



Building for Tomorrow
2015 Full Progress Report



BUILDING for
TOMORROW

Introduction

In 2014, the UK business launched Building for Tomorrow, the name and identity for our sustainability agenda. Our goal under Building for Tomorrow is to embed sustainability into our business and it is delivered across four workstreams, encompassing all our sustainability activities: Clients; Leadership; Communities; Workplace. Our commitments under the four workstreams are listed below.



CLIENTS

We want to create added value for our clients by helping them to navigate the sustainability implications of every business decision.



LEADERSHIP

We want to be the most sustainable property consultancy in the UK, leading the conversation and setting sustainability standards for real estate.



COMMUNITIES

We want to invest time and energy into community projects, so we can make a positive difference to the world we live in and create shared value for our business.



WORKPLACE

We want to implement sustainable workplace practices to maximise staff wellbeing and minimise our adverse environmental footprint.

To deliver on these commitments, each year we set a number of targets spanning across the four work streams. In 2015, we set a total of 15 targets. Over the course of the year, we implement multiple sustainability initiatives to achieve the targets and continually monitor progress against identified performance indicators. This report summarises the progress we have made against our 2015 targets, based on a light touch audit performed by the Building for Tomorrow team* and where applicable, evidence of delivery has been collected and recorded.

This report also includes the sustainability targets we have set for 2016 and a brief overview of our Diversity and Inclusion initiatives. This report accompanies the shorter “Building for Tomorrow: 2015 Progress Highlights.”

**Building for Tomorrow Team consists of Sophie Walker (UK Head of Sustainability), Sonal Jain (UK Sustainability Manager), Mark Francis (UK Environmental Manager) and Gemma Piggott (UK Community Manager)*

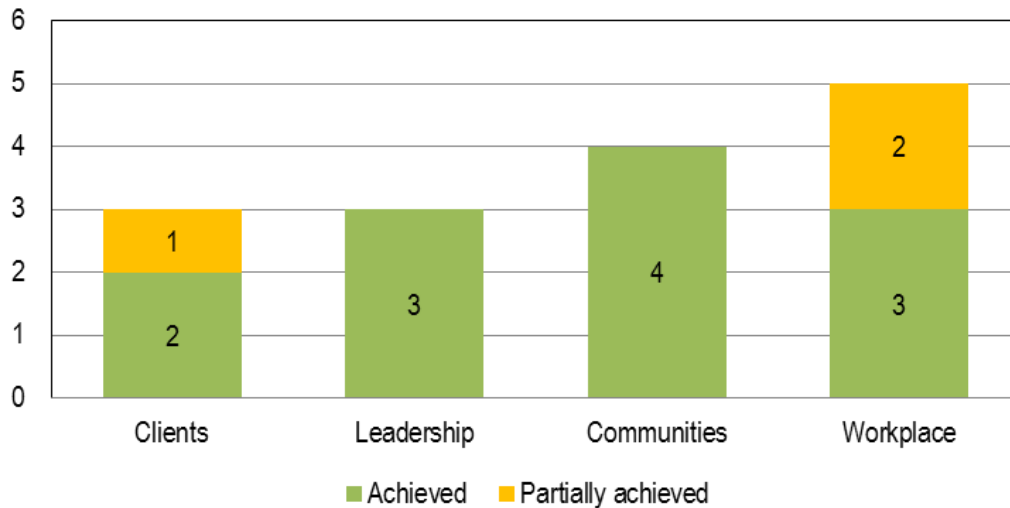


2015 Target Performance

Of the 15 targets:

- 80% were achieved
- 20% were partially achieved

2015 Building for Tomorrow targets



This table shows the status of each of the 2015 targets, alongside brief comments on the outcome.

Workstream	Target	Status	Comments
Clients	Deliver over 5000 man hours of sustainability training - equivalent to 60% of our UK staff	Achieved	A bespoke sustainability e-learning course was launched in 2015 and over 80% of staff have completed it so far. In total, over 7500 hours of sustainability training was delivered
Clients	Grow our revenues from sustainability services by 10%	Achieved	Grew our revenue from sustainability services by over 10%. This accounts for services delivered by Upstream, Property & Asset Management, Buildings & Construction and the Renewables teams.
Clients	Engage with strategic and growth clients on sustainability to deliver added value	Partially Achieved	<p>Client engagement initiatives included:</p> <ul style="list-style-type: none"> - Bespoke sustainability meetings arranged via Client+ teams - Sustainability seminars to present findings from our thought leadership outputs - Integration of sustainability information in client pitches <p>We advised over 100 clients on sustainability and achieved £1.3m in energy cost savings (and 6388 tonnes of CO2 savings) through our energy saving initiatives. We also advised on 87 renewable projects, with the potential to reduce CO2 by 2.6</p>

			<p>million metric tons once completed</p> <p>However, this target for not fully achieved as we did not engage with every strategic and growth client during 2015.</p>
Leadership	Drive Sustainability in the real estate sector by producing innovative thought leadership	Achieved	<p>Key thought leadership outputs included:</p> <ul style="list-style-type: none"> - Sustainability predictions 2015 - Big Eight for Real Estate - Optimising real estate: cost vs value - Nextgeneration report: Joining the dots
Leadership	Raise awareness in the real estate sector by running sustainability focussed events	Achieved	<p>7 sustainability events organised in 2015, attended by over 380 attendees. Our events marked key industry initiatives including:</p> <ul style="list-style-type: none"> - Green Sky Thinking week - World Green Building Week - Bristol Green Capital 2015 - GRESB launch
Leadership	Continue to partner in key industry initiatives	Achieved	<p>Regularly contributed to key industry initiatives including: GRESB, UKGBC, BiTC, Next Generation, Corenet, BPF, amongst others</p>
Workplace	Implement energy efficiency measures to reduce our energy and carbon use by 10% by 2017 (against 2012 baseline)	On track to be achieved	<p>This is a long term global target that expires at the end 2017. Since 2012 in the UK, we have reduced our energy use by 38% and carbon use by 37%, per full time employee.</p>
Workplace	Achieve ISO 14001 certification for all our offices	Partially Achieved	<p>94% of floor area certified to ISO14001. In 2015, 2 further offices were certified, bringing total to 11 UK offices certified</p>
Workplace	Achieve SKA silver rating on our planned fit-outs	Partially Achieved	<p>2 corporate offices certified to Ska Silver in 2015, bringing total to 6 UK corporate offices at Ska Silver standard (representing 53% of floor area).</p>
Workplace	Obtain feedback from over 30% of our staff on the overall effectiveness of our workplaces	Achieved	<p>Originally set as 2 year target (from 2014 to 2016). Two staff surveys done so far – Warwick Street office and Bristol office. Results of Warwick street office - 91.7% stated the office design was important to them, 80% said they are proud to bring visitors, 72% said it was an enjoyable environment, 70% said it contributes to a sense of community at work. Bristol office survey is being analysed</p>
Workplace	Target 50% of our staff through an environmental behaviour change campaign	Achieved	<p>Make Pulp Fiction paper reduction campaign – 100% of staff targeted, resulting in 20% reduction in paper, £20k saved, 850,000 pages saved in first 3 months</p>
Communities	Appoint a UK Community Manager and develop a community strategy for roll-out in 2016	Achieved	<p>UK Community Manager appointed March 2015 and strategy developed during 2015 for internal release in 2016 and external launch in early 2017</p>
Communities	Invest £450,000 into impactful community initiatives	Achieved	<p>Exceeded investment target. Current figure is based on a comprehensive review of spend and activity, though does not include pro bono work. Full calculation and disclosure will be made when we complete our LBG submission in June/July, which</p>

			will include pro bono work, though it is expected any change will not be material
Communities	Achieve 500 days of volunteering	Achieved	Exceeded volunteering days, due in large part to an increase in activity on Give and Gain Day and some new teams undertaking team volunteering. A further Give and Gain Day increase is expected this year, together with a couple of large scale Starlight events which will require approximately 80 JLL volunteers in total
Communities	Recruit 9 apprenticeships	Achieved	9 apprentices recruited. We have a 90% retention rate currently for our apprentices.

2015 Workplace Performance Data

	Units	Target	Progress against baseline year	2015	2014	2013	2012	Comments	
Energy and Carbon									
Energy	MWH/FTE	10%/FTE reduction by 2017 with 2012 baseline	-38%	1.85	1.76	2.31	3.00	Reasons for reduction: Refurbishment to Ska rated offices. Environmental Reduction Programme (ERP) by JLL Usptream. Electrical sub-metering roll out.	
Carbon	Tonnes/FTE	10%/FTE reduction by 2017 with 2012 baseline	-37%	0.77	0.80	0.94	1.23		
Emissions									
Scope 1 Natural Gas	tonnes CO2e	-	-31%	231	210	254	335		
Scope 1 Car mileage	tonnes CO2e		-	914	-	-	-	Data collation started in 2015	
Scope 2 Electricity	tonnes CO2e		-24%	1,664	2,001	1,965	2,201		
Scope 3 Air, Rail, Car mileage	tonnes CO2e		-	4,933	-	-	-	Data collation started in 2015	
Energy									
Electricity	MWH	-	-25%	3,601	4,049	4,411	4,784	Reasons for reduction: Refurbishment to Ska rated offices. Environmental Reduction Programme (ERP) by JLL Usptream. Electrical sub-metering roll out.	
Gas	MWH		-31%	1,251	1,134	1,377	1,811		
Total energy	MWH		-26%	4,853	5,183	5,788	6,596		
Business travel									
This is based on 75% actual data from our travel management service provider and 25% estimated from our employee expenses.									
Air	million miles	-	-	10.00				Data collation started in 2015	
Road	million miles		-	3.47				Data collation started in 2015	
Rail	million miles		-	4.4				Data collation started in 2015	
Resource consumption									
Paper use	Average monthly A4 pages/FTE	30% reduction in pages/FTE by y/e 2017 based on 2014	-7%	8,180	8,830	-	-	Data collation started in 2014	
Water supply	m3	-	4%	21,070	19,450	19,589	20,317		
Waste									
JLL HQ - Warwick Street									
waste recycled	%	70% recycling rate	-	63%				Data collation started in 2015	
waste to energy	%		-	37%					
waste to landfill	%		-	0%					
JLL - Norwich									
waste recycled	%	70% recycling rate	-	45%					
waste to energy	%		-	55%					
waste to landfill	%		-	0%					

Our sister programme: Diversity and Inclusion at JLL

At JLL UK, we are committed to creating an environment and culture of openness, and oppose all forms of discrimination. We encourage and celebrate diversity because broader perspectives, skills, experience and knowledge will enrich and enhance the value we bring to each other, our clients, shareholders and other stakeholders.

Our Diversity and Inclusion programme is a 'sister' initiative we are running alongside Building for Tomorrow. We formally launched our diversity strategy in 2014 in the UK, aiming to ensure we:

- Create a culture that attracts and retains the best talent
- Encourage innovation and creativity in all employees
- Increase diversity and inclusivity across our business and the property industry

Below is a brief overview of initiatives we have implemented to deliver on our diversity strategy.

	Initiative	Status	Comments
Diversity	Collect data on: - Diversity stats for UK JLL employees - Survey JLL female alumni to identify reasons for leaving	Partially Achieved Achieved	We introduced a confidential online questionnaire to collect diversity data which enabled us to establish our current D&I statistics and develop our future diversity and inclusion strategy We used an external facilitator to produce a report on the data collected from the survey and focus groups. This provided us with significant feedback which we are using to develop opportunities for flexible working
Diversity	Set a five year target to increase the gender balance on its UK Board, UK Executive and amongst senior Directors.	Ongoing	The gender imbalance at senior management is not unique to JLL and we have given ourselves a realistic target to address this
Diversity	Train / brief all involved in leadership, recruitment and promotion decisions to ensure a balanced approach	Senior Leadership training achieved Recruitment/Promotion panels training ongoing	We introduced an Unconscious Bias training programme at a leadership level and are in the process of developing a new e-learning course to deliver this training to all employees
Diversity	Access new audiences through schools, colleges and universities and apprenticeship programme	Achieved	We are a founding member of Changing the Face of Property, an initiative to increase diversity and inclusion across the property industry by developing partnerships with a broad range of schools and colleges, attending external careers events for students and careers advisers. Our apprentice scheme launched in 2013 has more than doubled its intake for 2015. The Graduate Recruitment 2015 campaign targeted more universities than ever before and was publicised widely on social media and online graduate recruitment sites. The 2015 graduate intake came from 24 universities across the UK; 34% of graduates do not have a property degree

2016 Targets

In 2016, we have set a total of 17 targets spanning across the four workstreams. These include:

	Workstream	2016 Targets
1	Clients	Engage with at least 12 JLL UK Strategic and Growth client on sustainability in 2016 with a view to helping our clients move up JLL's sustainability journey model by 2020
2	Clients	Engage with our core Property & Asset Management clients with a view to setting a joint nearly zero energy 2030 target
3	Clients	Ensure at least 80% of all UK staff (including new joiners) have undertaken our bespoke sustainability training programme
4	Leadership	Work with at least three external stakeholders to challenge and champion the Building for Tomorrow strategy and demonstrate industry leadership.
5	Leadership	Support service innovation through the piloting of total sustainability impact measurement of JLL UK's Building for Tomorrow programme
6	Leadership	Define internal sustainability value metrics for the UK business (including <i>*calculating percentage of UK revenue attributable to opportunities generated from the transition to a low carbon economy in line with ONS</i>)
7	Leadership	Drive sustainability in the real estate sector by producing innovative thought leadership including: <ul style="list-style-type: none"> - Total sustainability impact measurement - Sustainability requirements for occupiers as relates to technology and user experience - Integrated reporting and thinking
8	Communities	Establish Building for Tomorrow Foundation to enable fair access to the profession in line with our UK Community Strategy
9	Communities	Achieve £700,000 of community investment, and monitor and report outputs of this investment including number of organisations and individuals supported
10	Communities	Raise £500,000 for our corporate community partner Starlight during 2015 and 2016
11	Communities	Achieve 650 days of volunteering and achieve 11 apprenticeships
12	Workplace	Achieve the following energy reduction activities: <ul style="list-style-type: none"> *In line with JLL Global target , achieve 10% energy reduction per FTE by 2017 on 2012 baseline *Reduce absolute energy consumption in Warwick St by 5% in 2016 against 2015 baseline
13	Workplace	Reduce paper by 30% per FTE by 2017 against a 2014 baseline

14	Workplace	<p>Resource use:</p> <ul style="list-style-type: none"> • Achieve waste recycling rate of 70% in Warwick Street and Norwich, and improve quality of waste data for all remaining corporate offices • Improve quality of water data for our corporate estate and identify water reduction measures • Undertake a baseline review of our employee travel emissions and identify options for reduction
15	Workplace	Ensure all full JLL office refurbishments achieve SKA Silver as a minimum, with aspiration for Ska Gold
16	Workplace	Establish minimum sustainability requirements and best practice aspirations for all existing JLL corporate offices
17	Workplace	Establish metrics to measure and benchmark the wellbeing and productivity of our staff