf office at 20 Water St achieved a 42% reduction in embodied carbon and our new Glasgow office achieved a 33% reduction in embodied carbon. We are well on our way to our ambition of a 50% reduction in embodied carbon.</p> <p><b>Integral</b></p> <p>No office fit-outs have been carried out by Integral in 2022. Integral will aim to complete future fit-outs in line with the JLL UK estate strategy.</p>
Waste & Recycling *	Increase our recycling rate for JLL UK office waste	<p><b>JLL UK</b></p> <p>We have achieved a high recycling rate across our waste streams, including operational office waste, construction fitout waste, WEEE waste and confidential paper waste, well above our aspiration of an 80% recycling rate. We will continue to monitor our rate to ensure we remain above 80% going forward.</p> <p><b>Integral</b></p> <p>Introduced processes in place in each office to record different waste streams. We held training on recycling in the office to develop end users' knowledge of how and why to recycle, and introduced recycling of uniforms in partnership with supplier. As a result the recycling rate has greatly increased, with one of our sites already at 100% recycled waste diverted from landfill.</p>

\* Aligned to global JLL objectives



## Tackling the climate and nature emergency

Focus area	Our objectives	Our highlights
Single use Plastics *	Remove single-use plastics from JLL UK offices	<p><b>JLL UK</b></p> <p>Efforts to eliminate single-use plastics by 2023 are integrated into our fit-out standards. In our supply chain we are introducing green clauses that prohibit single-use, non-recyclable or non-biodegradable plastics, and we are working with catering suppliers to provide reusable dishware for catered meetings and events. Our Facilities Management team have already started to eliminate single-use plastics from offices, and we are working with our landlords and suppliers on joint waste management campaigns.</p> <p><b>Integral</b></p> <p>Work has been ongoing to reduce single use plastics, and this year progress has been made by purchasing stationery from alternative product list provided by Lyreco that focuses on reducing plastic. Composable bin bags have also been introduced as well as recyclable containers used for cleaning products (concentrated), recycled buffet trays used from caterers whilst removing plastic stirrers and cups.</p>
Building Certification *	For new office fit-outs above 5,000 sq ft aim for SKA Gold or BREEAM Excellent (or equivalent) certification, and WELL Gold certification	<p><b>JLL UK</b></p> <p>For JLL office fit-outs completed in 2022: Canary Wharf (Water St) achieved SKA Gold, BREEAM Excellent and on track for WELL Platinum. Norwich fitout achieved SKA Gold and on track for WELL Platinum. Glasgow on track for SKA Gold and WELL Platinum</p> <p><b>Integral</b></p> <p>No office fit outs have been carried out by Integral in 2022, and there are none planned for 2023.</p>

\* Aligned to global JLL objectives

## Championing a just and equal society

Focus area	Our objectives	Our highlights
Real Living Wage	Ensure employees are paid Real Living Wage and work towards the real Living Wage across our clients' supply chains	<p><b>JLL UK</b></p> <p>"New Living Wage rates were published in September 2022. JLL has identified all employees remaining below the new rates and applied appropriate salary increases in November 2022, backdating them to 1 September 2022.</p> <p>Efforts to drive Real Living Wage across our clients' supply chain continues with good progress. We have also recently joined the Real Living Wage Service Provider Group to share expertise and champion the real Living Wage within the provider industries."</p> <p><b>Integral</b></p> <p>Implementation plan underway in Integral to work towards the relevant Real Living Wage accreditation.</p>
Housing	Advocate for a diversity of housing supply, including truly affordable housing, and demonstrate that JLL considers the quality of life for future residents	<p><b>JLL UK</b></p> <p>A number of initiatives underway including supporting industry bodies, contributing to policy papers promoting affordable housing, and broadening our promotion of first-time buyer and shared ownership schemes. We are also continuing our work to support a sustainable homebuilding sector through the NextGeneration initiative.</p>
Social Mobility - Graduate Programme	Increase recruitment for our Graduate Programme from socially mobile backgrounds	<p><b>JLL UK</b></p> <p>In 2022, 37% of graduates were socially mobile. In 2023 we will work to improve data collection and request of information throughout the hiring process, as well as tracking for Apprentices, Interns and Placements, aiming for a rate of above 35% for each intake.</p>



## Championing a just and equal society

Focus area	Our objectives	Our highlights
Graduate/Apprentice Pathway	Develop a dedicated sustainability pathway for apprentices and graduates	<b>JLL UK</b> At the end of 2022, 21 graduates were recruited on our sustainability pathway, with 12 new hires made for 2023. Discussions regarding the development of an apprenticeship programme are progressing in 2023 for 2024 hiring.
Social Value	Create a framework for social value for client and corporate activity	<b>JLL UK</b> Our social value service line was launched in early 2022. We are currently planning to enhance our corporate approach to social value in 2023, building on existing commitments in our sustainability strategy.
Time in the Community *	Promote employee time in support of the community	<b>JLL UK</b> Employees completed 1,156 days of volunteering, below our aspiration of 2,635 days, but representing 23% of our employees. Going forward we are developing a volunteering strategy that will look to capture the data more accurately and work with community partners to deliver meaningful opportunities to offer skills, practical time or mentoring opportunities.  <b>Integral</b> Approach to capturing time spent in the community is being reviewed
LandAid	Support LandAid on the growth of their pro bono programme	<b>JLL UK</b> Alongside other partners, JLL's membership in the steering group has enabled LandAid to make a significant step-change within its pro bono service.

\* Aligned to global JLL objectives

## Growing responsibly

Focus area	► Our objectives	► Our highlights
Pitches/Client Relationships	Support client sustainability ambitions by including sustainability our pitches and all strategic client partnerships	<b>JLL UK</b> Sustainability was included in 46% of pitches in 2022, with improved tracking implemented for better performance reporting and target improvement from 2023. All of our strategic client partnerships have a nominated sustainability representative and sustainability is incorporated into our client plans.
Purpose	Co-sponsor a new standard on sustainable purpose, facilitated by The British Standards Institution and drive purpose throughout the business	<b>JLL UK</b> The British Standards Institute's "PAS 808:2022 Purpose-driven Organisations – worldviews, principles and behaviours for delivering sustainability" – the world's first business standard for corporate purpose - was launched in July 2022 at an event hosted at JLL. JLL co-sponsored the creation of the standard and were members of the steering group. The strategy for continuing to drive purpose throughout JLL is in development, working in partnership with Blueprint for a Better Business.
Procurement *	Develop an approach for procurement from SMEs, social enterprises, and diverse businesses	<b>JLL UK</b> We have an initial baseline of UK Corporate suppliers in place showing 5.2% spend with diverse suppliers. We are currently progressing plans for procurement from SMEs, social enterprises and diverse businesses.

\* Aligned to global JLL objectives



## Growing responsibly

Focus area	► Our objectives	► Our highlights
Procurement *	Support our key suppliers (corporate and client spend) to align to a net zero carbon or SBTi target and to regularly collect and publish employee diversity data and plans	<p><b>JLL UK</b></p> <p>Key suppliers identified across all UK Procurement teams and data gathering well underway. A consolidated view and plans to remediate will be in place in H2 2023.</p>
Pension	Review our default pension fund and/or pension provider, with inclusion of sustainable investing as a key criteria	<p><b>JLL UK</b></p> <p>Review is in progress and work continues with our advisers to assess suitability of Standard Life's sustainable default fund as the default under the JLL Group Flexible Retirement Plan.</p>
Sustainable Living	Engage employees on sustainable living initiatives	<p><b>JLL UK</b></p> <p>We are pleased that almost a quarter of our employee population has been engaged in Sustainable Living initiatives, making good progress towards our ambition of 30% engagement rate. We have ongoing programmes that encourage employees to live more sustainably, ranging from an electric vehicle benefit scheme to education workshops delivered by partners such as WWF.</p> <p><b>Integral</b></p> <p>Approach to capturing sustainable living engagement is being reviewed</p>

\* Aligned to global JLL objectives

## Fostering inclusion and wellbeing

Focus area	► Our objectives	► Our highlights
Gender *	Aim towards 35% of female directors and key governance committees constituting 35% female	<p><b>JLL UK</b></p> <p>We are working towards increasing female representation at senior levels, currently achieving 32% director. We are reviewing how we can further support our senior women across the business, and are working on more impactful programmes for 2023 onwards.</p> <p><b>Integral</b></p> <p>We recognise there are improvements to make to increase the percentage of female directors, currently at 25%. The Integral board (key governance committee) are 20% female.</p>
Ethnicity	Aim towards 15% of employees and 10% of directors from ethnically underrepresented groups	<p><b>JLL UK</b></p> <p>We are striving to increase the amount of ethnically underrepresented employees, currently at 12% across the UK business. We are working to reduce the challenges at senior levels with currently 8% of Directors from ethnically underrepresented groups due to a smaller pool of talent available at director level compared to graduate level. We have introduced specific programmes and initiatives to address these gaps.</p> <p><b>Integral</b></p> <p>13% of our employees, and 5% for our directors are from underrepresented groups.</p>
Disability	Disability Confidence Standard alignment	<p><b>JLL UK</b></p> <p>We are aiming to achieve the Disability Confident Standard by 2025. We achieved Disability Confident Level 1 and will aim to be Level 2 by the end of 2023.</p>

\* Aligned to global JLL objectives



## Fostering inclusion and wellbeing

Focus area	► Our objectives	► Our highlights
<b>Inclusion *</b>	Create an inclusive workplace where employees can be themselves	<b>JLL UK</b> We are seeking improvement in this area by creating appropriate inclusion training programmes. Our workplace strategy reviews the culture that we want to emulate, with a toolkit for leaders to run sessions to create a culture of conversation and feedback.
<b>Wellbeing *</b>	Develop an employee wellbeing index and deliver against the top 3 wellbeing priorities	<b>JLL UK</b> JLL UK has a strong suite of benefits now captured in the new Benefits Portal which are aligned to the top 3 wellbeing issues identified through analysis. We will work with the global strategy to identify the approach to executing it locally, above and beyond what we already offer.
<b>Skills</b>	Identify key skills required to deliver our sustainability, purpose and technology goals and provide clear routes to employees to develop these	<b>JLL UK</b> We are progressing well with all three skill areas. Sustainability: We initiated our ESG Academy which maps sustainability skills needs for business lines and will be rolled out extensively across the business to deliver in-depth training on relevant topics, as well as improving signposting and access to existing training opportunities. Tech: Technology strategy being developed with OneJLL client programme to embed and integrate JLLT products and services coherently with our client work, including upskilling our client relationship leads, mapping the skills needed and providing pathways. Further assessment of future needs have been identified through the JLL Innovator programme, which are currently being explored. Purpose: As part of our ongoing work on having a purpose-driven approach, employees will be engaged throughout 2023 on the culture and behaviours which support purpose, and their individual role and relationship to it.

\* Aligned to global JLL objectives

## Fostering inclusion and wellbeing

Focus area	► Our objectives	► Our highlights
Health & Safety *	Reduce JLL's Accident Severity Rate (ASR) year on year	<p><b>JLL UK</b></p> <p>Country level reporting commenced in 2022, so disclosure on progress will be available in future years. We have continued to strengthen our approach with the appointment of a new HSEQ Manager.</p> <p><b>Integral</b></p> <p>We will be aiming to reduce the incident rate in 2023, reducing the days lost for accidents.</p>
Health & Safety *	Achieve a safety culture score above the industry standard benchmark year on year	<p><b>JLL UK</b></p> <p>JLL maintaining its good position in scoring above the industry benchmark in the key criteria. We continue to strive to enhance our safety culture year on year through greater Global alignment and culture based initiatives like Global Safety Week.</p> <p><b>Integral</b></p> <p>Reviewing the improvement of the safety culture survey via better attendance, to be achieved with the introduction of safety action groups within the sectors to encourage and strengthen engagement.</p>

\* Aligned to global JLL objectives





# Reporting entities for JLL in the UK



JLL is a professional services and investment management firm specialising in real estate. We offer integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying, developing, or investing in real estate. As of December 31, 2022, we had global annual revenue of \$20.9 billion and fee revenue of \$8.3 billion, with operations in more than 80 countries and a global workforce of over 103,000 people. Jones Lang LaSalle Incorporated (which we refer to as “JLL”) was incorporated in 1997. Our common stock is listed on The New York Stock Exchange under the symbol “JLL”.

In the UK, we have seven major trading entities:

**1. Jones Lang LaSalle Limited**, hereafter referred to as JLL UK Ltd or JLL UK, is the trading name for most of our company operations in the UK. Registered company number is 01188567. As at 31 December 2022 staff numbers were 5,249. Of this, 3,492 staff were employed by JLL UK Investor and Occupier Services.

**2. Jones Lang LaSalle Resources Limited**, hereafter referred to as JLL Resources, is the trading name for our business which manages the resource

requirements for clients’ investment properties. Registered company number is 01231849. As at 31 December 2022 staff numbers were 448.

**3. Jones Lang LaSalle Services Limited**, hereafter referred to as JLL Services, is the trading name for our Integrated Facilities Management business in the UK. Registered company number is 04877382. As of 31 December 2022, staff numbers were 1,309.

**4. LaSalle Investment Management**, hereafter referred to as LaSalle, is one of the world’s leading investment managers. Registered company number is 02597050. As of 31 December 2022, staff numbers were 194. Information on LaSalle’s sustainability approach can be found [here](#).

**5. Tétris Projects Limited**, hereafter referred to as Tétris, which is the trading name for our interior fit-out business. Company number 07322946. As of 31 December 2022, staff numbers were included within JLL UK Ltd.

**6. Integral UK Limited**, hereafter referred to as Integral, is a leading provider of mechanical, electrical and fabric maintenance services in the UK. Registered company number is 05307588. As of 31 December 2022, staff numbers were 2,893. Integral was acquired by JLL in 2016.

**7. Hall and Kay** are consultants, designers, installers, and project managers of all forms of fixed fire protection systems in the UK. Company number 5211559. As of 31 December 2022, staff numbers were 370.

This UK report is prepared in accordance with **JLL’s global sustainability reporting** approach, which adheres to the following standards:

- Global Reporting Initiative (GRI)
- World Economic Forum (WEF) Stakeholder Capitalism Metrics
- Sustainability Accounting Standards Board (SASB)
- Taskforce on Climate Related Financial Disclosures (TCFD)
- **Global code of ethics**





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This Report 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, our diversity commitments, plastic removal goals, water consumption 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 of this Report 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.



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