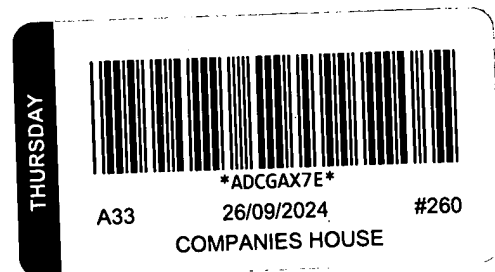


Registered number: 01188567

# JONES LANG LASALLE LIMITED

Annual Report and Financial Statements  
for the Year Ended 31 December 2023



# Jones Lang LaSalle Limited

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## **Jones Lang LaSalle Limited**

### **Company Information**

<b>Directors</b>	J E Gregory E J Wood S T Hyde J R Addison T G Bayne-Jardine C M Hammond J K Jeffery
<b>Company secretary</b>	R H Webster G R Thomas
<b>Registered number</b>	01188567
<b>Registered office</b>	30 Warwick Street London W1B 5NH
<b>Independent auditor</b>	Grant Thornton Chartered Accountants and Statutory Auditors 13-18 City Quay Dublin D02 ED70

## Jones Lang LaSalle Limited

### Strategic Report for the Year Ended 31 December 2023

The Directors present their Strategic and Directors' reports and the financial statements for the year ended 31 December 2023.

#### **Business review**

The results for the year, as shown on page 30, and the financial position of the Company, as shown on page 32, are considered to be satisfactory by the Directors.

The Directors consider the Company will continue to develop its business in the UK and will continue to provide services to fellow group companies. The Company forms part of the JLL Group of entities for which a strategy is set at a Group level. Whilst, for statutory purposes, a review is undertaken of the KPIs and information relevant to the statutory entity, the major strategic decisions are undertaken at a Group level – for more information on these, please refer to the JLL Incorporated set of financial statements – available here; [<https://ir.jll.com/financials/annual-reports>].

The Company continues to hold interests in companies mostly in Europe through its subsidiary Jones Lang LaSalle European Holdings Limited.

Turnover from continuing operations decreased to £426.8m (2022: £460.1m). This was due to increased market uncertainty caused by rising inflation and interest rates which caused delays in Capital Market transactions completing. Despite this JLL continued to remain profitable due to a balance in revenue streams demonstrating a high level of resilience in the overall business model throughout the economic cycle. JLL are expecting to see an upturn in Capital Market transactions and turnover in 2024 as inflation and interest rates stabilise.

The Company recorded an operating profit of £2.5m (2022: £39.3m) from continuing operations. The decrease reflects the reduction in turnover while admin expenses remained broadly in line with the prior year. This leaves the Company well placed to benefit from the expected recovery in transaction activity in 2024.

During the year, to make funds available the Company received a dividend from its subsidiary Jones Lang LaSalle Resources Limited £4.7m (2022: £Nil). During the prior year, the Company received a dividend of £13.6m and £0.6m from Jones Lang LaSalle Insurance Services Limited and Bluu Projects Limited, respectively.

#### **Principal risks and uncertainties**

From the perspective of the Company, the risks are integrated with the principal risks of the Jones Lang LaSalle group of companies ("the Group") and are managed in accordance with Group guidelines.

The Board seeks to mitigate these risks by a strategy of balanced and cautious growth, disciplined cost control and seeking growth in counter cyclical business lines. The key business specific risks affecting the Company, as identified by the Directors are set out below:

#### *Going concern risk*

The Directors have assessed the continued going concern of the Company and the current global economy, and have come to the conclusion that there is a reasonable expectation that the Company will be able to continue in operational existence for the foreseeable future.

By design, the Company has a naturally very resilient business model, which would be able to sustain periods of revenue significantly below current trading levels without needing to draw on external facilities or cut costs, through the flexibility built into the Company's bonus system which tracks the operating profit of the Company. In the event of any prolonged period of lower revenue, the Directors would take mitigating action, such as reducing overheads.

As disclosed in accounting policy 2, the Company is dependent for its working capital on funds previously provided to it by Jones Lang LaSalle Incorporated (JLL Inc), the ultimate parent Company.

The Directors had discussions with JLL Inc to understand the level of support available to the Company, the Group facility was then reviewed with covenant stress testing performed and this highlighted no issues.

## Jones Lang LaSalle Limited

### Strategic Report for the Year Ended 31 December 2023 (continued)

On this basis, the Directors have a reasonable expectation that the Group will have sufficient cash flow and available resources to continue operating for at least 12 months from the approval date of these Financial Statements. Accordingly, the Company continues to adopt the going concern basis in preparing its Financial Statements.

#### *Decline in acquisition and disposition activity*

A general decline in acquisition and disposition activity can lead to a reduction in fees and commissions for arranging such transactions, as well as in fees and commissions for arranging financing for acquirers.

#### *Decline in the real estate values and performance, leasing activity and rental levels*

A general decline in the value and performance of real estate and rental levels can lead to a reduction in fees and commissions that are based upon the value of, or revenues produced by, the properties with respect to which services are provided, including fees and commissions for property management and valuations, and for arranging acquisitions, dispositions, leasing and financing.

#### *The highly competitive nature of the real estate markets*

The Company offers a broad range of services and there is significant competition in many of these activities. Depending upon the service, competition comes not only from within the real estate sector but also from outside such as investment banks, accountancy firms, technology firms and consulting firms. This can lead to increasing commoditisation of the services and increasing downward pressure on fees.

The above risks are monitored internally, and mitigating actions are put in place. The Company has a portfolio of services that it offers, diluting the impact of the above risks where possible.

#### *Liquidity risk*

The Company's risk to liquidity is a result of the funds available to cover future commitments. The Company manages liquidity risk through an ongoing review of future commitments, credit facilities and cash reserves. Cash flow forecasts are prepared and adequate unutilised borrowing facilities are monitored.

#### *Foreign exchange risk*

The Company is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar and the euro. When there is a risk of material fluctuations of foreign exchange amounts, the Directors work with the ultimate parent Company to manage this risk through the knowledge of the Group's central treasury function who will provide support on these matters.

#### *Credit risk*

The Company's principal credit risk is exposure to unpaid debts that could create liquidity issues if the magnitude was of sufficient size. This is mitigated through an assessment of the credit-worthiness of clients and other sources of information such as publicly available reports on potential clients.

#### *Climate risk*

As a business with a focus on the future of sustainable real estate, we proactively address environmental, social and governance risks, as failure to do so would impact our reputation and ability to trade. Details of our approach are in the 'Community and Environment' section of the Directors' Report.

## Jones Lang LaSalle Limited

### Strategic Report for the Year Ended 31 December 2023 (continued)

#### Financial key performance indicators

The Company's key financial and other performance indicators during the year were as follows:

Financial KPIs	Unit	2023	2022
Sales (Year on year sales increase/(decrease) expressed as a percentage) *1	%	(7.20)	13.70
Adjusted operating margin (ratio of operating profit excluding exceptional items & goodwill amortisation to sales, expressed as a percentage) *2	%	4.20	11.10
Net margin (Ratio of pre-tax profit to sales, expressed as a percentage) *3	%	5.10	12.70

\*1 Sales transactions have decreased due to increased market uncertainty caused by increasing interest and inflation rates, JLL anticipates a positive upturn in 2024 as interest and inflation rates stabilise.

\*2 Admin expenses increased slightly but remained in line with expectations due to inflation and retention of key personnel.

\*3 Net margin decrease reflects the reduction in turnover while admin expenses remained broadly in line with the prior year.

#### Section 172(1) statement

The board of Directors of Jones Lang LaSalle Limited consider, both individually and together, that they have acted in a way that they consider to be in good faith, after reaching the decision that they would most likely promote the success of the Company, and decisions that were made during the year ending 31 December 2023, for the benefit of its members as a whole. In doing so the Directors have had regard to the stakeholders and matters set out in s172(1)(a-f) of the Act.

See the Directors' report for details regarding the future developments of the Company.

Approved and authorised by the board on <sup>Sep 24, 2024</sup> ..... and signed on its behalf by:

emilyjane wood  
emilyjane.wood (Sep 24, 2024 16:39 GMT+1)

E J Wood  
Director

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023

The Directors present their report and the financial statements for the year ended 31 December 2023.

#### Principal activity

The principal activity of the Company is the provision of services and advice relating to all aspects of residential and commercial real estate for investors and occupiers.

#### Results and dividends

The profit for the year, after taxation, amounted to £15,934 thousand (2022: £52,026 thousand).

The Directors did not pay an interim dividend during the year £nil (2022: £60m). The Directors do not recommend the payment of a final dividend (2022: £nil).

#### Directors of the Company

The Directors who served during the year were:

A Humphrey (resigned 30 January 2023)

J E Gregory

E J Wood

S T Hyde

C S Ronaldson (resigned 31 October 2023)

J R Addison

T G Bayne-Jardine

C M Hammond (appointed 30 January 2023)

J K Jeffery (appointed 31 October 2023)

#### Political donations

During the year the Company made no contributions for political purposes (2022: £nil).

#### Future developments and strategic decisions undertaken

The Directors remain committed to the following priorities as part of the JLL Group 'Beyond' strategy, our strategic vision to position and equip JLL to always provide consistent best-in-class service to our clients, and to drive strong and profitable long-term growth to the benefit of our stakeholders:

- Absolute focus on clients, including investing in technology to optimise customer experience
- Driving productivity to increase quality, reduce cost and improve operating margins across all business lines
- Shaping the future of real estate for a better world, targeting net zero carbon across all JLL buildings in the UK by 2030 and reducing emissions from properties we manage for our clients by 95% per square foot by 2040
- Taking advantage of new areas of opportunity
- Continuing to grow annuity revenue and ensure a balanced business growth and mix of businesses
- Protecting and growing market share
- Retaining and attracting key business leaders as part of a diverse and ambitious talent pool

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### **Future developments and strategic decisions undertaken (continued)**

By maintaining a strong focus on the above, the Company will be well placed to protect and grow its market position.

Real estate as an asset class remains attractive based on its unique investment characteristics and returns, and the Directors remain confident that transaction volumes will increase as interest rates stabilize.

JLL continues to lead in developing and deploying commercial real estate technology solutions for our clients, and within our company. Our investment in equipping our people with the best technology and data remains a key priority. Taking just one example, in 2023 our technology teams launched JLL GPT™, the real estate industry's first generative AI tool. Innovations like this one allow our people to leverage the latest tools to provide our clients with the best insights and differentiated advice.

#### **Going concern**

The Company's assessment of going concern is set out in note 2. The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the annual report and financial statements are prepared on the going concern basis.

#### **The Company's business relationships with suppliers and customers**

##### *Suppliers*

JLL engages with many suppliers across the supply chain. JLL's Sourcing and Procurement team manages the strategic relationships with the suppliers including defining the business requirements, competitively tendering, contracting, performance management and relationship management. The interaction varies depending on the type, criticality, and scale of services or products provided. For strategic suppliers the Company has a supplier relationship management programme, where there are formal quarterly reviews that cover performance and any future investment decisions. The Company holds periodic events for preferred suppliers so that they are able to understand JLL's strategy and how they fit in.

All suppliers are expected to sign and acknowledge the JLL Vendor Code of Conduct that clearly states the expectations JLL has of its suppliers. The Company holds training (Webex and e-learning) events for suppliers on subjects including ethics and compliance.

JLL uses a single global supplier platform, Jaggaer, which enables consistency with the onboarding of suppliers. When there is a need to engage with all suppliers, for example where there is an International incident or crisis, JLL is able to communicate very efficiently to all enrolled suppliers.

At an operational level, suppliers are managed on a daily basis by JLL staff. Many suppliers are embedded in our operating model, and their performance is measured and managed locally.

The Sourcing and Procurement team often meet new suppliers to understand their capabilities and to assess their fit for our market. New suppliers are identified from a number of resources including referrals, interaction at trade shows, cold calls and internet searches.

The Company's policy is to use its purchasing power fairly and to pay in accordance with terms agreed with suppliers.

The Company agrees payment terms with suppliers when it orders items or commits expenditure. It is the Company's policy to make payments for purchases on agreed terms, provided that the relevant invoice is presented to the Company in a timely fashion and is complete. It seeks to adhere to these arrangements providing it is satisfied that the supplier has provided the goods or services in accordance with the agreed terms and conditions. Where delays in payments occur, remedial action is sanctioned by an executive of the Company.

##### *Customers*

The Company communicates on a series of topics and these communications are driven through a variety of channels (JLL's owned channels, such as direct email, third party channels, such as events, paid for advertising, PR, social media and most important via our JLL client facing people) and initiatives.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Customers - continued*

Our communication programmes typically build from client insights. These insights come from our data that we capture through our website, research, preference centre, CRM platforms or from our client facing employees.

Based on this insight we build a view of the client's needs, the stage at which they're at in their relationship with JLL and a view of which message or topic will be most relevant to the client. Once we have this plan our marketing communications tend to be focused on three areas: Brand (how they feel about the Company), Insight or Theme (what they should think about a topic that may impact their business or role) or Product or Service (how we can help them). Our messages are then distributed through a variety of channels that range from face-to-face presentations to clients on a particular theme, to digital advertising to clients around our values and our brand positioning. Each message and campaign will have a specific delivery programme and investment level associated to it. We monitor the engagement levels with our communications carefully and, based on the feedback, we trigger further stages of the campaign, or we update it appropriately. We also seek to provide supplementary information to client facing employees in the form of toolkits that include key messages, PowerPoint, case studies and FAQs.

We take our client communications seriously and invest appropriately. We have a team of marketing people in the UK working on the communications programme. They work closely with global teams on activities such as PR, digital marketing, client segmentation and marketing material development.

#### **Employees**

The Company seeks to attract and retain the best people clearly identifying the responsibilities of each role and its contribution to the business as a whole, being flexible, fair and consistent where possible in our working practices in order to attract and retain a high calibre of employee, in line with our 'Dignity at work': diversity and equality policy.

The Company will ensure equal opportunities for everyone throughout all stages of recruitment and selection.

Short listing, interviewing and selection will always be carried out without regard to age, disability, sex, sexual orientation, gender reassignment, marriage and civil partnerships, race including colour, nationality, ethnic or national origin, pregnancy or maternity, religion or belief.

Reasonable adjustments are made, where necessary, to accommodate the needs of candidates throughout the recruitment and selection process to ensure that they have equal opportunity to compete for roles as other applicants would.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### **Employee involvement**

JLL engages with its stakeholders about a range of topics using different methods of communication that are most applicable for the audience. JLL communicates under its four strategic pillars – people, clients, sustainability and technology – be it in written, digital or oral communication. In addition to this we are working hard to align our growth with our global purpose to shape the future of real estate for a better world.

There is a cascade of information from the Board and Senior Management Team (SMT) to an extended leadership group and all colleagues thereafter, to make sure there isn't a reliance on all-UK emails. The Board and SMT are incentivised to drive colleague engagement and excel in information cascading and listening.

Supplementary information is provided to leaders which includes key messages, proof points, powerpoint decks and FAQs. Likewise, additional UK wide information is provided on the internal intranet, along with further background information and contact details.

Townhalls are timed quarterly and include updates on how the business is doing, with calls to action for all. Communications around financial results are aligned with the internal Group and EMEA messaging.

For all colleague emails our open rate is above the industry average (65%), at 75% - 80%. We have a clear appetite for feedback and proactively seek views from those in the UK in line with our global people survey timetable and formulate action plans based on the results.

#### **Engagement with employees**

The Company will ensure equal opportunities for everyone throughout all stages of recruitment and selection. Short listing, interviewing and selection will always be carried out without regard to age, disability, sex, sexual orientation, gender reassignment, marriage and civil partnerships, race including colour, nationality, ethnic or national origin, pregnancy or maternity, religion or belief.

Reasonable adjustments are made, where necessary, to accommodate the needs of candidates throughout the recruitment and selection process to ensure that they have equal opportunity to compete for roles as other applicants would.

The Company recognises that the next 20 years will present some of the greatest demographic, technological, environmental and social challenges of our time. These challenges demand a bold response, with the need to embed sustainability into all aspects of JLL's business.

JLL is proud of the strong sustainability ethos that runs through the Company and the specialist sustainability capabilities that we are able to offer our clients. Our purpose at JLL is to shape the future of real estate for a better world and we want to be the leaders driving sustainable change in real estate. Our progressive approach to sustainability leads to healthier, safer, more engaged people, and increased value for all our stakeholders. JLL's sustainability programme puts this vision into action. This is delivered via four focus areas: people, clients, workplaces and communities.

#### *Clients*

We seek to transform the UK property sector by integrating sustainability into all of our advice and by supporting clients with leading sustainability and energy expertise, helping them to achieve net zero.

#### *Workplaces*

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

#### *Communities*

The Company works 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 to contribute to a world where quality of life and social resilience is improved across communities.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *People*

The Company seeks to create a work culture that values diversity, recognises and rewards talent, develops skills for tomorrow's challenges and fosters good health, safety and well-being.

The Company has set ambitious sustainability targets, with progress against them publicly communicated in the annual Sustainability Report on our website. The targets range from being net zero carbon in our operations by 2030, to continuing to embed sustainability into core services, to achieving 100% renewable electricity for our corporate estate. We seek to create a work culture that values diversity, develops skills for tomorrow's challenges and fosters good health, safety and well-being of our people, as well as supporting the communities we operate in. In 2019, JLL UK committed to achieving net zero carbon in our UK workplaces by 2030 and to spearhead the adoption of net zero carbon buildings across the UK.

JLL has a comprehensive governance structure in place to deliver the sustainability programme, with a Board level executive responsible for overall delivery, supported by a network of sustainability champions across the business. To equip our leaders with the requisite knowledge and skills to deliver on JLL's commitments, over 60 of JLL's senior leaders have completed a bespoke sustainability leadership course with the Cambridge Institute for Sustainability Leadership. Additionally, all of our employees have undergone our bespoke sustainability training and are equipped to advise clients.

#### **Non-financial and sustainability information statement**

The Directors consider the non-financial and sustainability risks and opportunities of the Company to be integrated with those of the JLL Inc group "the Group or JLL". The identification, assessment, and management of these risks and opportunities, unless otherwise specified, are conducted at a global level. The Company's Directors are responsible for implementing and adhering to these global policies.

The Group is a leading global commercial real estate and investment management company, that helps clients buy, build, occupy, manage, and invest in a variety of commercial, industrial, hotel, residential and retail properties. The JLL group's purpose is to shape the future of real estate for a better world.

#### *Our global sustainability program*

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

*Four principles underpin our program and demonstrate how we deliver positive impacts for our stakeholders and lead our industry on sustainability.*

- 1) **Being a responsible business** is central to our values and everything we do. Leading by example gives us the credibility to talk to our clients and advance industry action on sustainability.
- 2) **Harnessing the power of our people**, giving them the opportunity, knowledge, and tools to own their success and valuing what makes them unique.
- 3) **Driving change through client solutions** to maximize impact, collaborating to transform toward more sustainable outcomes.
- 4) **Advocating for a better real estate sector** by driving demand for sustainability, demonstrating thought leadership and engaging industry, governments and society on the issues that matter most.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *ESG Governance*

The Group has integrated sustainability into our corporate governance procedures to support our purpose and further embed it into our core operations and client services.

The Group's corporate governance follows the standards of the New York Stock Exchange (NYSE). The firm's Board of Directors has ultimate responsibility for overseeing our business. The Board elects our Chairman, Chief Executive Officer and Chief Financial Officer, as well as other senior officers. The management team, with the Board's oversight, is responsible for conducting the company's business.

The Group provides all our stakeholders with the highest level of governance including annual voting for Directors, majority voting for Directors, enhanced abilities to call for special meetings and annual advisory voting on executive compensation. Additional information about our corporate governance, including our corporate governance structures, procedures and policies, can be found in our 2024 Proxy Statement and the Investor Relations section of the JLL website.

#### *Global governance*

The group has created a clear governance structure to provide strategic oversight and operational implementation to deliver our sustainability program.

Ultimate responsibility within the Group rests with Christian Ulbrich, our Global Chief Executive Officer and member of the Board of Directors and the Global Executive Board (GEB). As of December 31, 2023, the Board comprised 12 members, of which 11 were independent Non-Executive Directors.

We believe the Directors' varied backgrounds, skills and experience contribute to an effective and well-balanced Board that is able to provide valuable insight to, and effective oversight of, our senior executive team. The Board has adopted a Statement of Qualifications for Members of the Board of Directors which outlines the characteristics we seek in Board nominees, including experience relating to environmental and social matters.

Details of our Board composition, including gender and ethnicity data and tenure, are included in our 2024 Proxy Statement.

The Board is assisted by three committees, including the Nominating, Governance and Sustainability Committee and the Audit and Risk Committee. The Nominating, Governance and Sustainability Committee supports the Board in reviewing the Company's policies, programs, and implementation of certain environmental, social, legislative, regulatory and public policy matters. The Audit and Risk Committee has responsibility to oversee the Group's Enterprise Risk Management (ERM) Framework and ESG reporting. Our GEB includes senior leaders representing key corporate functions and business line leads. Neil Murray, Global CEO, Work Dynamics, represents Global Sustainability.

The Sustainability Services Executive Committee is chaired by Guy Grainger, Global Head of Sustainability Services and ESG, who reports directly to Neil Murray. Guy Grainger oversees the Group's external sustainability services, products, and strategy to ensure we provide industry-leading support and services to our clients. Our efforts to address sustainability within our internal operations are reviewed by the Corporate ESG Board which meets quarterly. It is comprised of the global heads of business lines and corporate functions, including Human Resources, Finance, Legal and Marketing. It is chaired by Erin Meezan, the Group's Chief Sustainability Officer.

The Corporate ESG Board is responsible for aligning the sustainability interests of the Group with those of our clients, employees, and shareholders, and monitoring our sustainability program and its implementation.

The Corporate ESG Board reviews strategic and operational decisions related to the Group's sustainability performance and progress against our targets.

Our Chief Sustainability Officer is supported by a Global Sustainability team. The team is responsible for the delivery of global ESG reporting and communications, the facilitation of the program globally, delivery of the Group's sustainability targets, and representing the Group in its interactions with external sustainability organisations.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Risk Management*

The Group's Enterprise Risk Management (ERM) Framework identifies, assesses, and prioritizes the most significant enterprise risks that could impact, both positively and negatively, the achievement of the Group's strategic objectives. ERM aims to maximize short- and long-term value to the Group's stakeholders. Our global ERM framework enables the Group's Global Executive Board (GEB) to take targeted actions to mitigate risks. This framework is governed by the GEB and coordinated by the Global Director of Enterprise Risk Management. Our Audit and Risk Committee reviews the ERM program to ensure it is fit for purpose.

In alignment with the risk governance framework, the Group has dedicated operational risk management functions in place at many organizational levels. The initial line of operational risk ownership sits with front-line employees or dedicated operational roles (e.g., Risk Managers and Business Unit Heads). As a second line, a dedicated role or committee exists at the senior management or executive level, responsible for setting control standards and overseeing compliance.

The ERM function works with risk owners to establish Key Risk Indicators to monitor risk exposures and effectiveness of risk management efforts.

Our Global Internal Audit (GIA) provides our third line of risk management, conducting independent audits of our control environment and processes. Audits are selected and scoped using a risk-based approach to provide assurance over our enterprise risks and material business units and controls.

The sustainability program is included in Global Internal Audit's risk assessment and annually considered for testing. Sustainability and the broader ESG agenda are core pillars of the Group's strategy and are therefore key components of our ERM framework. The ESG materiality assessment (referenced earlier in this report) is one of many inputs used in our ERM assessments to identify and prioritize risks.

The Group determines risk appetite for identified risks by establishing dimensions of risk. This sets a clear, consistent approach to taking on risk, and investing in risk mitigations.

We then align these dimensions to the specific enterprise risk identified. With this approach, the risk appetite can be easily updated to reflect business needs, and then applied to any emerging risk.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Environmental matters*

##### *Our policy*

Our Group Environmental Policy upholds the highest global standards of environmental laws and regulations by supporting our sustainability strategy to drive meaningful action across three interconnected and positively reinforcing issue areas of climate action, healthy spaces, and inclusive places. The policy and related practices are managed by the Global Sustainability Team with oversight from the Corporate ESG Board, and applies to all Group entities and employees around the globe. Our policy outlines that we are committed to reducing our carbon footprint, conserving raw materials and energy, continually monitoring, and improving our environmental performance, and collaborating with our stakeholders to promote environmental stewardship. The outcomes of this policy deliver:

- **Net Zero 2040:** Deliver against our science-based net zero target across all of the Group's operations and portfolio, including the space we manage on behalf of our clients.
- **Fleet:** Transition our company fleet to electric vehicles.
- **Travel:** Reduce carbon-intensive travel.
- **Climate Risk:** Assess the financial impacts and opportunities of climate change to our business and take appropriate action.
- **Supply Chain:** Share expectations through our vendor code of conduct and collaborate with key suppliers to progress the decarbonization of our supply chain.
- **Circular Economy:** Support transition to a circular economy through application in our business practices.
- **Conflict-Free Minerals:** The Group is committed to ensuring that we are not sourcing conflict minerals in our supply chain, or within the supply chains of our subsidiaries.
- **Waste & Recycling:** Ensure all JLL offices have comprehensive recycling and waste management programs, including zero single-use plastics and accounting for e-waste in accordance with local laws and regulations.
- **Water:** Institute water management plans in water-stressed regions.
- **Investing:** Promote responsible investing via LaSalle Investment Management – please refer to LaSalle ESG Policy for further information.
- **Training:** Further expand environmental awareness, knowledge, and best practices for internal and external stakeholders.
- **Advocacy:** Advocate for climate action through policy engagement, partnerships, and education.
- **Community Engagement:** Align our volunteerism and donations to our priority UN Sustainable Development Goals.

##### *Material climate-related impacts, risks and opportunities*

In 2023, the Group completed a double materiality assessment aligned with the European Sustainability Reporting Standards (ESRS). The assessment identified the most material sustainability-related impacts, risks, and opportunities (IROs) across our value chain. We have identified our most material climate-related risks aligned with the ESRS E1 Climate Change Topic along with where in the JLL value chain the IRO statement occurs. Principal climate risks emerge in our operations and services, and include building design decisions that may dictate a property's energy/carbon footprint for years and limit mitigation options, as well as climate change related events that could reduce demand for select real estate services in areas of high climate risk.

#### **Environmental management actions**

##### *Decarbonization*

- **Own Operations:** Our Work Dynamics team leads our decarbonization efforts, aiming for net zero operational emissions by 2030. We analyze our office portfolio against sustainability criteria, incorporating features through tailored lease clauses. We integrate renewable energy and purchase RECs where necessary. In 2023, energy audits in Asia Pacific helped identify further improvements, achieving 37% renewable electricity use across our portfolio.
- **Business Travel:** We promote virtual work to minimize travel, advising against unnecessary trips to cut environmental impact and costs. If travel is necessary, we recommend less impactful transport modes.
- **Procurement:** We work with suppliers to set targets, track performance, and share solutions for our long-term strategy. See page 35 for more details.
- **Clients:** Client emissions, over 97% of our carbon footprint, are tracked via a consumption-based methodology from 2023, improving accuracy and standardization. This matches floor area with available data, using benchmarks where needed.
- **Fleet:** We are shifting our fleet to electric vehicles, achieving 11% EVs globally by 2023.
- **Employee Commuting:** We prioritize accessible office locations to reduce commuting impact.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Waste and circularity*

JLL aims to minimize waste by equipping all offices with waste streaming and recycling programs and eliminating single-use plastics by the end of 2023. By this time, 92% of offices had recycling programs. Progress relies on cooperation during lease negotiations and strategic engagement with landlords. To remove single-use plastics, JLL has integrated standards into fit-out procedures and supply chain clauses, achieving removal in over 50% of offices. Circular economy principles are embedded in design, reducing waste and embodied carbon. This includes extending leases and optimizing materials for reuse and longevity. JLL engages suppliers to reduce packaging and promote reusable and recyclable alternatives, aligning with circularity and sustainability goals.

#### *Water*

As an office-based organization, JLL's water footprint is modest, with estimated 2023 consumption at 165,232 m<sup>3</sup>. We aim to reduce this through efficiency improvements and increased reuse. Most water usage is for sanitation and catering, largely under landlord control, so we focus on kitchenettes and selecting buildings with low water consumption, like LEED/BREEAM-certified ones. Water efficiency is mandatory in sustainable certifications, and our design guidelines include low-flow fixtures exceeding LEED requirements. By 2023, all offices in high water-stress areas had water management plans. Our site selection and fit-out standards ensure we evaluate water-efficient fixtures and reuse systems. In 2023, we used the World Resources Institute Aqueduct Water Risk Atlas to reassess water stress across our global offices, identifying locations at risk of scarcity. This analysis categorized offices by water stress, projecting to 2030. Most JLL offices are in low to medium-high risk areas, but 22% are in high-risk and 23% in extremely high-risk zones.

#### *Natural capital and biodiversity*

JLL primarily occupies leased urban office spaces, limiting our direct impact on biodiversity. In 2022, we mapped our global offices against the World Database on Protected Areas, finding less than 0.3% of offices within protected areas and 63% adjacent to them. Our best opportunity to protect biodiversity is through promoting sustainable practices in our supply chain and client services. We engage with the Science Based Targets Network to learn and connect on biodiversity practices.

#### *Environmental performance metrics*

At a global level we use a range of metrics to inform our stakeholders of our climate-related performance and activities, including:

- Scope 1 and 2 emissions and total Scope 3 emissions, total and by region (Americas, EMEA, APAC)
- Total energy consumption, including electricity, natural gas, stationary fuels and fleet
- Renewable energy used, total and by region (Americas, EMEA, APAC)
- Water consumption, total and by region (Americas, EMEA, APAC)
- Total waste disposal in tonnes, split into recycling, composting, recovery, incineration, and landfill.

JLL's greenhouse gas (GHG) emissions within our (global) ESG report have been prepared based on a calendar reporting year, which is the same as JLL's financial reporting period (January 1 – December 31). JLL has prepared the GHG emissions metrics and related notes for the year ended December 31, 2023, in accordance with management's criteria, as follows:

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

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

\*JLL uses 2018 as the base year for Scope 1, Scope 2, and specific Scope 3 emissions. Emissions are recalculated if structural changes cause more than a 10% impact, calculation errors or methodological changes result in over a 5% difference, or new sources contribute more than 10% to combined emissions.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

Where we qualify, we also report at an entity level on our energy consumption and GHG emissions, pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (the SECR Regulations). This primarily focuses on UK energy for which we are responsible from electricity, natural gas and fuels consumption, as well as the associated carbon emissions resulting from these sources. Whilst the methodology used for entity level reporting is very similar to our global approach, there are some subtle differences between these. Full details of our SECR disclosure, and the associated methodology, can be found in this Directors' report.

#### **Ethics and compliance**

At JLL, our ethical business practices define who we are and how we behave, guiding our actions. Our ethics and compliance framework enables us to navigate and comply with increasingly complex regulations.

##### *Code of ethics*

Our Code of Ethics is the cornerstone of our Ethics Everywhere program. Together with our Vendor Code of Conduct, our Code of Ethics sets the foundation for the way we conduct our business. The Code sets our ethical expectations for all those who work for us and with us.

To align better with JLL's purpose to shape the future of real estate for a better world, we revised and updated the Code in 2022, making it easier to navigate, simpler and more engaging. It provides guidance and resources to help employees and managers foster an ethical, 'Speak Up' culture and covers the most significant ethics and compliance risks for JLL.

We conduct an annual exercise to ensure our people have read, understood, and subsequently certified to the Code. In 2023, out of a global workforce of more than 106,000 people, we achieved a 90% certification and training completion rate.

##### *Ethics program*

JLL's Ethics Everywhere program provides guidance to help our employees follow the spirit of our Code. It empowers them to speak up and confidently raise integrity concerns without fear of retaliation. At JLL, our ethical business practices define who we are and how we behave, guiding our actions. Our ethics and compliance framework enables us to navigate and comply with increasingly complex regulations.

The program covers the broad risk areas of corruption, financial crime, data privacy, conflict of interest, trade sanctions and export control, regulatory standards, and other issues, including modern slavery.

We support our people (including on an anonymous basis) to raise ethics and compliance questions, report misconduct, and make suggestions. Our Ethics and Compliance team, supported by a global network of more than 330 Ethics Officers, Ethics Liaisons and Ethics Investigators, provides program oversight.

To keep our global workforce up to date with our ethics program, we offer training and awareness campaigns, including required annual ethics training. In 2023, we delivered approximately 340,000 training sessions on a broad range of ethics and compliance topics to our workforce.

#### **Ethics Reporting**

##### *Policies*

JLL's global Whistleblower and Non-Retaliation Policy outlines our commitment to fairness, transparency and compliance with applicable laws. We encourage a 'Speak Up' culture, providing protection from retaliation for any person willing to report any activity they reasonably believe to be wrong or unlawful. The policy protects JLL employees, business partners (including those involved in pre-contractual negotiations), third parties (clients, contractors, suppliers, or consultants), visitors or any other facilitators who assist those who speak up.

The policy covers all reporting formats, and all reports are investigated as per the defined procedures the policy outlines.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Reporting*

JLL has an independently administered, anonymous whistleblower helpline and online reporting platform, EthicsPoint, for employees and other stakeholders to report issues. They can also report directly to our Legal, Ethics and Compliance or Human Resources functions, Ethics Officers, or externally to the relevant authority.

Our complete ethics statistics are presented in our Ethics Everywhere Annual Report. This includes comparisons to prior years and benchmarking against data published by NAVEX Global, our helpline service provider. We categorize our matters using NAVEX's categories of Accounting, Auditing and Financial Reporting, Business Integrity, Human Resources, Diversity and Workplace Respect, Environment, Health and Safety, and Misuse and Misappropriation of Assets. This allows us to benchmark our results against NAVEX's database of 3,784 organizations that received a total of 1.86 million individual reports in 2023.

#### *Risk assessments*

To ensure that our resources are directed to the most significant areas, we conduct an annual global ethics and compliance risk assessment to identify, assess and prioritize our key risks, such as sanctions, bribery and corruption, data privacy, and money laundering. Our risk-based approach focuses on the likelihood of a risk materializing and the subsequent impact of that risk if it were to occur. The findings inform risk mitigation plans that are embedded in our annual compliance plan, which are monitored on an ongoing basis throughout the year.

Updates are included in our quarterly report to the Audit and Risk Committee. Furthermore, periodic evaluations of our ethics and compliance programs are conducted, including through Ethisphere's World's Most Ethical Companies assessment and Compliance Leader Verification. Compliance Leader Verification consists of a rigorous review of the ethics and compliance program and corporate culture. Compliance Leader status is awarded to organizations that demonstrate a high level of excellence. Our Ethics Everywhere Annual Report provides performance metrics and further insights into our key ethics and compliance risks.

#### **Anti-corruption and anti-bribery matters**

JLL is subject to the anti-bribery laws of all countries in which we operate, including the Bribery Act in the UK. JLL operates a Third-Party Due Diligence Policy alongside a Vendor Due Diligence Policy and Code of Conduct, Global ESG Sourcing and Procurement Policy and a Conflict-of-Interest site. JLL UK follows Global minimum standards for Client Due Diligence, AML and Sanctions screening and, in the UK, is supervised for in scope AML matters by HMRC. We have a public Sector Compliance Manual and specific rules for dealing with government officials (and a Government Contracting site) and policies and procedures to cover the maintenance of accurate books and Records.

Our Policies and Code of Ethics prohibit giving or receiving bribes and/or facilitation payments of any kind. There are policies to deal with gifts/entertainment/hospitality and charitable donations. JLL UK follows the EMEA Travel, Entertainment and Expenses Policy. We follow established hiring and training processes to engage any new employees or interns and specific rules to cover trading in Company Securities (JLL, Clients and/or Third Parties).

#### **The company's employees and social matters**

##### *Creating healthy spaces for all people*

Extensive research has shown that the quality of buildings and environments we inhabit directly influences productivity and overall well-being. Safety, health, and well-being are fundamental components of our employee value proposition and workplace strategy, ensuring that we continue to be an employer of choice for skilled talent in an increasingly competitive market. As we progress, JLL is committed to integrating HSE management systems across our business lines, with a pursuit of achieving a company-wide HSE system certification in the next few years. This approach underscores our dedication to ensuring the utmost standards of well-being and safety of our valued employees.

##### *Risk scope*

Inherent risk of life-changing injury or loss of life as a result of acts or omissions in the services JLL provides. Examples of key mitigations:

- Health and Safety management systems and assurance programs.
- Hazard identification, risk assessment and minimum required operational controls.
- One team S.A.F.E.R. together — behavioural safety surveys and training programs.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Building inclusive places*

JLL remains committed to shaping the future of work with inclusive spaces and experiences that foster thriving communities, while maintaining a people-focused workplace culture. Just as we do for our clients, we leverage our investment in technology and sustainability to shape JLL spaces that empower diverse teams to exchange ideas freely, driving innovation and delivering sustainable solutions for all.

#### *Employee well-being*

JLL believes in helping its people thrive at work and in life. We offer a supportive culture that values their well-being, including mental, physical, and financial health. We believe that employee well-being fuels innovative thinking, enhancing our collective performance and business results.

We offer our people a range of voluntary health programs and services, which are further customized at the country level. These offerings include health rewards programs, stress management programs, programs to support mental health, programs for children and family members, JLL-funded health spending accounts and vendor discounts, such as gyms and childcare providers. JLL's Well-being Hub, available in 15 languages, provides content, including training and webinars, country-specific employee assistance programs and resources for caregivers and working parents, to support each of our well-being pillars.

Our data suggests that our commitment to employee well-being and the programs we deliver yields positive results. In 2023, our learning and development platform logged more than 57,000 users who participated in over 50,000 hours of well-being courses. This includes dedicated manager training on tailoring one's approach to the well-being needs of employees – a course that was taken by over 50% of our people managers.

A way JLL measures well-being is through its People Survey. In 2023, we evolved our approach to measuring well-being by asking three questions tied to the multiple dimensions of well-being:

- Knowing that managers play a critical role in employee engagement and well-being, our “Manager care” question allows us to understand if an employee feels cared for by their manager. The Global JLL Manager Care score was 83% favourable (meaning 83% of our people scored it 4 or 5). The external benchmark is 64% favourable.
- Our inclusion question “Can be myself” indicates how comfortable an employee is with being themselves at work, which can have a great impact on an employee's sense of well-being. The global “Can be myself” score was 85% favourable (85% of our people scored 4 or 5) versus the global benchmark of 74% favourable.
- To ensure our team members have the right balance, we include a work-life balance question in our People Survey. Our global work-life balance score was 75% favourable (score 4 or 5), compared to the external benchmark of 63% favourable.

#### *Leadership representation*

We believe in diverse representation in leadership. Globally, women in management represent 39% of leaders within the JLL group, and four country CEOs are women. Across our total workforce, 36% of employees are female. With 58% of our JLL Board of Directors being diverse, we gain valuable insights and business perspectives.

#### **Diversity, equity and inclusion**

Inclusion and belonging are core to shaping the future of real estate for a better world. In April 2023, we announced our five-year Diversity, Equity, and Inclusion (DEI) Strategy with five strategic focus areas to drive culture outcomes on a global scale: workforce (talent), workplace (culture), marketplace (clients), community and suppliers.

Our strategy was developed through extensive external research about leading practices, internal research about our current culture at JLL, and feedback from our leaders.

Guided by our strategy pillars, JLL remains committed to shaping an environment where everyone belongs, and we continue to actively invest and progress against our five-year aspirations. We focused our efforts in 2023 on investing in our culture and the experience for our people and clients. In 2024, and beyond, we will broaden this and further invest in our community and supplier programs.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### **Respect for human rights**

##### *Human rights policy*

Our Human Rights Policy represents our commitment to engaging in practices that enhance the welfare, safety and well-being of our employees, business partners and wider communities. We respect and support human rights principles as set out in the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and rights at work, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and have adopted the Responsible Business Alliance Code of Conduct. Additionally, through our global commitment to the most relevant of the Sustainable Development Goals, we support the advancement of human rights for all people.

As a responsible business, JLL's purpose is to shape the future of real estate for a better world. We respect and promote human rights. Everyone is entitled to these rights without discrimination. They should not be violated for any reason. Respecting human rights is fundamental to our values, ethics and our global sustainability program.

##### *Modern slavery*

Like any large organization that operates across geographical borders and has complex supply chains, we must work hard to overcome challenges to ensure that these standards are upheld across every facet of our business.

We ensure compliance with all relevant legislation, including the UK Modern Slavery Act, and routinely conduct comprehensive reviews of our operations and supply chains. These assessments aim to ascertain and mitigate the risks associated with modern slavery. As part of this ongoing evaluation, we take into consideration sector and industry risk, products and services risk, geographic risk, and entity risk. To gain further insight into our risk assessments, policies, procedures, and initiatives to assess and address the modern slavery risks we encounter as an organization, including evaluations of our effectiveness, we encourage you to access our modern slavery statement on our website.

Our modern slavery incident management process gives clear direction to our employees about how to identify and report suspected instances of modern slavery in the workplace.

#### **Climate-related financial disclosures**

##### *Climate action*

As a global leader in real estate, we support action that accelerates the transition to net zero, enhances performance and mitigates risks. Our target to achieve net zero emissions by 2040 has been certified by the Science Based Targets initiative (SBTi) to its Net-Zero Standard since 2021. Our target provides the framework to manage our climate and energy impacts, targeting decarbonization across our Scope 1, 2 and 3 emissions. To achieve our net zero commitment, we must reimagine how we choose, design, and occupy our space, driving decarbonization efforts across our value chain, and doing the same for our clients.

##### *Climate governance*

Our governance structure includes board-level oversight of climate-related issues within JLL. Our CEO, Christian Ulbrich, has overall responsibility for JLL's sustainability performance, including climate-related issues. The Nominating, Governance, and Sustainability Committee assists the Board in overseeing the Company's programs and risks related to environmental, social, legislative, regulatory, and public policy matters. This includes climate-related issues which are reported to the Committee on a regular basis.

Senior management responsibility for meeting our net zero commitments lives with our CSO, Erin Meezan, and the Global Head of Sustainability Services and ESG, Guy Grainger. Our CSO reports to our Global Head of Sustainability Services and ESG, who reports directly to our Global CEO, Work Dynamics. The Global CEO, Work Dynamics, Neil Murray, represents global sustainability and sits on the Global Executive Board.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### *Climate risk management*

Material climate change risks that could impact, positively or negatively, the achievement of JLL's strategic objectives, are identified through our Enterprise Risk Management (ERM) Framework (described above). This framework is continuously updated, and considers risks over the short, medium, and long-term.

Representatives from JLL's ERM function work with senior leaders of JLL's corporate and business functions to identify potential risk and their causes, along with their potential impacts and consequences. Climate-related risks and opportunities are identified and assessed on a geographic, business line and functional level. Federal, state, and/or local environmental laws are monitored by business function managers in each of our global offices. Representatives of JLL's ERM function, work with sustainability professionals and operational teams to identify potential physical risks that may impact our operations.

The relative importance of climate-related risks are defined through a consistent, probability-adjusted formula to arrive at separate inherent and residual risk assessments.

Risk dependencies are also considered where we look at the potential impact of a certain risk increasing which could have on other risks.

Between 2019 and 2021 we conducted an assessment of climate-related risks and opportunities aligned with the Task Force on Climate-related Financial Disclosures (TCFD). The analysis provided a qualitative and quantitative assessment of physical and transition risks specific to JLL's direct operations, upstream and downstream value chain over the short, medium and long term across three climate scenarios: an aggressive mitigation net zero scenario that aligns with the goal to limit warming to <1.5° C; an intermediate mitigation scenario resulting in 2° - 3.7° C warming by the end of the century, and a worst-case climate scenario with >5° C warming.

The findings indicate that the financial opportunities for our business are greater than the financial risks under all three climate scenarios, with the strongest opportunities existing under a net zero scenario.

We anticipate lower climate-related financial risks to JLL as our business model is not carbon-intensive and mitigation measures are already in place for many risks. Additionally, our existing investments in property technology, green building solutions and our climate change consulting provide significant and scalable avenues to realize the identified climate-related opportunities.

With thorough understanding of our climate-related risks and opportunities, we have introduced and embedded policies and strategies to build resilience against potential negative impacts associated with climate change. We maintain an agile approach to ensure our business model and strategy remains relevant in the evolving context we operate in.

#### **Climate risk assessment**

Time horizons and climate scenarios

To quantify the financial impacts on JLL of climate risks and opportunities, we considered:

- Two time horizons: 2030 (short) and 2050 (medium)
- Three climate scenarios: Net Zero by 2050 (1.5°C), Moderate Action (2-3°C) and Business as Usual (BAU) (4-5+°C)

There is little divergence between the scenarios through 2030 due to the delayed emergence of climate change impacts. While the warming effect of many of the existing emissions in the atmosphere are 'baked in,' these impacts are not likely to be felt for several decades.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

Category	JLL Key climate-related risks and opportunities	Assessment approach
<b>Physical</b>		
Acute	Risk of extreme weather events impacting properties that JLL leases, manages, occupies, advises and invests in	Select 10 markets at intersection of high JLL revenue and high physical climate risk Estimate climate impacts on GDP using three climate scenarios Correlate JLL historical revenue with historical GDP
Chronic	Risk of sea level rise impacting properties that JLL leases, manages, occupies, advises and invests in	Estimate financial impact of climate on JLL revenue in markets
<b>Transition</b>		
Policy and Legal	Risk of regulatory change increasing costs due to carbon pricing, taxes or cap & trade	Forecast JLL emissions reduction pathway and cost of carbon pricing in three climate scenarios
Technology	Risk or opportunity of technology disruption, including building automation and renewable technologies, impacting competitive position, costs, and revenues	Estimate JLL revenue from building energy technology. Forecast changes in tech market and JLL opportunity in three scenarios
Market	Opportunity of increasing revenue from climate change consultation, property resilience advisory, and energy management services Risk or opportunity of climate migration shifting current markets and potentially creating new markets	Forecast JLL revenue from climate consultancy based on growth plans and market growth rates under three climate scenarios Estimate financial impact of climate driven outmigration on top markets using GDP approach in physical risks analysis below
Reputation	Risk or opportunity of perceived adequacy of climate action, advice and JLL response impacting client reputation, revenue, and workforce metrics	Out of scope

#### Top climate-related risks and opportunities

Based on our quantitative analysis of climate-related risks and opportunities (table above), impacts are projected for 10 select JLL markets, not the entire portfolio. GDP at risk due to physical impacts is scaled to 2020 revenue data and projected to 2050 using global GDP growth (3%). The climate scenario assessment indicates that by 2030, potential financial risks could reach between \$6M-\$7M across the three scenarios, and by 2050, reach between \$8M-\$21M. Nevertheless, the climate scenario assessment indicates that potential financial opportunities exceed financial risks under all three scenarios, with the strongest opportunities under a net-zero scenario.

We anticipate lower climate-related financial risks as our business model is not carbon intensive and the mitigation measures outlined in our JLL 2020 Global Sustainability Report are already in place for many risks. Moreover, our investments in property technology, our green building solutions and our climate change consulting provide significant and scalable avenues to realize the identified climate-related opportunities.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### Our strategy and targets

JLL's net zero target commits us to:

- A near-term target to reduce absolute Scope 1, 2 (market-based) 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 are updating our decarbonization pathways in 2024 to align with our net zero goals, focusing on limiting offsets to 5% of our 2018 baseline and prioritizing abatement measures. In 2023, JLL accelerated progress with these key actions:

- **Accountability:** We established the JLL Net Zero Council to enhance oversight and integrate decarbonization efforts, setting direction and priorities for key emission categories.
- **Clear Pathways:** We revised pathways for better visibility of progress gaps and strategy impacts toward our targets.
- **Data Quality:** An external assessment led to data improvements, especially in Scope 3 emissions, switching from a revenue-based to a consumption-based methodology for better tracking, though this makes base-year comparisons difficult. We adhered to our recalculation policy without restating previous data.

In 2024, we will update pathways for all 11 emission categories, detailing investments, actions, and interim targets in our climate transition plan. We increased GHG emissions subject to external assurance, engaging KPMG for limited assurance on our Scope 1, 2, and certain Scope 3 emissions for 2023. See the Statement of ESG performance metrics for more details.

#### Climate risk performance metrics

We use a range of metrics to inform our stakeholders of our climate-related performance and activities, including:

- Scope 1 and 2 emissions and total Scope 3 emissions, total and by region (Americas, EMEA, APAC)
- Total energy consumption, including electricity, natural gas, stationary fuels and fleet
- Renewable energy used, total and by region (Americas, EMEA, APAC)
- Water consumption, total and by region (Americas, EMEA, APAC)
- Total waste disposal in tonnes, split into recycling, composting, recovery, incineration, and landfill.

#### The reputation for high standards of business conduct

JLL stands for uncompromising integrity and the highest ethical conduct and has been named this year as one of the World's Most Ethical Companies for the 17th consecutive year. JLL personnel throughout the business and irrespective of seniority follow our core values of teamwork, excellence and ethics.

At the heart of JLL's quality and business conduct framework is the JLL Code of Ethics and the Ethics Everywhere programme. These touch on numerous aspects of quality and business conduct with respect to different stakeholder groups: employees, clients, marketplace, shareholders and communities.

JLL has existing policies and procedures which reflect the organisation's activities, structure and risks. These policies and procedures are reviewed and maintained. JLL also holds certain accreditations which are independently audited. In some other cases, JLL seeks to apply the standards of other accreditations (even if not formally certified) or runs an internal programme of audits and reviews.

To sustain the framework, JLL employs and develops qualified subject matter experts, engages external professional advisers, appoints champions within the business, and designs or procures technological solutions.

Various forms of guidance, training and communications support the framework, and JLL leaders receive regular reports and briefings.

JLL offers various mechanisms for the raising of concerns. Whether to line managers and business leaders, leaders of support functions (including Legal & Compliance), or the externally-managed speak-up service (accessible by phone, email or internet) offers anonymity, JLL encourages the raising of concerns so that they can be addressed.

#### The need to act fairly as between members of the Company

As a 100% owned subsidiary, all decisions are made in the interest of the Parent Company as a single shareholder.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### Corporate governance

One of JLL's Beyond strategic vision priorities is to promote best-in-class governance, compliance, enterprise risk management and professional standards to operate a sustainable organisation which meets the significant challenges and risks inherent in global markets and minimises disruptions to, and distractions from, the accomplishment of our corporate mission.

As a part of the global organisation, where the ultimate parent company is a publicly traded company, which is subject to various corporate governance and other requirements established by statute, pursuant to SEC regulations and under the rules of the New York Stock Exchange, we follow globally implemented corporate governance policies.

JLL's Corporate Governance is the framework of policies and processes which determine how JLL is managed and controlled. Our Corporate Governance Policies give guidance on the processes and behaviours that shape our organization. Our global corporate governance developments are regularly reviewed and modified. As a UK incorporated entity, besides the global policies, the Directors working with the assistance of its Compliance and Legal Department review as part of their duties the best practices in corporate governance and stays abreast of changes in laws and regulations that affect the way we conduct our corporate governance in the UK. We are committed to the values of effective corporate governance, operating our business to the highest ethical standards and conducting ourselves in an environmentally and socially responsible manner. We believe that these values promote the best long-term performance of JLL for the benefit of our shareholders, clients, staff and other constituencies.

The composition of the Strategy Board reflects the salient areas of the business. The Strategy Board ensures the relevant controls surrounding corporate governance and best practice by delegating some of their responsibilities to key sub-committees. The Operating Executive committee is led by the CEO, meets weekly, and members include the Heads of Operations, Finance and HR and other senior business leaders. The Operating Executive committee is responsible for the day to day management of the Company whilst the Strategy Board is responsible for the development and implementation of strategy. The Remuneration committee is responsible for the review and application of employee remuneration. The full committee includes the Operating Executive and the Head of Rewards. They meet in February for the annual review of pay rises and bonuses and meet throughout the year as required. A subcommittee of the heads of HR, Finance, Operations and Reward meet weekly to discuss promotions and out of cycle pay rises.

We believe our policies and practices reflect corporate governance initiatives that comply with corporate governance requirements and regulations in the UK.

The Company seeks to attract and retain the best people clearly identifying the responsibilities of each role and its contribution to the business as a whole, being flexible, fair and consistent where possible in our working practices in order to attract and retain a high calibre of employee, in line with our Dignity at work: diversity and equality policy.

The Company will ensure equal opportunities for everyone throughout all stages of recruitment and selection.

Short listing, interviewing and selection will always be carried out without regard to age, disability, sex, sexual orientation, gender reassignment, marriage and civil partnerships, race including colour, nationality, ethnic or national origin, pregnancy or maternity, religion or belief.

Reasonable adjustments are made, where necessary, to accommodate the needs of candidates throughout the recruitment and selection process to ensure that they have equal opportunity to compete for roles as other applicants would.

#### "Greenhouse gas ("GHG") emissions and energy consumption disclosure"

##### Introduction

This Streamlined Energy and Carbon Reporting (SECR) statement \*(a) gives Jones Lang LaSalle Limited's annual energy consumption and GHG emissions for the financial year 1 January 2023 to the 31 December 2023, and the previous financial year covering the same period over 2022.

Emissions disclosed relate to activities for which the Company is responsible across the UK, and includes: combustion of gas from building operations and fuels for business travel and emissions from the purchase of electricity by the Company for its own use.

\*GHG emissions and energy consumption statement pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (the SECR Regulations).

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### Methodology and data tables

Jones Lang LaSalle Limited has used the main requirements of the GHG Protocol Corporate Standard (revised edition) as a basis to report its GHG emissions. Data was gathered at site level to compile the carbon footprint and consolidated using an organisational approach to ensure that all consumption and emissions are accounted for, whereby building data has been apportioned to the entity that holds the lease (as actual data is not available to the granularity of each individual entity). Business travel data has been apportioned to the employing entity of the individual responsible for each journey.

The 2023 and 2022 DEFRA UK Government Conversion Factors for GHG Company Reporting have been used to convert activity data into tCO<sub>2</sub>e emissions. Actual data was prioritised for reporting, however in instances where this was not available, consumption data was estimated using the following methodologies: if historical data is available, either the previous month, the same month in the previous year, or an average daily rate (multiplied by the number of missing days) was used. If no data was available, assets with invoiced data were ranked by floor area into three categories (small, medium, large), consumption (kWh) and floor areas (m<sup>2</sup>) were summed for each category, an intensity was calculated by dividing the consumption by the floor area (Total kWh/Total m<sup>2</sup>), and the intensity was then multiplied by the floor area of an asset.

Business travel data was provided as the total journey mileage, with the associated fuel type and engine size of the vehicle. This information was matched to the DEFRA UK Government Conversion Factors to calculate the kWh value and associated emissions. A change in business travel policy has been implemented in 2023, which has therefore changed the methodology under which business travel data is categorised. Whilst the total mileage and associated energy and GHG emissions remain relatively consistent, a shift is observed under which scope certain business travel now falls under, characterised by a significant movement from Scope 1 to Scope 3 GHG emissions.

In 2023, Jones Lang LaSalle Limited was responsible for a total of 4,905,169 (2022: 5,473,090) kWh energy consumption (building energy and business travel in either employee owned, leased, or company cars). Less than 1% of the total energy consumption is estimated.

#### Emissions and energy consumption

Summary of greenhouse gas emissions and energy consumption for the year ended 31 December 2023:

Name and description	Unit of measurement	2023	2022
Electricity	kWh	2,594,022	3,303,665
Natural gas	kWh	246,450	718,118
Business travel	kWh	2,064,697	1,451,307

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

Summary of scope 1 (direct) greenhouse gas emissions is as follows:

	<b>Unit of measurement</b>	<b>2023</b>	<b>2022</b>
Direct combustion of gas from the operation of properties and fuel from business travel in company owned vehicles	tCO <sub>2</sub> e	<u>100</u>	<u>434</u>

Summary of scope 2 (indirect) greenhouse gas emissions is as follows:

	<b>Unit of measurement</b>	<b>2023</b>	<b>2022</b>
Electricity purchased for own use (purchase of heat, steam and cooling not applicable)	tCO <sub>2</sub> e	<u>537</u>	<u>639</u>

Summary of scope 3 (other indirect) greenhouse gas emissions is as follows:

	<b>Unit of measurement</b>	<b>2023</b>	<b>2022</b>
Mobile combustion of fuel from business travel in employee owned/rented vehicles and transmission and distribution losses from electricity	tCO <sub>2</sub> e	<u>489</u>	<u>112</u>

A 41% decrease in combined Scopes 1 and 2 GHG emissions has been observed in 2023 compared to 2022, whereby both electricity and natural gas emissions have decreased in 2023. Scope 1 business travel emissions have also decreased by 82%, owing to a change in the operational travel policy as mentioned in the methodology section, which has shifted a large portion of travel emissions into Scope 3. Consequently, Scope 3 business travel emissions have increased by 337%. When considering Scope 1, 2, and 3 GHG emissions, there was an overall decrease of 5% from 2022 to 2023. Although there has been an increase in business travel by 8%.

#### Intensity ratio

##### GHG emissions per £million revenue (tCO<sub>2</sub>e/£m)

Jones Lang LaSalle Limited's chosen intensity ration of GHG emissions per £million revenue is reported below:

	<u>2023</u>	<u>2022</u>
Intensity measurement	2.64	2.58

A 2% increase in our GHG emissions intensity ratio has been observed in 2023 compared to 2022. Whilst GHG emissions have reduced, so has revenue. The decrease in emissions was not enough to offset the percentage decrease in revenue, resulting in a small increase in Scope 1, 2, and 3 GHG emissions per £million revenue intensity.

## Jones Lang LaSalle Limited

### Directors' Report for the Year Ended 31 December 2023 (continued)

#### Energy Efficiency Actions

In December 2023, Jones Lang LaSalle Limited relocated the JLL Birmingham office, from 45 Church Street to One Centenary Way in Birmingham. The fit-out for this relocation was completed in line with JLL's UK Net Zero Carbon Real Estate Guidance, minimising operational and embodied carbon and promoting the installation and usage of high efficiency equipment. Leased floor space was also reduced as part of the move to better align with reduced occupancy, resulting from the hybrid working model that has been adopted by many employees. Relocating to One Centenary Way is expected to realise to an absolute energy reduction of over 36,700 kWh and the office is expected to achieve an energy intensity of 48 kWh/m<sup>2</sup>, a 30% reduction in energy use intensity compared to our previous Birmingham office.

Operational control measures implemented throughout the Jones Lang LaSalle Limited estate have resulted in further energy reductions. Following the refit completed in September 2022 which led to 138,000 kWh energy saving, the Jones Lang LaSalle Limited Norwich office has realised further efficiencies resulting in an additional 8,000 kWh saving. In total, the refit and operational energy efficiency measures has led to a 146,000 kWh reduction in consumption vs 2019 baseline, and a 56% reduction in energy use intensity.

In January 2023 Jones Lang LaSalle Limited opened their new Glasgow office following an energy efficient fitout. Despite a reduction in leased area, the Glasgow office has achieved an energy use intensity of 66 kWh/m<sup>2</sup>, and an annual energy reduction of 64,500 kWh compared to a 2019 baseline.

#### Matters covered in the Strategic Report

The business review and principal risks and uncertainties are discussed in page 2.

#### Disclosure of information to the auditors

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as the Directors is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the Directors has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

#### Post balance sheet events

There are no other post balance sheet events affecting the Company.

#### Auditor

The auditor, Grant Thornton, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Approved and authorised by the board on Sep 24, 2024 and signed on its behalf by:

emilyjane wood  
emilyjane.wood (Sep 24, 2024 16:39 GMT+1)

E J Wood  
Director

## Jones Lang LaSalle Limited

### Statement of Directors' Responsibilities

The Directors acknowledge their responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standard, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Sep 24, 2024

Approved and authorised by the board on ..... and signed on its behalf by:

*emilyjane wood*

emilyjane.wood (Sep 24, 2024 16:39 GMT+1)

E J Wood  
Director

## Jones Lang LaSalle Limited

### Independent Auditor's Report to the Members of Jones Lang LaSalle Limited

#### Opinion

We have audited the financial statements of Jones Lang LaSalle Limited (the 'Company'), which comprise the Income Statement, Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, for the year ended 31 December 2023, and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, Jones Lang LaSalle Limited's financial statements:

- give a true and fair view in accordance with the United Kingdom Generally Accepted Accounting Practice of the assets, liabilities and financial position of the Company as at 31 December 2023 and of its financial performance for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ('ISAs (UK)') and applicable law. Our responsibilities under those standards are further described in the 'Responsibilities of the auditor for the audit of the financial statements' section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the FRC's Ethical Standard, and the ethical pronouncements established by Chartered Accountants Ireland, applied as determined to be appropriate in the circumstances for the entity. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon, including the Directors' Report and the Strategic Report. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies in the financial statements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Jones Lang LaSalle Limited**

### **Independent Auditor's Report to the Members of Jones Lang LaSalle Limited (continued)**

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of management and those charged with governance for the financial statements**

As explained more fully in the Statement of Directors' Responsibilities, management is responsible for the preparation of the financial statements which give a true and fair view in accordance with the United Kingdom Generally Accepted Accounting Practice, including FRS102, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

#### **Responsibilities of the auditor for the audit of the financial statements**

The objectives of an auditor are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of an auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Jones Lang LaSalle Limited

### Independent Auditor's Report to the Members of Jones Lang LaSalle Limited (continued)

#### Responsibilities of the auditor for the audit of the financial statements (continued)

##### *Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud*

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatement in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the Company and industry, we identified that the principal risks of non-compliance with laws and regulations related to the Financial Conduct Authority handbook, data protection and employment regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006 and UK tax legislation. The Audit engagement partner considered the experience and expertise of the engagement team, including ITGC specialists, to ensure that the team had appropriate competence and capabilities to identify or recognise non-compliance with the laws and regulation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial performance and management bias through judgements and assumptions in significant accounting estimates, in particular in relation to significant one-off or unusual transactions.

We apply professional scepticism through the audit to consider potential deliberate omission or concealment of significant transactions, or incomplete/inaccurate disclosures in the financial statement.

In response to these principal risks, our audit procedures included but were not limited to:

- inquiries of management on the policies and procedures in place regarding compliance with laws and regulations, including consideration of known or suspected instances of non-compliance and whether they have knowledge of any actual, suspected or alleged fraud;
- inspection of the Company's regulatory and legal correspondence and review of minutes of director's meetings during the year to corroborate inquiries made;
- gaining an understanding of the entity's current activities, the scope of authorisation and the effectiveness of its control environment to mitigate risks related to fraud;
- discussion amongst the engagement team in relation to the identified laws and regulations and regarding the risk of fraud, and remaining alert to any indications of non-compliance or opportunities for fraudulent manipulation of financial statements throughout the audit;
- identifying and testing journal entries to address the risk of inappropriate journals and management override of controls;
- designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing;
- challenging assumptions and judgements made by management in their significant accounting estimates, including the provisions, defined benefit pension schemes and the impairment assessment of investments, trade and intercompany debtors; and
- review of the financial statement disclosures to underlying supporting documentation and inquiries of management.

The primary responsibility for the prevention and detection of irregularities including fraud rests with those charged with governance and management. As with any audit, there remains a risk of non-detection or irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or override of internal controls.

**Jones Lang LaSalle Limited**

**Independent Auditor's Report to the Members of Jones Lang LaSalle Limited (continued)**

**The purpose of our audit work and to whom we owe our responsibilities**

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Gavin Fitzpatrick*

.....  
Gavin Fitzpatrick (Senior Statutory Auditor)  
For and on behalf of Grant Thornton  
Chartered Accountants and Statutory Auditors  
Dublin  
Ireland

Date: Sep 24, 2024  
.....

## Jones Lang LaSalle Limited

### Income Statement for the Year Ended 31 December 2023

	Note	2023 £ 000	2022 £ 000
Turnover	4	426,758	460,054
Administrative expenses		<u>(424,249)</u>	<u>(420,749)</u>
<b>Operating profit</b>	5	2,509	39,305
Income from investments in subsidiary companies	9	4,700	14,237
Interest receivable and similar income	10	20,160	9,260
Reversal of impairment loss on investments	17	1,260	-
Fair value movements	17	61	(84)
Interest payable and similar expenses	11	(7,919)	(2,755)
Other finance income	12	<u>1,137</u>	<u>985</u>
<b>Profit before tax</b>		21,908	60,948
Tax on profit	13	<u>(5,974)</u>	<u>(8,922)</u>
<b>Profit for the financial year</b>		<u><u>15,934</u></u>	<u><u>52,026</u></u>

All of the above operations relate to continuing operations for the periods presented.

## Jones Lang LaSalle Limited

### Statement of Comprehensive Income for the Year Ended 31 December 2023

	Note	2023 £ 000	2022 £ 000
Profit for the year		15,934	52,026
<b>Other comprehensive income/(loss)</b>			
Actuarial gain/(loss) on defined benefit pension schemes	26	3,707	(37,095)
Movement on deferred tax relating to pension (gains)/losses	22	<u>(927)</u>	<u>9,274</u>
<b>Total other comprehensive income/(loss) for the year</b>		<u>2,780</u>	<u>(27,821)</u>
<b>Total comprehensive income for the year</b>		<u><u>18,714</u></u>	<u><u>24,205</u></u>

The notes on pages 34 to 65 form an integral part of these financial statements.

**Jones Lang LaSalle Limited**

(Registered number: 01188567)

**Statement of Financial Position as at 31 December 2023**

	Note	2023 £ 000	2022 £ 000
<b>Fixed assets</b>			
Intangible assets	15	624	1,120
Tangible assets	16	38,673	39,224
Investments	17	113,958	112,637
		153,255	152,981
<b>Current assets</b>			
Debtors	18	453,036	451,504
Cash at bank and in hand	19	495	444
		453,531	451,948
<b>Creditors: Amounts falling due within one year</b>	20	(218,291)	(237,450)
<b>Net current assets</b>		235,240	214,498
<b>Total assets less current liabilities</b>		388,495	367,479
<b>Creditors: Amounts falling due after more than one year</b>	20	(5,266)	(2,751)
<b>Provisions for liabilities</b>			
Deferred tax liabilities	22	(3,908)	(545)
Provisions	21	(11,306)	(5,940)
		(15,214)	(6,485)
<b>Net assets excluding pension asset</b>		368,015	358,243
Pension asset	26	29,171	21,201
<b>Net assets</b>		397,186	379,444
<b>Capital and reserves</b>			
Called up share capital	23	121,088	121,088
Share premium reserve	24	2,500	2,500
Capital redemption reserve	24	268	268
Other reserves	24	90,557	90,557
Profit and loss account	24	182,773	165,031
<b>Shareholders' funds</b>		397,186	379,444

Approved and authorised by the board on <sup>Sep 24, 2024</sup> ..... and signed on its behalf by:

emilyjane wood  
emilyjane.wood (Sep 24, 2024 16:39 GMT+1)  
 .....  
 E J Wood  
 Director

## Jones Lang LaSalle Limited

### Statement of Changes in Equity for the Year Ended 31 December 2023

	Note	Called up share capital £ 000	Share premium reserve £ 000	Capital redemption reserve £ 000	Other reserves £ 000	Profit and loss account £ 000	Total equity £ 000
At 1 January 2023		121,088	2,500	268	90,557	165,031	379,444
Profit for the year		-	-	-	-	15,934	15,934
Actuarial gains on pension scheme		-	-	-	-	2,780	2,780
<b>Total comprehensive income for the year</b>		-	-	-	-	18,714	18,714
Share based payment transactions	25	-	-	-	-	(972)	(972)
<b>At 31 December 2023</b>		<u>121,088</u>	<u>2,500</u>	<u>268</u>	<u>90,557</u>	<u>182,773</u>	<u>397,186</u>

### Statement of Changes in Equity for the Year Ended 31 December 2022

	Note	Called up share capital £ 000	Share premium reserve £ 000	Capital redemption reserve £ 000	Other reserves £ 000	Profit and loss account £ 000	Total equity £ 000
At 1 January 2022		121,088	2,500	268	90,557	199,092	413,505
Profit for the year		-	-	-	-	52,026	52,026
Actuarial losses on pension scheme		-	-	-	-	(27,821)	(27,821)
<b>Total comprehensive income for the year</b>		-	-	-	-	24,205	24,205
Dividends	14	-	-	-	-	(60,000)	(60,000)
Share based payment transactions	25	-	-	-	-	1,734	1,734
<b>At 31 December 2022</b>		<u>121,088</u>	<u>2,500</u>	<u>268</u>	<u>90,557</u>	<u>165,031</u>	<u>379,444</u>

The notes on pages 34 to 65 form an integral part of these financial statements.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023

#### 1 General information

Jones Lang LaSalle Limited "the Company" is a private company limited by shares, incorporated, domiciled and registered in England and Wales in the UK.

The registered number is 01188567 and the registered address is 30 Warwick Street London W1B 5NH.

#### 2 Accounting policies

##### Basis of preparation of financial statements

The Company is exempt by virtue of s401 of the Companies Act 2006 from the requirement to prepare group financial statements. These financial statements present information about the Company as an individual undertaking and not about its group.

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The functional and presentational currency of these financial statements is pound sterling, rounded to the nearest thousand pounds.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

##### Financial reporting standard 102 - reduced disclosure exemptions

The Company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of Section 26 Share-based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Jones Lang LaSalle Incorporated as at 31 December 2023 and these financial statements may be obtained from Jones Lang LaSalle Incorporated, 200 East Randolph Drive, Chicago, Illinois 60601, USA.

## **Jones Lang LaSalle Limited**

### **Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)**

#### **2 Accounting policies (continued)**

##### **Going concern**

The financial statements have been prepared on the going concern basis which the Directors believe to be appropriate for the following reasons:

The Directors have assessed the continued going concern of the Company, the current global economy, and have come to the conclusion that there is a reasonable expectation that the Company will be able to continue in operational existence for the foreseeable future.

By design, the Company has a naturally very resilient business model, which would be able to sustain periods of revenue significantly below current trading levels without needing to draw on external facilities or cut costs, through the flexibility built into the Company's bonus system which tracks the operating profit of the Company. In the event of any prolonged period of lower revenue, the Directors would take mitigating action, such as reducing overheads.

The Company is dependent for its working capital on funds previously provided to it by , the ultimate parent company. Jones Lang LaSalle Incorporated has provided the Company with an undertaking that for at least 12 months from the date of approval of these financial statements, it will continue to make available such funds as are needed by the Company.

The Directors assessed the Company's financial position, and they have a reasonable expectation that the Company will be able to continue in operational existence for the foreseeable future by meeting its liabilities as they fall due for payment. As with any Company placing reliance on other group entities for financial support, the Directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

There are no material uncertainties related to events or conditions that may cast significant doubt about the ability of the Company to continue as a going concern.

On the basis of their assessment the Directors believe that it remains appropriate to prepare the financial statements on a going concern basis.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

##### *Rendering of services*

The Company derives revenue from a number of revenue streams. The Directors have considered each and consider that there are applicable performance criteria which must be achieved before revenue is recognised. As such, revenue from these contracts is recognised in the period in which the services are provided in accordance with these performance criteria when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably or when services are performed by an indeterminate number of acts over a specified period of time, the entity recognises revenue on a straight-line basis over the specified period;
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

However, when a specific act is much more significant than any other act, the entity postpones recognition of revenue until the significant act is executed.

##### **Intangible assets - Goodwill**

Goodwill represents the difference between amounts paid on the cost of a business combination and the acquirer's interest in the fair value of its identifiable assets and liabilities of the acquiree at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight line basis to the Income Statement over its useful economic life.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years. The estimated useful lives range as follows:

Goodwill - 10 years

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### Tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, on the following basis.

Leasehold improvements - on a straight line basis over the length of the lease

Office machinery and fixtures - 10% to 50%

Computer equipment - 14% to 33%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Income Statement.

##### Assets under construction

Assets under construction are stated at cost. These assets are not depreciated until they are available for use.

##### Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed company shares are remeasured to market value at each reporting date. Gains and losses on remeasurement are recognised in the Income Statement for the period.

##### Operating leases

Rentals paid under operating leases are charged to the Income Statement on a straight line basis over the lease term.

##### Trade debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

##### Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

##### Trade creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### Foreign currency translation

###### *Functional and presentation currency*

The Company's functional and presentational currency is GBP.

###### *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Income Statement within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Income Statement within 'other operating income' as per note 5.

##### Finance costs

Finance costs are charged to the Income Statement over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

##### Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

##### Share based payments

Where share options are awarded to employees, the fair value of the options at the date of grant is charged to the Income Statement over the vesting period. Non-market vesting conditions are taken into account by adjusting the number of equity instruments expected to vest at each reporting date so that, ultimately, the cumulative amount recognised over the vesting period is based on the number of options that eventually vest. Market vesting conditions are factored into the fair value of the options granted. The cumulative expense is not adjusted for failure to achieve a market vesting condition.

The fair value of the award also takes into account non-vesting conditions. These are either factors beyond the control of either party (such as a target based on an index) or factors which are within the control of one or other of the parties (such as the Company keeping the scheme open or the employee maintaining any contributions required by the scheme).

Where the terms and conditions of options are modified before they vest, the increase in the fair value of the options, measured immediately before and after the modification, is also charged to the Income Statement over the remaining vesting period.

Where equity instruments are granted to persons other than employees, the Income Statement is charged with fair value of goods and services received.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### Financial instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Income Statement.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the financial asset are transferred to another party or (c) control of the financial asset has been transferred to another party who has the practical ability to unilaterally sell the financial asset to an unrelated third party without imposing additional restrictions.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

##### Onerous leases

Where the unavoidable costs of a lease exceed the economic benefit expected to be received from it, a provision is made for the present value of the obligations under the lease.

##### Interest income

Interest income is recognised in Income Statement using the effective interest method.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### **Provisions for liabilities**

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

##### *Standard provisions*

Charged as an expense to the Income Statement in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

##### *Dilapidations*

As part of its property leasing arrangements, the Company has an obligation to return some properties to their original condition (when the Company conducted significant leasehold improvements) or repair damages which incur during the life of the lease. The present value of the expected cost is capitalised as a part of the leasehold improvement asset. The provision is expected to be utilised at the end of the respective leases.

##### *Professional indemnity claims*

The Company is, from time to time, subject to certain litigation matters arising in the normal course of the professional services it provides. Such claims are subject to scrutiny and assessment and, whilst the Company is ultimately responsible for any commercial settlements that may be agreed or enforced by the courts, the Company expects to recover amounts due from its professional indemnity insurance arrangements and no Income Statement expense is charged.

##### **Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Income Statement when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

##### **Defined benefit pension plan**

The Company operates a defined benefit plan for certain employees. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The asset recognised in the statement of financial position in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the reporting date less the fair value of plan assets at the reporting date (if any) out of which the obligations are to be settled.

Defined benefit plan asset is only recognised to the extent that the entity is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Company engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating to the estimated period of the future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Company's policy for similarly held assets. This includes the use of appropriate valuation techniques.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 2 Accounting policies (continued)

##### Defined benefit pension plan (continued)

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as 'Remeasurement of net defined benefit liability'.

The cost of the defined benefit plan, recognised in the Income Statement as employee costs, except where included in the cost of an asset, comprises:

- a) the increase in net pension benefit liability arising from employee service during the period; and
- b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in the Income Statement as a 'finance expense'.

##### Group pension plan

Where the risks of a defined benefit plan are shared between entities under common control, the net defined benefit cost is recognised in the financial statements of the Group entity which is legally responsible for the plan and all other Group entities recognise a cost equal to their contribution payable for the period.

##### Taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Income Statement except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

##### Current income tax

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

##### Deferred taxation

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 3 Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Directors have not made any judgements in the process of applying the accounting policies that have a significant effect on the amounts recognised in the financial statements other than already disclosed in the notes to the accounts or below or made any key assumptions concerning the future and any other key sources of estimation uncertainty at the reporting date, that have a significant risk of resulting in material adjustments to the carrying amounts of assets and liabilities within the next financial year.

##### *Goodwill and investment*

The Company considers whether its goodwill and investments are impaired. At the end of each financial year the Company reviews the carrying amounts of its goodwill and investments to determine whether there is any indication that those assets have suffered any impairment loss. Factors taken into consideration in reaching such a decision include the net asset value of the investment, economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. An impairment loss is recognised where the carrying amount exceeds the recoverable amount. The recoverable value requires estimation of the future cash flows generated by the underlining business and selection of appropriate discount rates in order to calculate the net present value of those cash flows.

Any impairment loss recognised for goodwill is not reversed in a subsequent period. An impairment loss for investments is reversed in a subsequent period only if the reasons for the impairment loss have ceased to apply. An entity shall assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods may no longer exist or may have decreased. Refer note 15 and 17 for further information.

##### *Provisions*

Provision is made for retirement obligations, dilapidations, claims and contingencies if required. Those provisions require management's best estimate of the cost that will be incurred based on legislative and contractual requirements. The timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement. Refer to note 21.

##### *Defined benefit pension scheme*

The Company has obligations to pay pension benefits to certain employees. The cost of those benefits and the present value of the obligation depend on number of factors, including life expectancy, salary increase, assets valuation and the discount rates. Management estimates these factors in determining the net pension obligation in the statement of financial position. The assumptions reflect historical experience and current trends. Refer to note 26.

##### *Debtors*

The Company assess intercompany debtors held for any indicators of impairment on an annual basis. Judgement is exercised over valuation of each intercompany debtors based on the subsidiaries net asset position of the counter party and any other known factors.

The Company assess trade debtors held for any indicators of impairment on an annual basis. An allowance for doubtful debts is determined based on a combination of factors to ensure that trade debtors are not overstated due to uncollectability. Factors involved in this determination include aging and customers' financial conditions. Refer to note 18 for further information.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 4 Turnover

The analysis of the Company's turnover for the year by class of business is as follows:

	2023	2022
	£ 000	£ 000
Professional services	426,758	460,054

The analysis of the Company's turnover for the year by country of destination is as follows:

	2023	2022
	£ 000	£ 000
United Kingdom	426,758	460,054

#### 5 Operating profit

The operating profit is stated after charging:

	2023	2022
	£ 000	£ 000
Depreciation expense	13,882	12,764
Amortisation expense	496	496
Reversal of impairment loss on investment	(1,260)	-
Foreign exchange losses/(gains)	115	(969)
Operating lease expense - property	10,486	10,864
Operating lease expense - other	316	277
Profit on disposal of tangible fixed assets	-	(28)
Pension costs, defined contribution scheme	18,294	18,013
Movement on bad debt provisions	638	526
Loss on disposal of investment	-	6,327

#### 6 Auditors' remuneration

	2023	2022
	£ 000	£ 000
The audit of the the Company's annual accounts	60	61
The audit of the annual accounts of other group companies	249	283
	309	344

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 7 Staff costs

The aggregate payroll costs (including Directors' remuneration) were as follows:

	2023	2022
	£ 000	£ 000
Wages and salaries	312,321	317,974
Social security costs	39,654	41,520
Pension costs, defined contribution scheme	18,294	18,013
Directors gains on restricted stock grant plans	49	45
	<u>370,318</u>	<u>377,552</u>

The average number of persons employed by the Company (including Directors) during the year, analysed by category was as follows:

	2023	2022
	No.	No.
Managerial and professional	3,301	3,372
	<u>3,301</u>	<u>3,372</u>

#### 8 Directors' remuneration

The Directors' remuneration for the year was as follows:

	2023	2022
	£ 000	£ 000
Remuneration	3,869	4,180
Contributions paid to money purchase schemes	70	57
Awarded restricted stock grant plans	49	45
	<u>3,988</u>	<u>4,282</u>

During the year the number of Directors who were receiving benefits and share incentives was as follows:

	2023	2022
	No.	No.
Received or were entitled to receive shares under long term incentive schemes	5	4
Exercised share options	2	3
Accruing benefits under money purchase pension scheme	7	6

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 8 Directors' remuneration (continued)

In respect of the highest paid Director:

	2023	2022
	£ 000	£ 000
Remuneration	1,200	1,574
Pension	13	10
Awarded restricted stock grant plans	<u>-</u>	<u>-</u>

The Directors of the Company are deemed to be the Key Management Personnel of Jones Lang LaSalle Limited.

#### 9 Income from investments in subsidiary companies

	2023	2022
	£ 000	£ 000
Dividends received	<u>4,700</u>	<u>14,237</u>

#### 10 Interest receivable and similar income

	2023	2022
	£ 000	£ 000
Interest receivable on loans to group undertakings	20,120	9,260
Other interest receivable	40	-
	<u>20,160</u>	<u>9,260</u>

#### 11 Interest payable and similar expenses

	2023	2022
	£ 000	£ 000
Interest on bank overdrafts and borrowings	5	-
Interest payable on loans from group undertakings	7,914	2,755
	<u>7,919</u>	<u>2,755</u>

#### 12 Other finance income

	2023	2022
	£ 000	£ 000
Interest on pension scheme liabilities	(7,954)	(4,377)
Interest on pension scheme assets	9,091	5,362
	<u>1,137</u>	<u>985</u>

See note 26 for further details.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 13 Taxation

	Note	2023 £ 000	2022 £ 000
<b>Corporation tax</b>			
Current tax on profits for the year		3,538	8,617
<b>Deferred taxation</b>			
Arising from origination and reversal of timing differences	22	<u>2,436</u>	<u>305</u>
Tax expense in the income statement		<u>5,974</u>	<u>8,922</u>
<b>Factors affecting tax charge for the year</b>			

The Finance Act 2021 provided that from 1st April 2023, the main rate of corporation tax would increase from 19% to 25% for groups with chargeable profits of over £250,000. Accordingly, the company's profit for this year has been taxed at a prorated percentage of 23.52%.

The tax assessed for the year is higher than the prorated rate of corporation tax in the UK of 23.52%(2022: lower than the standard rate of corporation tax in the UK of 19%).

The differences are reconciled below:

	2023 £ 000	2022 £ 000
Profit before tax	<u>21,908</u>	<u>60,948</u>
Corporation tax at standard rate	5,154	11,580
Effect of (income)/expense not (taxable)/deductible in determining taxable profit	(1,333)	(3,056)
Tax decrease from effect of capital allowances and depreciation	(619)	(1,238)
Tax (decrease)/increase from other short-term timing differences	(31)	574
Tax increase from effect of exercise of employee share options	367	757
Deferred tax movement	<u>2,436</u>	<u>305</u>
Total tax charge	<u>5,974</u>	<u>8,922</u>

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 13 Taxation (continued)

##### Factors that may affect future tax charges

The main rate of UK corporation tax for 2023 increased from 19% to 25% (2022: 19%) for groups with chargeable profits of over £250,000, effective from 1 April 2023. Accordingly, the company's profit for future accounting periods will be taxed at the main rate of 25%.

The Company is a member of the Jones Lang LaSalle Inc Group, which is likely to be within the scope of the OECD's Pillar Two tax rules, although consultations are still in progress at this point. Pillar Two legislation has been substantively enacted in the United Kingdom as of the 31st of December 2023. The legislation will be effective for the Company's financial year beginning 1 January 2024. The Company has performed an assessment of its potential exposure to Pillar Two income taxes for the year ending 31 December 2024.

The assessment of the potential exposure to Pillar Two income taxes is based on the most recent tax filings and financial statements. Based on the assessment, the Company has identified no potential exposure to Pillar Two income taxes as the standard tax rate applicable to the Company's profits in the United Kingdom is 25%, which is above the Pillar Two effective tax rate of 15%. The Company's average effective tax rate for the year ended 31 December 2023 is approximately 27.3%. If Pillar Two had applied in 2023, the average effective tax rate applicable to these profits would remain the same.

The Company has applied the mandatory temporary exception to accounting for deferred taxes arising from implementation of Pillar Two model rules introduced in the amendment to FRS 102 adopted by the FRC in July 2023.

#### 14 Dividends

	2023	2022
	£ 000	£ 000
Dividends paid	<u>-</u>	<u>60,000</u>

On 29 April 2022 the Company paid a dividend of £60 million to its immediate parent, Jones Lang LaSalle Europe Limited.

**Jones Lang LaSalle Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)**

**15 Intangible assets**

	<b>Goodwill £ 000</b>
<b>Cost</b>	
At 1 January 2023	<u>95,208</u>
At 31 December 2023	<u>95,208</u>
<b>Amortisation</b>	
At 1 January 2023	94,088
Amortisation charge	<u>496</u>
At 31 December 2023	<u>94,584</u>
<b>Carrying amount</b>	
At 31 December 2023	<u>624</u>
At 31 December 2022	<u>1,120</u>

**16 Tangible assets**

	<b>Leasehold improvements £ 000</b>	<b>Furniture, fittings and equipment £ 000</b>	<b>Land £ 000</b>	<b>Total £ 000</b>
<b>Cost</b>				
At 1 January 2023	22,993	47,636	150	70,779
Additions	7,189	6,142	-	13,331
Disposals	<u>(1,241)</u>	<u>(6,656)</u>	-	<u>(7,897)</u>
At 31 December 2023	<u>28,941</u>	<u>47,122</u>	150	<u>76,213</u>
<b>Depreciation</b>				
At 1 January 2023	9,064	22,491	-	31,555
Charge for the year	3,527	10,355	-	13,882
Eliminated on disposal	<u>(1,241)</u>	<u>(6,656)</u>	-	<u>(7,897)</u>
At 31 December 2023	<u>11,350</u>	<u>26,190</u>	-	<u>37,540</u>
<b>Carrying amount</b>				
At 31 December 2023	<u>17,591</u>	<u>20,932</u>	150	<u>38,673</u>
At 31 December 2022	<u>13,929</u>	<u>25,145</u>	150	<u>39,224</u>

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 16 Tangible assets (continued)

Tangible fixed assets include assets under construction. The total of assets under construction at year end amounted to £9,422 thousand (2022: £7,871 thousand). These assets were split into Furniture, Fixtures and Equipment £40 thousand (2022: £0), Leasehold improvements £4,925 thousand (2022: £582 thousand), Hardware and Computer equipment £2,416 thousand (2022: £4,633 thousand), and Software £2,041 thousand (2022: £2,654 thousand). These assets are not depreciated until such a time as they are available for their intended use.

#### 17 Investments

	2023 £ 000	2022 £ 000
Investments in subsidiaries	113,111	111,851
Other fixed asset investments	694	694
Listed investments	153	92
	113,958	112,637
 <b>Subsidiaries</b>		
		<b>£ 000</b>
<b>Cost</b>		
At 1 January 2023		119,354
At 31 December 2023		119,354
<b>Impairment</b>		
At 1 January 2023		7,503
Reversal		(1,260)
At 31 December 2023		6,243
<b>Carrying amount</b>		
At 31 December 2023		113,111
At 31 December 2022		111,851

The Directors have considered the net asset value and future trading potential of each of the Company's investments in subsidiaries. This assessment has resulted in the reversal of impairment charge amounting to £1,260 thousand (2022: £ nil).

In 2022 Jones Lang LaSalle Insurance Services Limited, Bluu Projects Limited (UK) and Jones Lang LaSalle Cambridge Limited (UK) applied for voluntary strike off, however, the dissolution was still in process at year end. The dissolution process was completed subsequently on the 23 July 2024. HG2 Limited was dissolved during the year on 29 August 2023.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

<b>Listed investments</b>	<b>£ 000</b>
<b>Cost or valuation</b>	
At 1 January 2023	92
Revaluation	61
	153
At 31 December 2023	153
<b>Carrying amount</b>	
At 31 December 2023	153
At 31 December 2022	92

#### Listed investments

The market value of the listed investments at 31 December 2023 was £153 thousand (2022: £92 thousand).

<b>Other fixed asset investments</b>	<b>£ 000</b>
<b>Cost or valuation</b>	
At 1 January 2023	694
	694
At 31 December 2023	694
<b>Carrying amount</b>	
At 31 December 2023	694
At 31 December 2022	694

#### Details of direct subsidiary undertakings

Details of direct subsidiary undertakings of the Company are as follows:

<b>Undertaking</b>	<b>Registered office</b>	<b>Principal activity</b>	<b>Class of shares</b>	<b>2023</b>	<b>Holding 2022</b>
<b>Direct subsidiary undertakings</b>					
Jones Lang LaSalle Corporate Finance Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Resources Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle European Services Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares	Holding
Rogers Chapman UK Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100% 100%
AMAS Limited (UK)	30 Warwick Street, London W1B 5NH	Dormant	Ordinary	100% 100%
JLW Nominees Limited (UK)	30 Warwick Street, London W1B 5NH	Dormant	Ordinary	100% 100%
JLW Second Nominees Limited (UK)	30 Warwick Street, London W1B 5NH	Dormant	Ordinary	100% 100%
Jones Lang LaSalle (SE) Limited (UK)	30 Warwick Street, London W1B 5NH	Dormant	Ordinary	100% 100%
Jones Lang LaSalle Pension Trustees Limited (UK)	30 Warwick Street, London W1B 5NH	Dormant	Ordinary	100% 100%
Jones Lang LaSalle Services S.R.L. (Romania)	145 Calea Victoriei, Victoria Center, Floor 9, District 1, Bucharest	Real estate services	Ordinary	100% 100%
Jones Lang LaSalle European Holdings Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	97% 97%
HG2 Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	0% 100%
Bluu Projects Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	51% 51%
Jones Lang LaSalle Insurance Services Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	0% 100%

Details of the indirect investments (including principal place of business of unincorporated entities) in which the Company holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Registered office	Principal activity	Class of shares	Holding
				2023 2022
<b>Indirect subsidiary undertakings</b>				
Jones Lang LaSalle Holding AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100% 100%
King Sturge Management SPRL (Belgium)	23 Avenue Marnixlaan, 1000 - Brussels	Real estate services	Ordinary	99% 99%
Jones Lang LaSalle Holding BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100% 100%
Jones Lang LaSalle Services LLC (Russia)	2, Bld. 1, Letnikovskaya Street, Moscow, 115114	Real estate services	Ordinary	100% 100%
Jones Lang LaSalle Kft (Hungary)	1054 Budapest, Szabadság tér 14	Real estate services	Ordinary	100% 100%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares	Holding	
Wonderment BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Services BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100%	100%
Tetris Design and Build BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Services AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Global Finance UK Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle UK FC (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Laser Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Finance Europe (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle s.r.o. (Czech Republic)	1096/21, Na Prikope, 110 00, Praha 1	Real estate services	Ordinary	100%	100%
Tetris Design and Build s.r.o. (Czech Republic)	1096/21, Na Prikope, 110 00, Praha 1	Real estate services	Ordinary	100%	100%
Jones Lang Wootton Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
JLL Corporate Solutions AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
JLL Treasury Support AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Espana SA (Spain)	Paseo de la Castellana 110-12a, Madrid, 28046	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Sociedade de Medicao Imobiliaria S.A. (Portugal)	Avenida Duque D'Avila, No. 141-lo.dto., Lisbon, 1050-081	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Sociedade de Avaliaco es Imobiliarias Unipessoal LDA (Portugal)	Avenida Duque D'Avila, No. 141-lo.dto., Lisbon, 1050-081	Real estate services	Ordinary	100%	100%
Tetris Arquitectura S.L.U. (Spain)	Paseo de la Castellana 110-12a, Madrid, 28046	Real estate services	Ordinary	100%	100%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares	Holding	Holding
Tetris Arquitectura Surcursal em Portugal, S.L. (Portugal)	Avenida Duque D'Avila, No. 141-lo.dto., Lisbon, 1050-081	Real estate services	Ordinary	100%	100%
Tetris Amenagement SAS (Morocco)	13 RUE IBNOU TOUFAIL 2EME ETAGE QUARTIER LES PALMIERS	Real estate services	Ordinary	100%	100%
LaSalle Investment Management S.L (Spain)	Paseo de la Castellana 110-12a, Madrid, 28046	Real estate services	Ordinary	100%	100%
JLL Sweden AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Gayrimenkul Hizmetleri Ticaret A.S. (Turkey)	Ayazağa Mahallesi, Eski Büyükdere Caddesi, Maslak Link Plaza, No: 3/5 Sarıyer, Istanbul	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle SARL (Morocco)	13 RUE IBNOU TOUFAIL 2EME ETAGE QUARTIER LES PALMIERS	Real estate services	Ordinary	99%	99%
Jones Lang LaSalle Group Holdings BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Holding company	Ordinary	100%	100%
Jones Lang LaSalle Group Holdings SNC (France)	40-42, rue la Boetie, Paris, 75008	Holding company	Ordinary	100%	100%
Jones Lang LaSalle Expertises SAS (France)	40-42, rue la Boetie, Paris, 75008	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle SAS (France)	40-42, rue la Boetie, Paris, 75008	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Residential Development GmbH (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Services SAS (France)	40-42, rue la Boetie, Paris, 75008	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Saudi Arabia LLC (Saudi Arabia)	17th Floor, South Tower, Abraj Attawuneya, King Fahad Road, Saudi Arabia, PO Box 13547 Riyadh 11414	Real estate services	Ordinary	100%	100%
Tetris SAS (France)	40-42, rue la Boetie, Paris, 75008	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle SpA (Italy)	VIA AGNELLO 8, Milan, 20121	Real estate services	Ordinary	100%	100%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares	Holding	
LaSalle Italia SRL (Italy)	VIA AGNELLO 8, Milan, 20121	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Services SRL (Italy)	VIA AGNELLO 8, Milan, 20121	Real estate services	Ordinary	100%	100%
Tetris Design and Build SRL (Italy)	VIA AGNELLO 8, Milan, 20121	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle SARL (Luxembourg)	37 rue du Puits Romain, Bertrange, Betrange, L - 8070	Real estate services	Ordinary	100%	100%
JLL Transaction Services AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle SE (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Services Gmbh (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle GmbH (Austria)	Praterstraße 62-64, Vienna, 1020	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Misc LLC (Egypt)	2 Aly Rashed St., Stars Capital, 8th Floor, Heliopolis, Cairo	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Holdings GmbH & Co KG (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Holding company	Partnership interest	100%	100%
Jones Lang LaSalle SPRL (Belgium)	23 Avenue Marnixlaan, 1000 - Brussels	Real estate services	Ordinary	92%	92%
Jones Lang LaSalle Services SA/NV (Belgium)	23 Avenue Marnixlaan, 1000 - Brussels	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Israel Limited (Israel)	c/o TMF Management and Accounting Services (Israel)Ltd., 7 Rival Street, Tel-Aviv 67778	Real estate services	Ordinary	99%	99%
Jones Lang LaSalle Holdings Sp.z.o.o. (Poland)	Warsaw Spire, 30th floor, Plac Europejski 1, Warsaw, 00-844	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Sp.z.o.o. (Poland)	Warsaw Spire, 30th floor, Plac Europejski 1, Warsaw, 00-844	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Saudi Arabia for Real Estate Valuations (Saudi Arabia)	17th Floor, South Tower, Abraj Attawuneya, King Fahad Road, Saudi Arabia, PO Box 13547 Riyadh 11414	Real estate services	Ordinary	75%	75%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares		Class of shares	Holding
JLL Valuation AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%		100%
JLL Kapitalmarknad AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle d.o.o. (Serbia)	Bulevar Mihajla Pupina 165G, Belgrade, 11070	Real estate services	Ordinary	100%		100%
Tetris Design and Build SARL (Luxembourg)	37 rue du Puits Romain, Bertrange, Betrange, L - 8070	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle Administration BV (Netherlands)	Strawinskylaan 3103, 1077 ZX, Amsterdam	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle Asset Management GmbH (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle Kenya Ltd (Kenya)	Plot L.R. No. 7158/602, Kalamu House, Grevillea Grove, Westlands, P.O. Box 47323-00100, Nairobi, Kenya	Real estate services	Ordinary	100%		100%
JLL Capital Markets Partners AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%		100%
KS Gayrimenkul Danismaligi Ltd (Turkey)	Ayazağa Mahallesi, Eski Büyükdere Caddesi, Maslak Link Plaza, No: 3/5 Sarıyer, Istanbul	Real estate services	Partnership interest	96%		96%
Jones Lang LaSalle OY (Finland)	Eteläesplanadi 22 A, FI-00130, Helsinki	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle Holding SAS (France)	40-42, rue la Boetie, Paris, 75008	Holding company	Ordinary	100%		100%
JLL Agency Partners AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%		100%
Jones Lang LaSalle Secs (Luxembourg)	37 rue du Puits Romain, Bertrange, Betrange, L - 8070	Real estate services	Partnership interest	100%		100%
Jones Lang LaSalle LLP (Kazakhstan)	62B Karmysova str., Medeusky District, Almaty, Kazakhstan	Real estate services	Partnership interest	100%		100%
Fitoutétris, S.A. (Portugal)	Avenida Duque D'Avila, No. 141-lo.dto., Lisbon, 1050-081	Real estate services	Ordinary	100%		100%

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 17 Investments (continued)

Undertaking	Registered office	Principal activity	Class of shares	Holding	Holding
Cobertura S.A. (Portugal)	Avenida Duque D'Avila, No. 141-lo.dto., Lisbon, 1050-081	Real estate services	Ordinary	100%	100%
BG data Bilisim Teknolojileri ve Medja Hiz Tic A.S. (Turkey)	Ayazağa Mahallesi, Eski Büyükdere Caddesi, Maslak Link Plaza, No: 3/5 Sarıyer, Istanbul	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle 1. Beteiligungsgesellschaft GmbH (Germany)	Bockenheimer Landstraße 55, Frankfurt, 60325	Real estate services	Ordinary	100%	100%
JLL Ingenierie (France)	40-42, rue la Boetie, Paris, 75008	Real estate services	Ordinary	100%	100%
JLL Agency AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
JLL Kapitalmarknad Holdings AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Holding company	Ordinary	100%	100%
JLL Debt Advisory Partners AB (Sweden)	Birger Jarlsgatan 25, 111 45 Stockholm	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Group Services Sp.z.o.o (Poland)	Warsaw Spire, 30th floor, Plac Europejski 1, Warsaw, 00-844	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Cambridge Limited (UK)	30 Warwick Street, London W1B 5NH	Real estate services	Ordinary	100%	100%
Jones Lang LaSalle Corporate Finance Europe GmbH (Germany)	Wilhelm-Leuschner-Str. 78, 60329 Frankfurt	Regulated services to professional clients	Ordinary	100%	0%

#### 18 Debtors

	2023 £ 000	2022 £ 000
<b>Current</b>		
Trade debtors	67,584	74,937
Amounts owed by group undertakings	311,771	313,941
Other debtors	26,360	10,787
Prepayments	10,040	9,883
Accrued income	37,281	37,402
Advance corporation tax	-	4,554
	453,036	451,504

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 18 Debtors (continued)

A bad debt provision of £1,107 thousand (2022: £1,502 thousand) was recognised against trade debtors.

The amounts owed by group undertakings includes:

- £85,120 thousand (2022: £68,673 thousand) are unsecured, interest free with no fixed repayment terms; and

- £226,651 thousand (2022: £245,268 thousand) are unsecured with no fixed repayment terms. Interest has been charged at a effective rate in the range of 3% to 6% (2022: 1% to 4%) in the year.

#### 19 Cash and cash equivalents

	2023	2022
	£ 000	£ 000
Cash at bank and in hand	495	444

#### 20 Creditors

	2023	2022
	£ 000	£ 000
<b>Due within one year</b>		
Trade creditors	7,108	10,317
Amounts due to group undertakings	70,227	67,893
Social security and other taxes	17,694	21,412
VAT Payable	7,214	6,233
Other payables	5,748	4,350
Accruals	102,132	124,718
Corporation tax	4,748	-
Deferred income	3,420	2,527
	218,291	237,450
<b>Due after one year</b>		
Accruals and deferred income	5,266	2,751

The amounts due to group undertakings are unsecured, interest free with no fixed repayment terms.

Trade creditors are payable in various dates over the coming months in accordance with the supplier's usual and customary credit terms.

Corporation tax, VAT, social security and other taxes are payable at various dates over the coming months in accordance with the applicable statutory provisions.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 21 Provisions for liabilities

	<b>Professional indemnity claims £ 000</b>	<b>Dilapidations £ 000</b>	<b>Total £ 000</b>
At 1 January 2023	350	5,590	5,940
Charge for the year	4,555	811	5,366
At 31 December 2023	4,905	6,401	11,306

#### *Professional indemnity claims*

Indemnification is arranged by other members of the Jones Lang LaSalle Group with captive and/or external insurance providers and as such any economic exposure is limited to the insurance excess amounts. The provision has been represented gross to better reflect the liabilities and assets arising from the claims against the business. The asset for this provision is recognized under other debtors. Of the £4.9 million (2022: £350 thousand) provided for at the reporting date, no amounts were paid to date in 2024.

#### 22 Deferred taxation

##### Deferred tax

	<b>£ 000</b>
At 1 January 2023	545
Charged to the income statement	2,436
Charged to other comprehensive income	927
At 31 December 2023	3,908

The provision for deferred taxation is made up as follows:

	<b>2023 £000</b>	<b>2022 £000</b>
(Accelerated)/ Decelerated capital allowances	(100)	650
Pension surplus	(7,293)	(5,300)
Company share scheme	2,399	2,024
Other timing differences	1,086	2,081
	(3,908)	(545)

There are no unused tax losses or unused tax credits.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 23 Share capital

##### Allotted, called up and fully paid shares

	2023		2022	
	No. 000	£ 000	No. 000	£ 000
Ordinary shares of £1 each	121,088	121,088	121,088	121,088

#### 24 Reserves

##### *Share premium reserve*

Amounts received by the Company in excess of the par value of shares issued.

##### *Capital redemption reserve*

A non-distributable reserve which represents share capital repurchased by the Company.

##### *Other reserves*

Capital contributions from the parent Company.

##### *Profit and loss account*

Includes all current and prior period retained profits and losses.

#### 25 Share-based payments

The Group operates a number of share based payment schemes, details of those which apply to employees of the Company follow. The shares are in the ultimate parent company and settled by the parent company.

All of the schemes provide for equity settled shares with no performance conditions, and entitle participants to dividend equivalents. Therefore, the fair value of the share awards is equal to the share price at date of grant.

##### **Restricted Stock Grant Plan Scheme Details**

The Group operates a restricted stock grant plan (RSG), under which some Directors and senior managers may receive awards of shares. Shares under this plan vest in equal instalments after either three years or five years from the grant date. Vesting is conditional upon the participant remaining in the employment of a group company.

#### 26 Pension commitments

##### **Defined contribution pension scheme**

The Company operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the Company to the scheme and amounted to £18,294 thousand (2022: £18,013 thousand).

The opening contribution payable was £2,272 thousand and the closing contribution payable is £2,368 thousand.

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 26 Pension commitments (continued)

##### Defined benefit pension schemes

Separately, the Company operates a defined benefit pension scheme providing benefits based on final pensionable pay. The scheme is divided into two sections: Jones Lang LaSalle and King Sturge. The assets of the scheme are held separately from those of the Company.

Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

The pension scheme surplus (to the extent that it is recoverable) or deficit is recognised in full. The movement in the scheme surplus/deficit is split between operating charges, finance items in the Income statement and actuarial gains and losses in the Statement of Comprehensive Income.

The latest full actuarial valuation was carried out in December 2021 and was updated on 9 Feb 2024 for FRS102 purposes to 31 December 2023 by a qualified independent actuary. The Jones Lang LaSalle Limited Group contributions for the year were £3,666 thousand (2022: £5,510 thousand).

Changes in the defined benefit obligation are as follows:

	2023 £ 000	2022 £ 000
Present value at start of year	162,330	247,181
Interest cost	7,954	4,377
Actuarial loss/(gain)	560	(81,162)
Benefits paid	<u>(6,517)</u>	<u>(8,066)</u>
Present value at end of year	<u>164,327</u>	<u>162,330</u>

Changes in the fair value of scheme assets are as follows:

	2023 £ 000	2022 £ 000
Fair value at start of year	183,531	299,385
Interest income	9,091	5,362
Admin cost	(540)	(403)
Actuarial gains and losses	4,267	(118,257)
Employer contributions	3,666	5,510
Benefits paid	<u>(6,517)</u>	<u>(8,066)</u>
Fair value at end of year	<u>193,498</u>	<u>183,531</u>

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 26 Pension commitments (continued)

The major categories of scheme assets are as follows:

	2023	2022
	£ 000	£ 000
Cash and cash equivalents	6,569	6,067
Equity instruments	9,967	11,967
Debt instruments	141,865	128,154
Multi-asset funds	1,117	1,373
Other	33,980	35,970
	193,498	183,531

The pension scheme has not invested in any of the Company's own financial instruments or in properties or other assets used by the Company.

The amounts recognised in the Statement of Financial Position are as follows:

	2023	2022
	£ 000	£ 000
Fair value of scheme assets	193,498	183,531
Present value of defined benefit obligation	(164,327)	(162,330)
Defined benefit pension scheme surplus	29,171	21,201

The amounts recognised in Income Statement are as follows:

	2023	2022
	£ 000	£ 000
Net finance income	1,137	985
Administrative expenses	(540)	(403)
	597	582

The Company expects to contribute £5,510 thousand to its Defined benefit pension scheme in 2024.

	2023	2022
	£ 000	£ 000
<b>Analysis of amounts recognised in other comprehensive income</b>		
Gain/(loss) on plan assets	4,267	(118,257)
Experience losses arising on the scheme liabilities	(657)	(13,128)
Changes in assumptions underlying the present value of the scheme liabilities	97	94,290
	3,707	(37,095)

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 26 Pension commitments (continued)

##### *Principal actuarial assumptions*

The principal actuarial assumptions at the reporting date are as follows:

	2023	2022
	%	%
Discount rate	4.80	5.00
Future pension increases	3.00	3.05
Inflation	3.15	3.25
Salary increase- Jones Lang LaSalle	3.65	3.75
Salary increase- King Sturge	<u>2.00</u>	<u>2.00</u>

##### *Post retirement mortality assumptions*

	2023	2022
	Years	Years
Current UK pensioners at retirement age - male	22.10	22.80
Current UK pensioners at retirement age - female	23.50	24.80
Future UK pensioners at retirement age - male	24.20	24.30
Future UK pensioners at retirement age - female	<u>25.70</u>	<u>26.30</u>

#### **Defined benefit pension schemes**

##### *Jones Lang LaSalle section*

The amounts recognised in the Statement of Financial Position are as follows:

	2023	2022
	£ 000	£ 000
Fair value of scheme assets	123,494	119,442
Present value of defined benefit obligation	<u>(107,505)</u>	<u>(106,685)</u>
Defined benefit pension scheme surplus	<u>15,989</u>	<u>12,757</u>

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 26 Pension commitments (continued)

##### *King Sturge section*

The amounts recognised in the Statement of Financial Position are as follows:

	2023	2022
	£ 000	£ 000
Fair value of scheme assets	70,004	64,089
Present value of defined benefit obligation	(56,822)	(55,645)
Defined benefit pension scheme surplus	13,182	8,444

##### *Defined benefit obligation sensitivity*

The calculations of the defined benefit obligations are sensitive to the assumptions set out above. The following table summarises how the estimated impact of a change in a significant assumption would affect the defined benefit obligation at the reporting date, while holding all other assumptions constant. This sensitivity analysis may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Based on the sensitivities below, the defined benefit obligation amounts would be as follows:

	2023	2022
	£ 000	£ 000
<b>Jones Lang LaSalle section</b>		
Minus 0.25% discount rate	114,254	109,971
Plus 0.25% discount rate	101,399	103,561
Minus 0.25% inflation rate	105,147	103,721
Plus 25% inflation rate	109,951	109,791
Mortality Sensitivity	110,338	109,285
	2023	2022
	£ 000	£ 000
<b>King Sturge section</b>		
Minus 0.25% discount rate	60,552	57,435
Plus 0.25% discount rate	53,480	53,944
Minus 0.25% inflation rate	55,656	54,165
Plus 25% inflation rate	58,021	57,177
Mortality Sensitivity	58,346	57,042

## Jones Lang LaSalle Limited

### Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

#### 26 Pension commitments (continued)

##### Other information – Virgin Media Case

On the 25<sup>th</sup> July, the Court of Appeal dismissed Virgin Media's appeal against a High Court decision. This concerned the validity of a rule amendment affecting benefits in a defined benefit contracted-out scheme which was made without obtaining the actuary's written confirmation that contracting-out requirements would still be met, as required by S37 of the Pension Schemes ACT 1993. Such confirmations were required for amendments made between 6 April 1997 and 5 April 2016. The Court of Appeal confirmed that confirmation was required for changes to future service benefits as well as changes to past service benefits.

Given the recent timing of this appeal, the Company and the Trustees are assessing the potential impact, if any, with their advisors. This review will establish if the pension scheme is affected by this ruling. If further work is required, a high level risk assessment will be conducted to establish the scale of the potential risk. Should the scheme be affected, there may be an increase to the liabilities of the pension scheme for the benefits that were reduced by previous amendments. No adjustment is made to the liability in these financial statements as the amount cannot be determined at the reporting date.

#### 27 Commitments under royalties and operating leases

The total of royalties and future minimum lease payments is as follows:

	<b>Other commitments £000</b>	<b>Operating lease rentals £000</b>	<b>Total 2023 £ 000</b>	<b>Total 2022 £ 000</b>
Not later than one year	3,512	12,287	15,799	16,510
Later than one year and not later than five years	5,748	29,893	35,641	47,796
Later than five years	524	11,443	11,967	9,427
	<u>9,784</u>	<u>53,623</u>	<u>63,407</u>	<u>73,733</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £10,802 thousand (2022: £11,141 thousand).

Other commitments relate to future royalty payments due.

#### 28 Contingent liabilities

The Company along with other Jones Lang LaSalle Group entities, is a guarantor of the obligations of Jones Lang LaSalle Finance BV to lending banks under the Multicurrency Credit Facility. At 31 December 2023, the Group had a \$3.30 billion (2022 : \$3.35 billion) unsecured revolving credit facility scheduled to mature on 3 November 2028 (2022 : 14 April 2026). As at 31 December 2023, the Facility had a drawn balance of \$625 million (2022 : \$1,225 million).

On 29 June 2017, the Company, along with other JLL Group entities, became a guarantor of the obligation of JLL Finance BV to the holders of €350 million of Senior Unsecured Notes. The principal amount of €350 million comprises €175 million maturing in 2027 and €175 million maturing in 2029.

#### 29 Related party transactions

The Company has taken the exemption available under section 33 1A of FRS 102 in respect of disclosure of transactions with fellow group undertakings, where the group has 100% control.

The Directors of the Company are deemed to be Key Management Personnel with compensation disclosed in note 8.

## **Jones Lang LaSalle Limited**

### **Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)**

#### **30 Post balance sheet events**

There are no post balance sheet events affecting the Company.

#### **31 Parent and ultimate parent undertaking**

The Company's immediate parent company during the year was Jones Lang LaSalle Europe Limited, a company incorporated in England and Wales with registered office at 30 Warwick Street, London, W1B 5NH. The ultimate parent company is Jones Lang LaSalle Incorporated, a company incorporated in Maryland, USA.

The only group in which the financial statements of the Company are consolidated is that headed by Jones Lang LaSalle Incorporated. Copies of the group financial statements of Jones Lang LaSalle Incorporated can be obtained from Jones Lang LaSalle Incorporated, 200 East Randolph Drive, Chicago, Illinois 60601, USA.