



HOW DO YOU RAISE YOUR GAME?

Spotlight on JLL and Ethisphere's
Program Assessments





OUR PEOPLE ARE OUR ONLY ASSETS

For JLL, the worldwide real estate services and investment management firm, integrity lies at the heart of their business. “We are a pure service business, so it’s really all reputational,” Executive Vice President, Global General Counsel and Corporate Secretary Mark Ohringer says. “Our people are our assets.”

Even if you don’t know the name, it’s very possible you’ve been in one of JLL’s buildings, since they manage over four billion square feet of commercial and residential space in over 80 countries around the world. In each building, the owners trust JLL’s team to act ethically. For the last ten years, Ohringer has relied on Ethisphere’s Program Assessments as a key barometer for how JLL’s ethics and compliance program is helping further that mission.



“A lot of the things we’ve developed have come from being part of Ethisphere’s community and getting these assessments, because that’s where we hear about the importance of training and get ideas about what other companies are doing. Ethisphere is our primary connection to best practices in the business community and the concentrated source of wisdom about how to keep raising our game.”

Mark Ohringer

*Executive Vice President, Global General
Counsel and Corporate Secretary
JLL*

ACTIONABLE RECOMMENDATIONS FOR A PROACTIVE PROGRAM

Based on feedback from Ethisphere, JLL focused on eliminating “legalese” from their training materials and improving the accessibility of their Code of Ethics. Both of these changes have helped to make their ethics and compliance program more effective and relatable to employees.

“At JLL, we really are committed to our motto: “Ethics Everywhere.” Our robust Ethics program is implemented at all of our locations around the world, and our strongly-held core convictions influence our business at every level.”

Leila Borbor
Vice President, Head of Global
Legal Communications
JLL



HELPING HIRE WHO THEY NEED

Another change that resulted from JLL's engagement with Ethisphere was the hiring of a communications and training team exclusively devoted to the legal, compliance and ethics function. "Lawyers write long sentences and they're good at briefs, but they're not good at keeping it short and sweet to resonate with people who aren't lawyers," Ohringer jokes. "Leila Borbor, our communications expert, has been extraordinarily helpful for that. She and her team are now integral to the core ethics team, helping to figure out what to do, what to say, and who to say it to."

Another hire that resulted from Ethisphere's advice was the legal team's graphic designer. "Getting our Code of Ethics and training materials to look better and read better, that's all come from Ethisphere," Ohringer explains. "That comes right from Ethisphere telling us we need to have compelling communications and training."



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Mark Ohringer

*Executive Vice President, Global General Counsel and Corporate Secretary
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A REWARDING PROCESS

The Program Assessment process is specifically designed to teach ethics and compliance teams to think about their jobs in new ways. “The process itself is really useful. Going through the assessment questions and then having to think deeply about the answers help us improve our processes,” Ohringer says. “Even if we aren’t able to answer a question, that tells us something.”

All good things take time and effort, and Ethisphere’s Program Assessments are no exception. Asked if he had any advice for companies preparing to undergo the Program Assessment, Ohringer explains, “I never regretted doing this, and it’s really raised our game. It’s a lot of work, but that’s part of the value of it and nothing good is easy. Somebody’s gotta be ready to deal with it and do a serious job of it and so I can’t imagine a reason not to do it.”

ETHICS CERTIFICATE AS VALUE GENERATOR

Mark emphasizes that the benefits of opening the company up to this sort of assessment aren't restricted narrowly to his compliance program. "I feel that it pays for itself many times over," he insists. "There's reputational value in being able to tell the world about our solid ethics program."

That's one reason why Ethisphere offers our "Ethics Inside Certification" to select companies who benchmark particularly well after the Program Assessment.

For JLL, this has been a potent tool for the sales team in an industry built on trust. "Our sales teams add our Ethics Inside Certification logo or our World Most Ethical Companies® recognition in their sales material. It is a big deal for them and for our clients who want to know we are a fully integrated ethical company," Ohringer explains.

"Candidates ask about our Ethics program before they come work at JLL. Vendors want to know too. People are able to see that it's really meaningful to us."



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Mark Ohringer

*Executive Vice President, Global General Counsel and Corporate Secretary
JLL*

ABOUT THE PROGRAM ASSESSMENT

Ethisphere's program assessment evaluates all the major components of a successful compliance and ethics program:

- Written standards
- Training and communications
- Monitoring and auditing
- Enforcement and discipline
- Program resources
- Perceptions of the compliance environment.

Ethisphere's team of experts performs a detailed document review, interviews top leaders, and determines how an organization's program functions and whether it reaches the rank-and-file employee.

DOWNLOAD OVERVIEW 

ETHISPHERE®

GOOD. SMART. BUSINESS. PROFIT.®

The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust, and business success.

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