



# Accountable for sustained *change*

Our Gender Pay Gap Report | March 2021



# Accountable for sustained **change**

This is the fourth year of reporting our Gender Pay Gap (GPG) for our UK business, and this year we're making a stand. Alongside providing our most recent analysis, we are also holding ourselves to account by outlining new gender targets.

The GPG analysis when compared to 2019 is static, and while the trend since 2017 is going in the right direction, the pace of change is too slow. We are implementing gender targets to provide the framework to put a spotlight on gender balance across our business, we expect targets to accelerate the narrowing of our pay gap faster than without them. Our sector has historically lagged behind the wider business community and in setting ambitious targets, we're advocating much needed action.

We want JLL to be a place where everyone can be themselves regardless of their gender, ethnicity or any point of difference. Gender targets are our next step in a wider ambition to create a more diverse workplace and inclusive culture. Likewise, this is another opportunity for us to demonstrate our purpose of shaping the future of real estate for a better world.

“

*We're not settling for the status quo. Our Gender Pay Gap data hasn't moved enough and we're impatient for change. Despite everything we've done in recent years, it hasn't had the impact we hoped. And if the research is correct it will take another century to make meaningful change and we're not prepared to wait.*

*It's rare that decisions are so clear cut but there was no doubt in our minds that gender targets should be the next logical step.*

*The reality of gender targets will see us widen our career pipeline as we focus on a high-performance culture where talented individuals, no matter their gender, can progress and thrive.* ”

**Alistair Meadows**

Head of Investor - Developer Clients  
& Gender Balance Board Sponsor

**Emily Wood**

Head of Finance UK  
& Gender Balance Board Sponsor

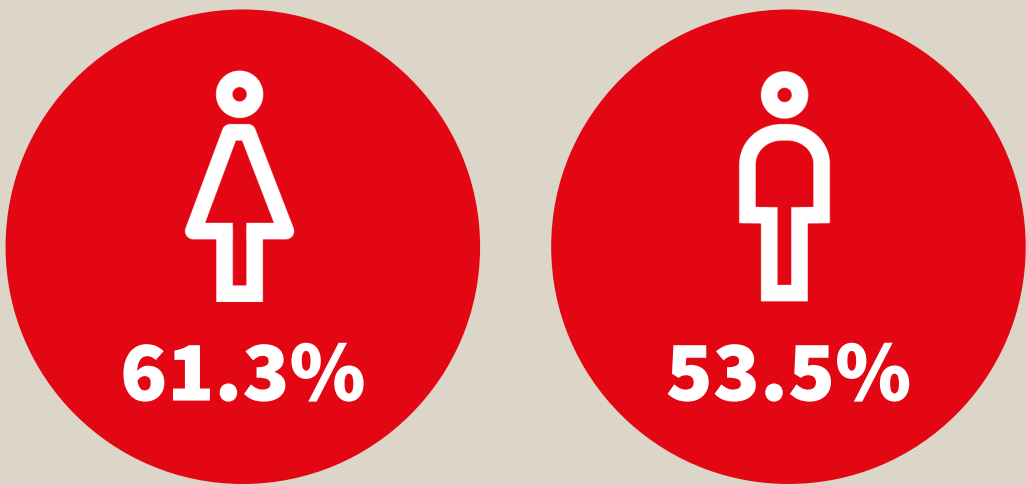




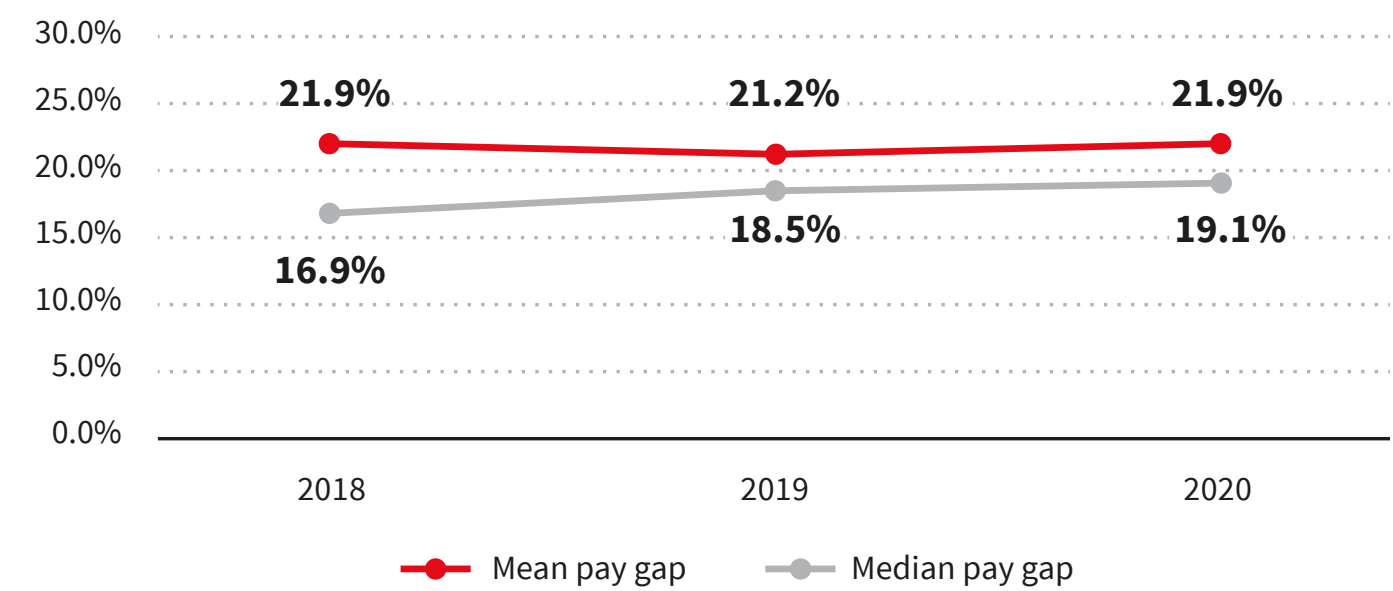
Gender Pay Gap defined

Gender Pay Gap defined is the difference in average pay between all men and women in a business, regardless of their role. Equal pay is something different. It is the right for men and women to be paid the same when undertaking the same or equal work. Equal pay has been UK law since 1970 and is something we at JLL are committed to throughout the organisation.

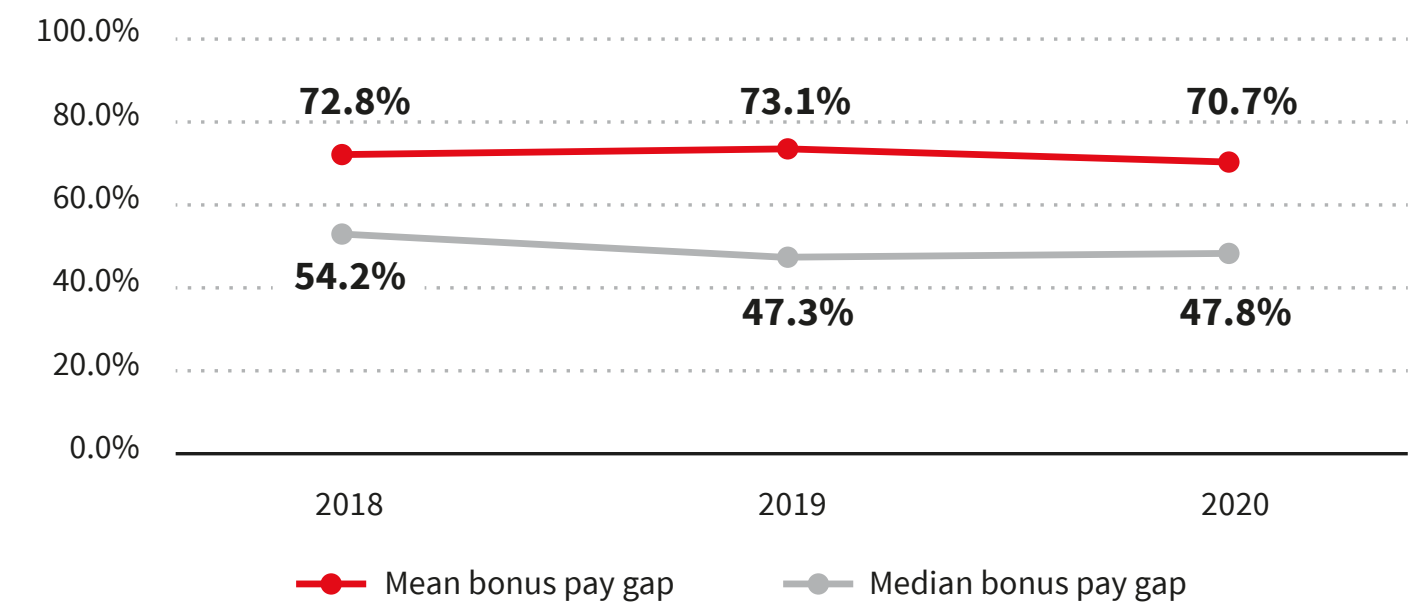
JLL UK 2020 – proportion receiving a bonus



JLL UK pay gaps



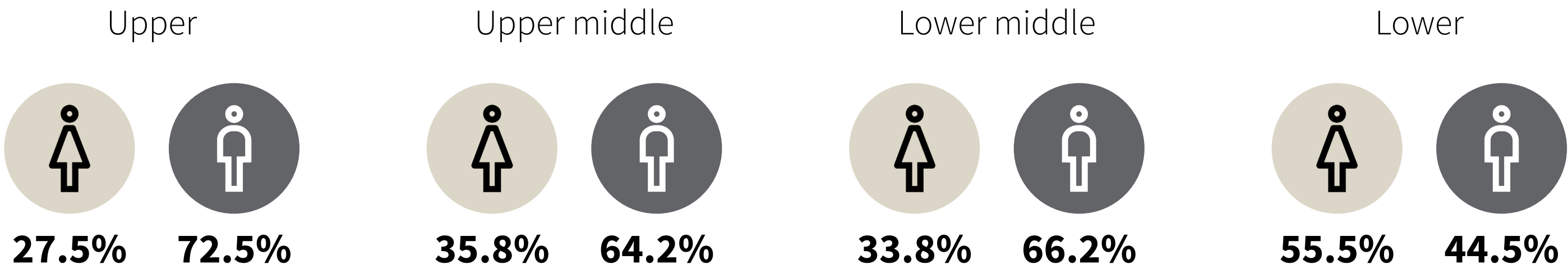
JLL UK bonus gaps



JLL UK pay and bonus 2020

Difference between men and women	Mean (average)	Median (middle)
Gender pay gap	21.9%	19.1%
Gender bonus gap	70.7%	47.8%

JLL UK – proportion of employees in each pay quartile 2020





# Gender *targets*

1

All key governance committees  
**35% female by 2025** and **50% by 2030**

2

**35% female Directors**  
by 2025



# What gets **measured**, gets done

The annual GPG reporting supported our view that we need to do more. It's helpful in putting the spotlight on some of our issues, although there is a level of complexity around factors contributing to pay gaps. It's influenced by the industry being historically male dominated, and having a disproportionate number of men in high-earning brokerage roles.

According to the World Economic Forum's Global Gender Gap Report 2020, it will take another century to achieve gender equality based on the current rate of progress. At a time when the majority of evidence suggests women are likely to be most adversely affected following the pandemic, now is the time for us to take action, we need to strive for faster progress.

Our people strategy is focused on all our colleagues feeling a sense of belonging working with us at JLL and that they are in a place where they can prosper.

In adopting gender targets, we have comprehensively reviewed all the factors contributing to an imbalance of men and women in our leadership. Now we have a clear outline of each positive intervention we can make, from our recruitment and selection processes to leadership programmes and promotions. All have corresponding measures, which will be regularly reviewed and ultimately drive our gender targets.

In the future we will publicly report progress against our gender targets at the same time as our GPG figures. As we address gender balance across our business we may not always see a reduction in our pay gap, but investment in further talented junior women provides the pipeline for a greater number of female leaders in the future.





# Why it matters

“

*I'm so proud we're implementing these targets. It's not only the right thing to do for our colleagues, it makes commercial sense too. More diverse teams positively challenge each other and make better decisions. Not only do I want us to be leading the industry, I also want us to be taking clients with us too.*

*History will tell us that women always emerge from global crises worse off. In 2021, we need to take a stand. Women have so much to offer the workforce of the future in terms of their leadership and empathy and need a chance to shine.*”

## **Sue Asprey-Price**

Head of UK Corporate Solutions and Occupier Clients  
& UK Board Member



“

*It's actions like setting these targets that make me glad I'll be here to see the results. I want to be part of a team that supports everyone in their career progression equally. Knowing that my career is progressing within a balanced and supportive environment is important to me.*”

## **Tarun Mehta**

Analyst, Debt and Structured Finance  
International Capital Markets EMEA



“

*Deciding to tackle the issue head on makes the efforts of the Gender Balance Group worthwhile. We passionately believe that this proactive response is what many in our group, wider team and industry have been waiting for. Knowing that we are addressing targets at all levels means we have to work towards them and there is more chance of achieving the long-lasting change we're striving for.*”

## **Joanna Gabrilatsou**

Director  
Planning and Development

## **Erin Williams**

Consultant  
Upstream Sustainability Services





# *Accelerating* towards an inclusive high-performance culture

**Gender neutral**  
job descriptions



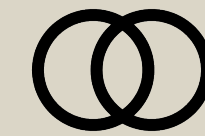
**Recruitment -**  
gender balanced  
shortlists



**Women in leadership**  
programmes



**Parental support**  
programme





# Let's create change

Today we're taking action by announcing our gender targets. This is an important step as we seek greater diversity of thought across our business as a whole. Expect to see us follow up with ethnicity targets in the coming months and go on to publish an Ethnicity Pay Gap report for the first time in 2021. We want diversity of backgrounds and perspectives to thrive in our business, these important metrics will ensure we keep striving for change and hold ourselves to account.





Appendix:

# Gender Pay Gap

## data by entity

The main body of this report concentrates on JLL UK which is how we present ourselves and operate within the UK. To comply with UK legislation, we have also included a breakdown of our data by entity.

JLL UK

	2020	Change	2019	Change	2018
Mean pay gap	21.9%	0.7%	21.2%	-0.7%	21.9%
Median pay gap	19.1%	0.6%	18.5%	1.6%	16.9%
Mean bonus pay gap	70.7%	-2.4%	73.1%	0.3%	72.8%
Median bonus pay gap	47.8%	0.5%	47.3%	-7.0%	54.2%

Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	53.5%	8.9%	44.6%	2.3%	42.3%
Female	61.3%	4.1%	57.2%	2.1%	55.1%

Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	72.5%	27.5%	0.5%	72.0%	28.0%	-0.3%	72.3%	27.7%
Upper middle	64.2%	35.8%	-3.0%	67.2%	32.8%	1.5%	65.7%	34.3%
Lower middle	66.2%	33.8%	-2.8%	69.0%	31.0%	-1.3%	70.3%	29.7%
Lower	44.5%	55.5%	-0.3%	44.8%	55.2%	0.3%	44.5%	55.5%



# Appendix: Gender Pay Gap data by entity

## JLL Ltd

	2020	Change	2019	Change	2018
Mean pay gap	31.7%	0.3%	31.4%	-1.4%	32.8%
Median pay gap	37.0%	0.1%	36.9%	0.4%	36.5%
Mean bonus pay gap	80.3%	0.8%	79.5%	-0.1%	79.6%
Median bonus pay gap	72.8%	4.2%	68.6%	-2.7%	71.3%

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	83.4%	0.2%	83.2%	-0.5%	83.7%
Female	80.4%	-2.1%	82.5%	1.4%	81.1%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	77.2%	22.8%	1.4%	75.8%	24.2%	-2.3%	78.1%	21.9%
Upper middle	58.0%	42.0%	-1.8%	59.8%	40.2%	1.6%	58.2%	41.8%
Lower middle	39.7%	60.3%	-0.1%	39.8%	60.2%	0.5%	39.3%	60.7%
Lower	40.0%	60.0%	-0.2%	40.2%	59.8%	1.8%	38.4%	61.6%

## LaSalle Investment Management Ltd

	2020	Change	2019	Change	2018
Mean pay gap	23.3%	-2.2%	25.5%	-3.8%	29.3%
Median pay gap	21.7%	-12.6%	34.3%	-9.4%	43.7%
Mean bonus pay gap	53.0%	4.8%	48.2%	1.4%	46.8%
Median bonus pay gap	61.5%	-8.5%	70.0%	2.1%	67.9%

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	92.2%	-4.9%	97.1%	3.4%	93.7%
Female	91.8%	-1.5%	93.3%	1.4%	91.9%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	74.6%	25.4%	0.1%	74.5%	25.5%	0.8%	73.7%	26.3%
Upper middle	56.5%	43.5%	-7.2%	63.7%	36.3%	-0.4%	64.1%	35.9%
Lower middle	50.7%	49.3%	-12.4%	63.1%	36.9%	6.5%	56.6%	43.4%
Lower	38.3%	61.7%	5.2%	33.1%	66.9%	2.1%	31.0%	69.0%



# Appendix: Gender Pay Gap data by entity

## JLL Resources

	2020	Change	2019	Change	2018
Mean pay gap	25.9%	3.7%	22.2%	-1.1%	23.3%
Median pay gap	19.6%	-1.3%	20.9%	-0.7%	21.6%
Mean bonus pay gap	41.0%	0.4%	40.6%	9.0%	31.6%
Median bonus pay gap	33.8%	-0.1%	33.9%	11.3%	22.6%

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	88.6%	1.9%	86.7%	-1.6%	88.3%
Female	84.5%	-5.0%	89.5%	4.6%	84.9%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	74.1%	25.9%	-0.2%	74.3%	25.7%	1.4%	72.9%	27.1%
Upper middle	56.1%	43.9%	-5.4%	61.5%	38.5%	0.7%	60.8%	39.2%
Lower middle	50.4%	49.6%	-2.0%	52.4%	47.6%	1.4%	51.0%	49.0%
Lower	20.1%	79.9%	-3.4%	23.5%	76.5%	0.7%	22.8%	77.2%

## JLL Services

	2020	Change	2019	Change	2018
Mean pay gap	19.4%	0.5%	18.9%	-0.2%	19.1%
Median pay gap	18.2%	2.8%	15.4%	-2.0%	17.4%
Mean bonus pay gap	44.1%	-2.7%	46.8%	24.2%	22.6%
Median bonus pay gap	11.4%	0.4%	11.0%	20.8%	-9.8%

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	78.8%	12.7%	66.1%	-4.0%	70.1%
Female	84.7%	13.0%	71.7%	-6.2%	77.9%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	73.2%	26.8%	1.0%	72.2%	27.8%	-1.9%	74.1%	25.9%
Upper middle	65.6%	34.4%	-2.9%	68.5%	31.5%	-1.7%	70.2%	29.8%
Lower middle	61.4%	38.6%	-6.1%	67.5%	32.5%	7.9%	59.6%	40.4%
Lower	47.8%	52.2%	-1.8%	49.6%	50.4%	-6.0%	55.6%	44.4%



# Appendix: Gender Pay Gap data by entity

## Integral

	2020	Change	2019	Change	2018
Mean pay gap	34.6%	-0.1%	34.7%	-1.2%	35.9%
Median pay gap	40.3%	1.5%	38.8%	-1.5%	40.3%
Mean bonus pay gap	9.5%	-33.0%	42.5%	60.3%	-17.8%
Median bonus pay gap	9.5%	9.5%	0.0%	6.4%	-6.4%

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	14.7%	5.3%	9.4%	4.1%	5.3%
Female	7.6%	2.1%	5.5%	3.7%	1.8%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	92.0%	8.0%	-1.8%	93.8%	6.2%	-1.3%	95.1%	4.9%
Upper middle	92.0%	8.0%	0.2%	91.8%	8.2%	-0.5%	92.3%	7.7%
Lower middle	69.7%	30.3%	-1.0%	70.7%	29.3%	-0.2%	70.9%	29.1%
Lower	32.3%	67.7%	-0.2%	32.5%	67.5%	0.1%	32.4%	67.6%

## Hall & Kay

	2020	Change	2019	Change	2018
Mean pay gap	34.6%	-2.6%	37.2%	0.1%	37.1%
Median pay gap	32.8%	-4.4%	37.2%	2.1%	35.1%
Mean bonus pay gap	24.2%	n/a	n/a	n/a	n/a
Median bonus pay gap	50.8%	n/a	n/a	n/a	n/a

### Proportion receiving a bonus

	2020	Change	2019	Change	2018
Male	61.1%	52.2%	8.9%	-0.2%	9.1%
Female	20.8%	20.8%	0.0%	0.0%	0.0%

### Proportion of employees in each pay quartile

	2020		Change (M)	2019		Change (M)	2018	
	M	F		M	F		M	F
Upper	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Upper middle	93.6%	6.4%	1.7%	91.9%	8.1%	-3.3%	95.2%	4.8%
Lower middle	73.1%	26.9%	-3.0%	76.1%	23.9%	-4.7%	80.8%	19.2%
Lower	73.4%	26.6%	11.40%	62.0%	38.0%	-1.5%	63.5%	36.5%



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