

Building a  
*Better Tomorrow*

Our sustainability leadership ambition

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*UK Highlights 2018*

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## A message from our CEO

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For me, 2018 felt like a year of shifting opinion and behaviour, with businesses and society becoming more aware of the environmental and societal issues which affect us all. This is driven in part by the release of the IPCC's special report on global warming; UK businesses reporting their gender pay gaps for the first time; Larry Fink of Blackrock challenging CEOs to demonstrate 'purpose'; and the single use plastics campaign gaining momentum.

We know that the built environment has an enormous impact on the world and this report highlights some of the actions we are taking on key issues. As we enter what many are calling the 'make-or-break' decade for action, we are proactively engaging with clients and industry bodies on two pressing environmental issues in particular, designing out waste and tackling climate change.

We have also been working to make our own business and industry more diverse and inclusive, with a new strategy in place to achieve this. Homelessness is another issue close to my heart. We have a long-standing strategic relationship with Crisis and are on track to raise £1.2 million to get hundreds of people out of homelessness by 2020.

We know that taking a positive stance on these issues is something all our stakeholders want to see. As such embedding sustainability into our culture - in the way we think and the work we do - is supported by the entire JLL UK leadership team.

I hope this report provides you with an insight into what we have been doing during 2018 and leaves you with little doubt as to our commitment and determination to build a better tomorrow for us all.



*Chris Ireland*

**UK CEO, JLL**

# Our Building a Better Tomorrow strategy

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

## Clients



We seek to transform the UK property sector by integrating sustainability in to all our advice and by supporting our clients with leading sustainability and energy expertise.

## Workplace



Through exemplar workplace design and operation, we support staff wellbeing and play a leading role in the UK's transition to a low carbon, circular economy.

## Communities



We work in partnership to address the social issues where we can have the most impact. We are committed to leveraging our skills and experience, and to challenging ourselves and the way we do business.

## People



We seek to create a work culture that values diversity, recognises and rewards talent, develops skills for tomorrow's challenges and fosters good health, safety and wellbeing.

## Our Diversity and Inclusion commitment

We believe the success of our business depends on us all being able to be ourselves.

To deliver fresh and bold ideas to our clients we must have diverse people who bring unique perspectives and different experiences to the table. We are working hard to create a truly diverse and inclusive culture where everyone can flourish and be themselves - regardless of their differences, similarities or backgrounds.

We recently appointed a Diversity and Inclusion Director for the UK and have developed a robust strategy focusing on gender, ethnicity, social mobility and LGBT inclusion.



## Championing climate action



30% of buildings we manage for our clients powered by renewable electricity generated only from wind, sun or water

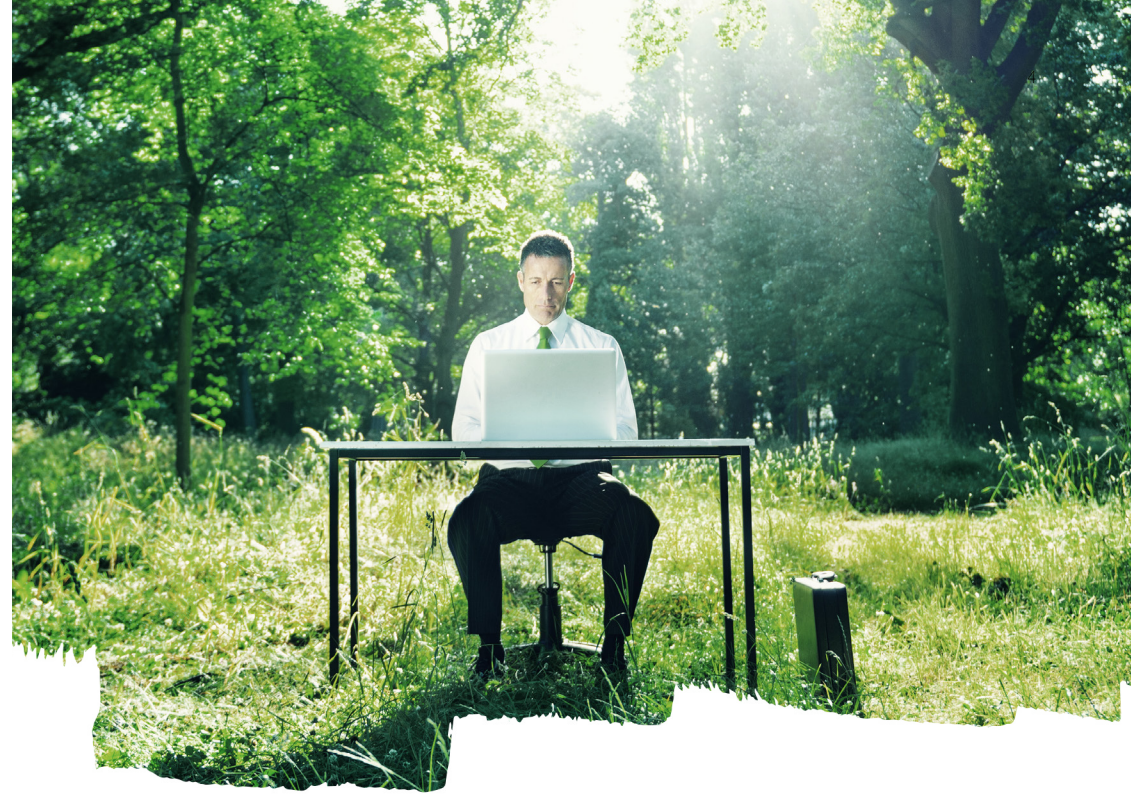
90% of electricity powering JLL corporate offices is renewable

Climate change is happening all around us. We can already see it and feel it. According to the world's most eminent scientists, we have just over a decade to turn things around. We must ramp up our collective efforts and accelerate the transition to a low carbon world now.

Getting the industry to move faster is not easy. It will take everyone's ingenuity and requires a mix of business innovation, industry collaboration and government policies. That's why we are a key partner on the UK Green Building Council's Advancing Net Zero programme. Launched at the end of 2018, this will focus energies on working together to figure out how our industry can hit zero emissions by 2050.

JLL is intent on doing our fair share. This is why we're defining science based targets for our global business. Once in place, these will align our carbon reduction strategy with the goals of the Paris Agreement.

Here in the UK we're addressing emissions through two key levers: improving energy efficiency and moving to 100% renewable electricity. In the buildings we manage for our investor clients, over 95% of the electricity we buy comes from a standard renewables contract and we have recently transitioned around a third (over 550) of the buildings we manage to a "natural" renewable electricity contract. This enhanced approach provides electricity which is only generated by the wind, sun or water, avoids renewables that are considered less clean and is at a scale not yet seen elsewhere in the industry.



Internally we're going through a similar transformation. The vast majority of electricity supplied to our UK corporate offices is now renewable, with biogas also provided to our largest office. Around two-thirds of this electricity is purchased from one solar

farm in east England. This kind of arrangement is key for developing vital low carbon infrastructure and is just one example of how we can be a powerful force for change and deliver tangible outcomes.

*"The need to mitigate the effects of climate change demands that we make a concerted effort to improve our energy efficiency and decarbonise the energy grid. By powering our real estate with renewable energy, JLL is helping us substantially lower our carbon impact and be at the forefront of the low-carbon transition."*

Tatiana Bosteels

Head of Responsible Property Investment, Hermes Investment Management



## Making the most of resources



Over 2 million items of single-use plastic replaced with eco-friendly alternatives

Circular office solutions shared with nearly two hundred companies, through Business in the Community

We live in a world where resources are finite and increasingly scarce. Nearly half of all resources extracted from the earth go into developing buildings and infrastructure and yet recycling rates remain low. We see endless opportunities for greater recyclability, reuse and material innovation and we are at the leading edge of this change.

We're working closely with Business in the Community (BITC) and its members to find circular economy solutions. This involves exploring ways to dramatically extend the life of goods by keeping them in endless reuse, repair or recycling 'loops' rather than throwing them away.

We have actively contributed to BITC's Circular Economy Taskforce for the last two years and provide invaluable support and leadership to its Circular Office Initiative. We seconded two members of our team to BITC to help produce the first Circular Office Guide and recently became a 'Waste to Wealth Champion' for

the Built Environment, meaning our focus in 2019 will be on scaling up efforts in our sector and across our client services.

We know our clients are equally passionate about these issues. This is why we've rolled out 10 Core Sustainability Principles across our Project and Development Services team. These will be considered on every project we manage and include eliminating waste and using more sustainable materials. In 2018 around 250 staff received training on the principles and are now better equipped to meet growing demand for more "circular" fit out and refurbishment projects.



We're also testing a range of circular initiatives across our office estate. For instance, we're turning waste coffee grounds into green energy and using disposable cutlery and cups made from plants not plastic. We're also piloting repurposed office furniture and

a number of recycling and reuse initiatives. These are already making a measurable difference and we've only just begun to explore the possibilities.

*“JLL is providing invaluable leadership as an active member of Business in the Community's Circular Economy Taskforce, contributing generously with time and expertise. Together we are leading the way in bring the circular economy to life, starting at the heart of business activities in their offices.”*

Libby Sandbrook  
Head of Circular Economy, Business in the Community

## Delivering on housing and homelessness



Supported 638 people into housing through our partnership with Crisis

Value over 650,000 social housing units a year

We believe everyone should have a place to call home. Sadly, even in wealthy countries like the UK, this isn't so. Homelessness affects hundreds of thousands of people and is on the rise. We are seeking to change this by working with the housing sector and charities who share this goal.

We've been partnering with homeless charity Crisis since 2017 and last year, doubled our initial commitment by extending the partnership to 2020. Well on track to meet our overall fundraising target of £1.2 million, we have so far raised more than £630,000, directly supporting 638 people into housing.

But we do far more than just fundraising. We help Crisis in every way we can. This includes lending our skills and expertise to support vital aspects of the charity's work and to contribute to its growth and impact. Our involvement touches everything from working directly with people facing homelessness, to providing Crisis with essential

professional support - whether that be research, marketing, real estate or other core services. For example, we recently helped Crisis find new premises for one of its London centres. We also sit on the Changing Lives Grant Panel which helps those affected by homelessness launch their own business.

A major focus of our efforts this year has been helping Crisis with its Plan to End Homelessness. Our residential experts contributed to the Plan and Adam Challis, our Head of Residential Research spoke at the launch event.

We know the lack of housing, especially affordable housing, is a big part of the problem. We're advising Homes England - the Government's

housing agency charged with delivering 300,000 homes a year by the mid-2020s - on fresh ideas to boost housing supply, including supporting smaller, more innovative house builders. Our Affordable Housing team is the second largest in the country and values over 650,000 social housing units

a year. The team work with some of the largest Social Housing Associations in the country and is renowned for unlocking opportunities for investors to enter this market and help achieve the Government's housing delivery ambitions.

*“In the long-term the only solution to fixing our broken housing system is building the genuinely affordable homes we so desperately need.”*

Adam Challis  
Head of Residential Research, JLL



Together  
we will end  
homelessness

www.crisis.org.uk



## Empowering our people



26 senior executives trained at Cambridge Institute for Sustainability Leadership

Just under 20% of our people volunteered in support of community projects

Society is up against some big challenges. If we put our hearts and minds to it, we can make a tremendous difference, both as individuals and collectively. By unlocking the potential of our people and empowering them to act on sustainability, we really can create a better tomorrow for all. It's that simple.

We all need to be clear on what sustainability is and how it's relevant to our work and clients. To this end we are educating and empowering our entire workforce - from graduates to executive level and in every discipline - so that everyone is equipped to advise and lead the conversation.

Our tools include an e-learning module for all staff and a series of training programmes geared towards certain roles or needs. For instance, this year we partnered with Cambridge Institute for Sustainability Leadership to create a series of tailored workshops to inspire our senior leaders to accelerate action. We also launched an award scheme within our property management division

to showcase the fantastic work of our teams, clients and supply chain partners and to motivate others looking to raise the bar.

We believe volunteering is a powerful way for people to boost their skills while contributing to something bigger and we are proud that nearly 20% of our people volunteered in 2018. We focus our charitable activities across themes where we believe we can have the greatest impact. These are: enhancing the education and skills of young people; urban regeneration and renewal; and housing and homelessness. Although Crisis is our major charity partner and is the focus of much of our volunteering and pro bono



efforts, we also work with many other organisations who support our goals.

For instance, through our relationship with Enabling Enterprise we host students from non-advantaged areas in our workplaces. Through office tours and workshops, we give the students a chance to meet our staff, get a flavour for the different careers in property

and to develop their skills by solving a real-life team challenge. Environmental volunteering is also very popular. This year, hundreds of our people volunteered for Groundwork helping transform and bring back to life acres of neglected land including playgrounds, public gardens and allotments.

*“Partnerships like the one we have with JLL are essential in helping Groundwork to deliver our mission to transform places and lives. The commitment, time and resources put in by JLL has been truly spectacular and they have been a joy to work with! These spaces will benefit thousands of people into the future.”*

Graham Duxbury  
CEO, Groundwork

## Unlocking talent



Reached 600 students from non-advantaged backgrounds

One of the Top 50 employers in the Social Mobility Index

Social class and status are well known to be indicators of future success. Those who are privately educated hold over half of the top jobs in most professions and yet they equate to just 7 percent of the population. This means that we are at risk of overlooking a large share of the talent pool. We, like all businesses, have a vital role to play in creating fairer and more equal access to our profession.

In 2018, we were one of the top 50 employers in the Social Mobility Foundation Index, recognising our efforts to make our business more socio-economically diverse.

This includes taking measures to ensure each element of our recruitment and hiring process gives everyone an equal chance of success. We were one of the first in the sector to make use of the 'Rare' tool for graduate recruitment, which enables us to judge a candidate's academic grades relative to their socio-economic background. Through this we can spot a candidate's raw potential rather than learned ability.

We are also driving social mobility through our apprenticeship programme, currently 40-strong. With over seventy five percent of our apprentices working towards degree level qualifications or above, we know we are creating an important alternative route into our profession. We offer a wide range of work placement and internship schemes including JLL Inspire - a work experience programme open to students from lower socio-economic backgrounds.



We are also supporting research to understand the root causes to the lack of access to the property profession. Through the JLL UK Foundation, we are

working alongside others in the sector to understand these barriers and how they can be removed.

*“JLL's open culture, that embraces people from different backgrounds, and the apprenticeship programme has contributed significantly to my on-going development. I am continuously supported and encouraged on my journey to becoming a Chartered Surveyor.”*

Doreen Kontor  
Apprentice, JLL



## Looking forward



**Sophie Walker**

UK Head of Sustainability

*“Last year saw the culmination of our ‘Transforming Real Estate’ campaign, promoting a sustainable future for the industry and for our communities. The campaign also reinforced the urgency of the social and environmental challenges we are all facing.*

*At the same time, our sector is under-going significant disruption, driven by changing customer needs and the digital revolution. What this means is that many firms, including JLL, are taking a fresh look at their business models and experimenting with new ways of operating. We see this as a fantastic, once in a generation opportunity to embed sustainability and collaboration into businesses.*

*With our sustainability efforts to date we know that we are still just getting started. Imagine the positive impact we can all have if we scale up these efforts and collaborate further. That’s our vision and we believe we can achieve it.”*



**Emma Hoskyn**

Acting UK Head of Sustainability

*“As a JLL UK board member, it is my responsibility to champion our building a better tomorrow agenda in every facet of our business strategy. We’re reaching the point where sustainability is a fundamental part of our internal thinking and the work we do for clients. Whether it’s cutting waste in major high street banks, powering thousands of commercial buildings with renewables, or factoring community considerations into new development activity, we see sustainability as becoming a natural part of everything we do and all the advice we give.”*



**Andrew Renshaw**

UK Board Sponsor for  
Building a Better Tomorrow



**Richard Batten**

Global Chief Corporate  
Responsibility Officer

*“In 2018 we were very proud to launch building a better tomorrow across our global business and in doing so, to strengthen our commitment to sustainability. The UK business continues to be a market-leader in driving sustainability internally and externally. Collectively, we are united in our ambition to build a better tomorrow.”*

# Our 2018 progress against 2020 targets

**Key - assessment of progress against our 2020 targets**

Ahead of where we need to be







On track



Behind where we would like to be



**We have thirty 2020 targets. In this table, we show progress against 16 of the 30 targets, which have been our primary focus in 2018. For full data and further information on our progress against all our 2020 targets, see our 2018 UK Progress Report on our website**

Building a Better Tomorrow pillar	Subcategory	2020 Target	Progress	Commentary
 Clients	Market Transformation	Support the circular economy through our services, workplace and public affairs activities	● ● ●	Provided two secondees to Business in the Community to support publication of their Circular Office Guide. Integrated circular economy principles into the sustainability strategy for our new London office, planned for 2022.
	Embedded Sustainability in Core Real Estate Services	50% of UK business lines (by revenue) in the 'Realise Commercial Benefits' stage of JLL's Sustainability Journey Model©	● ● ●	15% of our UK business by revenue is in the Realise Commercial Benefit stage of our Sustainability Journey Model©. Action plans are in place with all business lines to implement sustainability initiatives which will generate commercial value.
	Client Engagement	Engage with our top 40 clients to help them improve their sustainability performance	● ● ●	Engaged with 35% of our top 40 clients. The feedback received was communicated to our Client Account teams to action.
 Workplace	Travel	Reduce business travel carbon emissions by 10% per FTE (2016 baseline)	● ● ●	Increased our business travel emissions by 4% (per FTE). We are continuing to invest in smarter ways of working to reduce our reliance on business travel and are developing an electric vehicle strategy for our fleet.
	Energy & Carbon	Reduce energy consumption by 35% across JLL UK corporate estate (2012 baseline)	● ● ●	Achieved a 30% reduction in energy consumption, due to our new energy efficient office in Bristol and continued energy reduction activities in fit-outs and operations across the estate.
		100% renewables across JLL UK corporate and residential estate	● ● ●	Achieved 90% renewable electricity across our estate, with 60% sourced from a solar farm in Suffolk.
	Waste	Zero waste to landfill and 70% of all waste recycled in JLL UK corporate estate	● ● ●	Achieved 99% of office and IT waste diverted from landfill, with over 75% of all waste recycled.
 Communities	Housing & Homelessness	Raise £1.2 million for Crisis, to support 1200 people into housing	● ● ●	Raised over £630,000 to date, supporting 638 people into housing via Crisis' housing coaching programme.
		Support the strategic aims of Crisis and LandAid, and the development of Crisis' roadmap to ending homelessness	● ● ●	Provided input to the development of Crisis' Plan to Ending Homelessness, spoke at the launch event in June 2018 and have hosted roundtables on the corporate sector's role in delivering the Plan.
	Urban Regeneration	Make a positive, measurable difference through our services and charitable partnerships to urban regeneration	● ● ●	Partnered with UK urban regeneration charity Groundwork to deliver legacy-focused community projects for employee volunteers. Commissioned first phase of study to understand our impact on urban regeneration in the UK.
	Volunteering	30% volunteering rate	● ● ●	We achieved a 19% volunteering rate.
 People	Lifestyle & Wellbeing	Be recognised for delivering lifestyle & wellbeing opportunities for employees	● ● ●	Hosted a Wellbeing Day in 2018 with over 750 participants and held employee events during Mental Health Awareness Week. Piloted mental health first aider training, to be rolled out further in 2019.
	Gender	Improve the gender balance at every grade	● ● ●	First JLL UK gender pay gap report released in 2018 with action plan in place to reduce gap.
	Social Mobility	Improve our position on the Social Mobility Index (2017 baseline)	● ● ●	Improved our position from 66th to 30th and feedback under review to drive further improvements.
	Ethnicity	Ensure 10% of staff are BAME with improved balance at Director grades	● ● ●	7% of staff are BAME. The percentage of BAME Directors remains static, but is in line with other corporate businesses.
	LGBT + Inclusion	Achieve Top 100 employer in Stonewall's Workplace Equality Index	● ● ●	Ranked 152 (dropping from 136) but our 2019 score has improved. Project team have undertaken thorough analysis of gaps against Stonewall Index and action plan in place. Appointment of LGBT Exec Level sponsor.



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[jll.co.uk/buildingabettertomorrow](http://jll.co.uk/buildingabettertomorrow)

JLL Gender Pay Gap Report: [jll.co.uk/gender-pay-gap](http://jll.co.uk/gender-pay-gap)

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