



UK Gender & Ethnicity Pay Gap Report

March 2022

Welcome

“We want JLL to be a place where everyone feels they belong and the benefits of diversity and inclusion are valued.

For the last five years we’ve reported our Gender Pay Gap (GPG) and last year for the first time we provided our Ethnicity Pay Gap (EPG). Now we’re bringing the two data sets together, providing a joint platform. We’re doing this for colleagues, clients, and the communities in which we operate because benchmarking holds us to account. We committed to targets in 2021 and while we’ve made some strides, there’s a lot more to do.

In comparison to last year, our Gender Pay Gap (GPG) is narrowing, and our Ethnicity Pay Gap (EPG) is flat. Representation continues to be the key driver of our gap, which is why we took the decision to introduce targets within our business to ensure focus and accountability. Without them, we’d lack the momentum needed to change and early indications show we’re tracking in the right direction to meet our 2025 goals.

I’m proud of the steps we’ve made around a more open and flexible approach to working patterns and challenging ourselves to think outside the box on how we recruit and develop our people. Ultimately, we’re trying to build an innovative culture that welcomes all. I’m positive about the progress we have made, but this pay gap data isn’t where we want it to be and lasting change requires us to do a lot more.”

Stephanie Hyde

Chief Executive Officer, JLL UK



“As the new UK Executive Board sponsors for Gender and Race, this report represents a step change in how we’re using one platform to connect these two pivotal areas of diversity and inclusion.

We firmly believe that diverse and inclusive teams are more productive and successful.

Having had experience working in teams where diversity was lacking, we’re now enjoying fresh perspectives and constructive challenges to improve on what’s gone before.

The introduction of targets in 2021 challenged our business lines across the UK to consider every single recruitment and resourcing decision and the positive difference it can make. Our role is to embed diversity and inclusion into every element of how we operate as we strive for everyone to feel that sense of belonging where they can flourish, and our business can prosper.

Together with the rest of the UK Executive Board, we’re discussing the factors driving this data regularly and challenging ourselves on the actions. Our aim is that we take collective responsibility to meet our targets and in parallel narrow our GPG and EPG”.

Andrew Frost

Gender Sponsor & Head of Capital Markets
JLL UK

Sue Asprey Price

Race Sponsor & Head of Work Dynamics
JLL UK

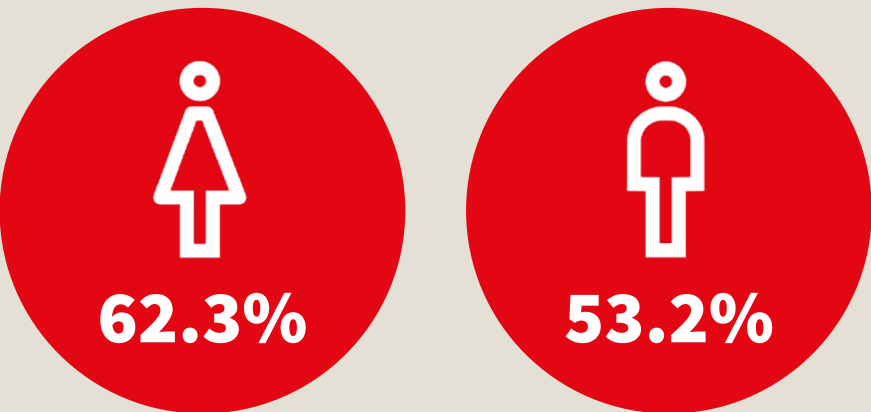


Gender Pay Gap defined

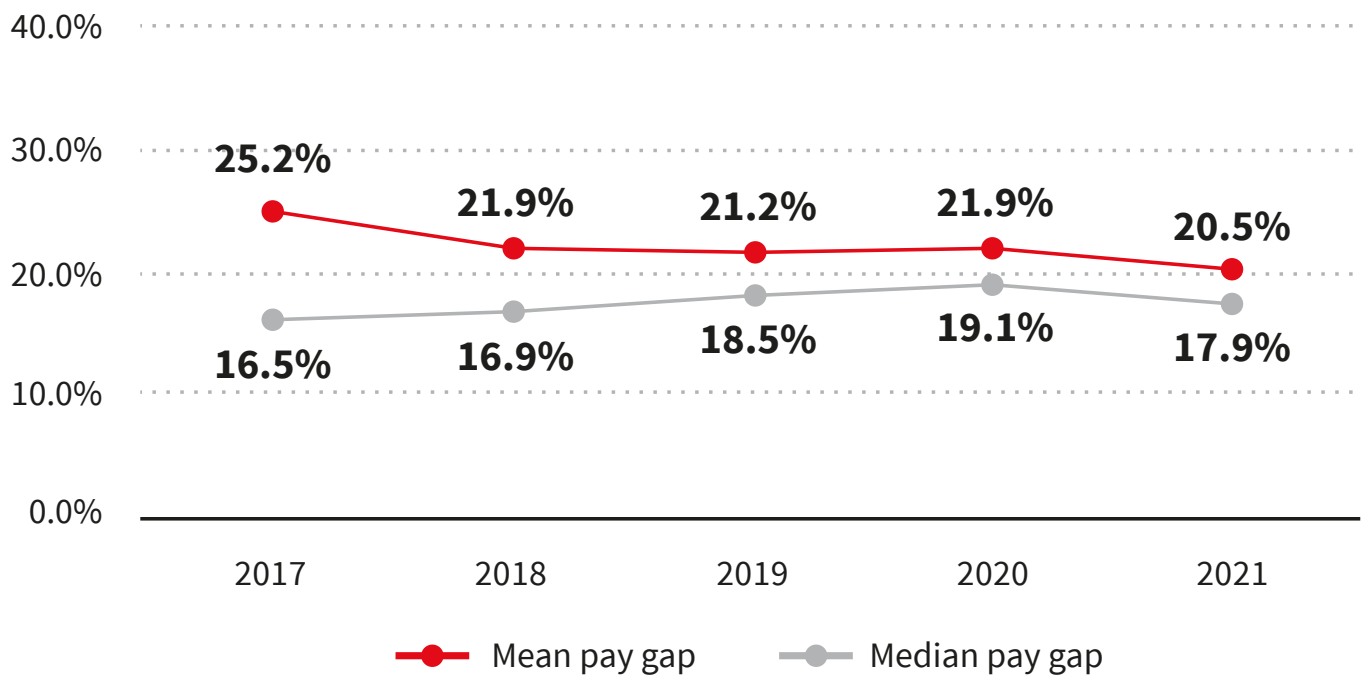
Gender Pay Gap is the difference in mean and median pay between all men and all women in a business, regardless of their role.

GPG is not the same as Equal Pay. Equal Pay is the right for men and women to be paid equally when doing the same or equal work. In 1970 Equal Pay became a legal requirement in the UK and we remain committed to this across our organisation today.

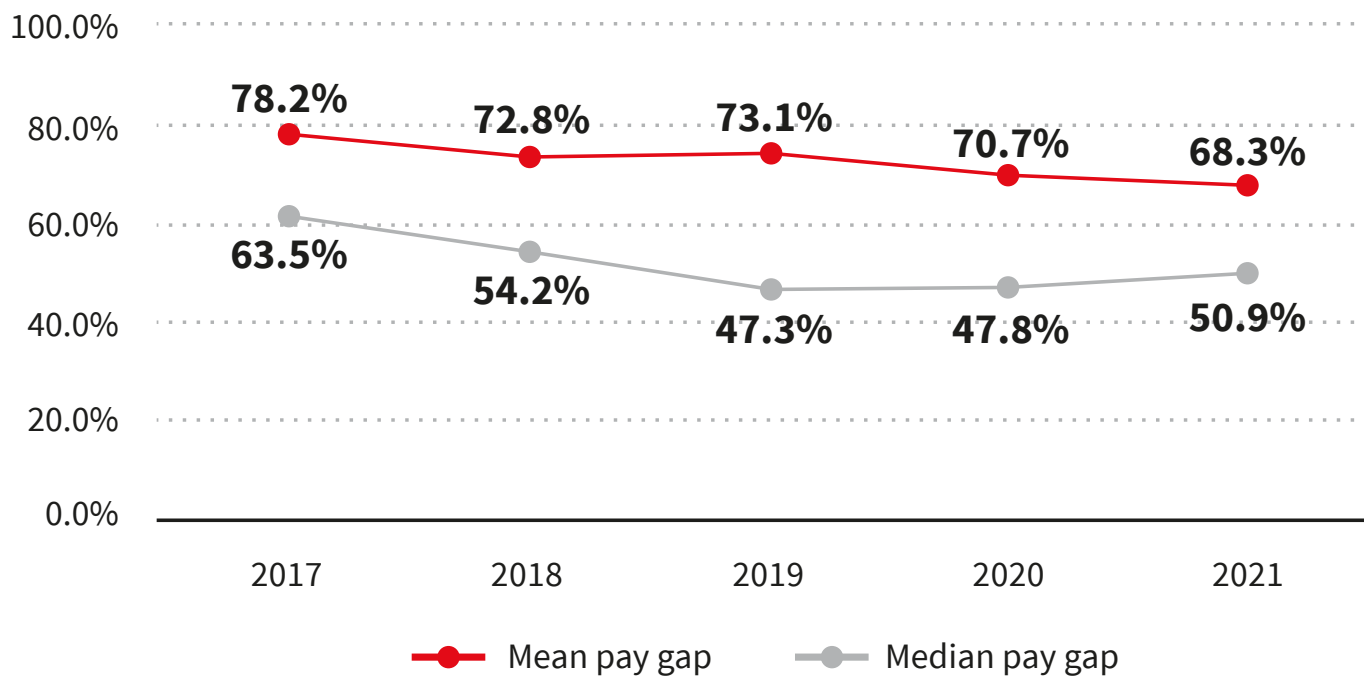
JLL UK 2021 – proportion receiving a bonus



JLL UK gender pay gaps



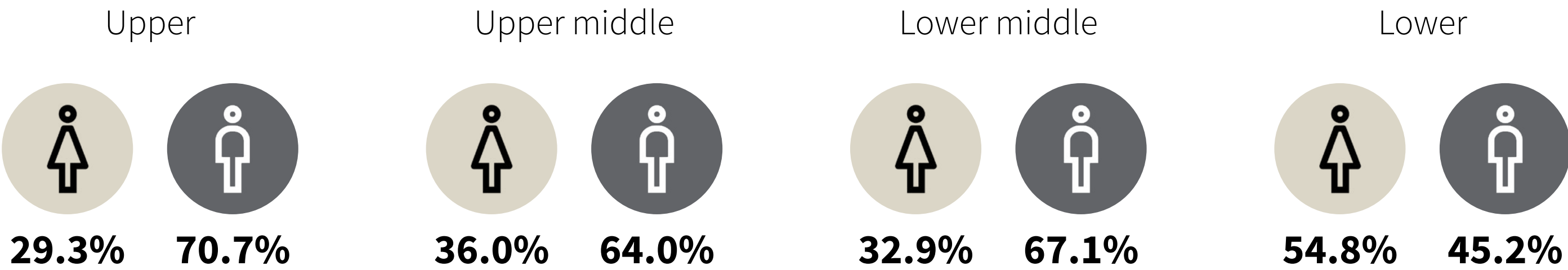
JLL UK gender bonus gaps



JLL UK pay and bonus 2021

Difference between men and women	Mean (average)	Median (middle)
Gender pay gap	20.5%	17.9%
Gender bonus gap	68.3%	50.9%

JLL UK proportion of employees in each pay quartile 2021



What is the Ethnicity Pay Gap?

Less than 10% of UK businesses report their EPG, which for organisations with 250 or more employees is a legal requirement for GPG. We aim to change that by publishing both EPG and GPG and hope others follow.

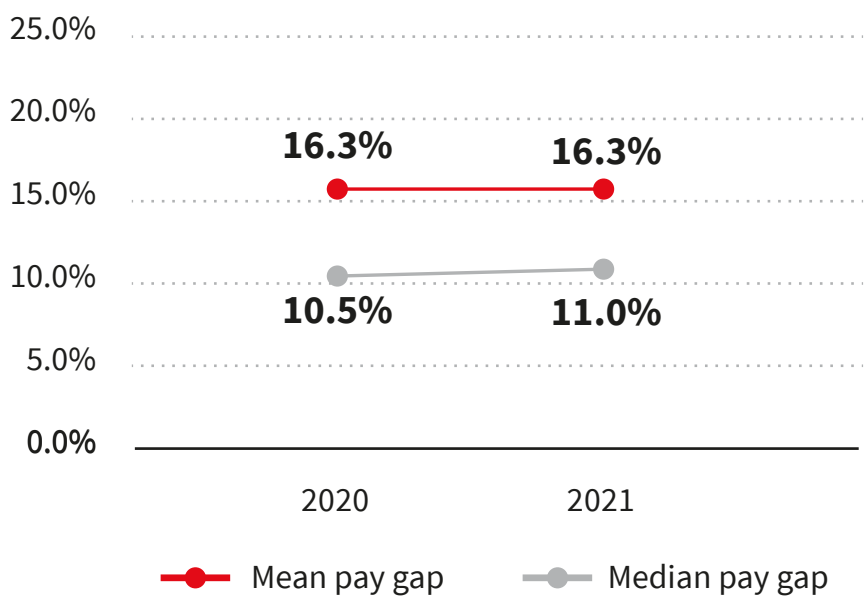
EPG shows the difference in the mean and median pay between our ethnically underrepresented colleagues and our non-ethnically underrepresented colleagues, regardless of their role. EPG is different to equal pay. Equal pay is the right for everyone, no matter their ethnicity, to be paid the same when 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.

We use the same pay gap calculation methodology outlined by the Government Equalities Office (“GEO”) for GPG reporting for our mean and median EPG, bonus gap, and distribution across pay quartiles.

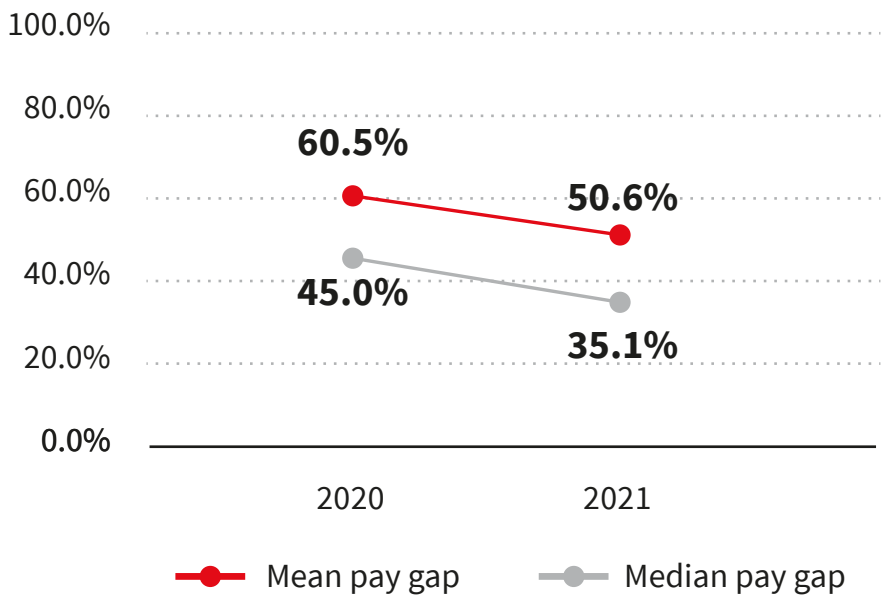
JLL UK 2021 – proportion receiving a bonus

Ethnically underrepresented	53.7%
Non-ethnically underrepresented	56.5%
Not declared	58.3%
Prefer not to say	71.4%

JLL UK ethnicity pay gaps



JLL UK ethnicity bonus gaps



JLL UK pay and bonus 2021

Difference between ethnically underrepresented and non-ethnically underrepresented	Mean (average)	Median (middle)
Ethnicity pay gap	16.3%	11.0%
Ethnicity bonus gap	50.6%	35.1%

Proportion of employees in each pay quartile

Pay quartile	Ethnically underrepresented	Non-ethnically underrepresented	Not disclosed their data	Prefer not to share their data	Change vs 2020 (ethnically underrepresented)
Upper	7.7%	68.6%	22.9%	0.8%	0.9%
Upper middle	9.4%	66.6%	22.8%	1.2%	0.7%
Lower middle	11.7%	63.8%	23.9%	0.6%	1.4%
Lower	13.6%	64.1%	21.6%	0.6%	1.9%

**Based on the population included in the pay gap calculations, 10% of the overall employee population are ethnically underrepresented, 66% are non-ethnically underrepresented, 23% did not declare and 1% preferred not to say*



Gender and Ethnicity *targets*

**Progress against targets is taken at 31 December 2021*

Gender targets

Key governance committees

35%

female by 2025

2021 snapshot: **26%**

Directors

35%

female by 2025

2021 snapshot: **30.6%**

Ethnicity targets

All employees

15%

ethnically underrepresented by 2025

2021 snapshot: **11.2%**

Directors

10%

ethnically underrepresented by 2025

2021 snapshot: **6.9%**

Clarifying our data

In this report, we've focused on gender and ethnicity. We recognise that there are other areas for example social mobility, disability, and neurodiversity, where we need to improve to embrace diversity and inclusion in its broadest sense. We have separate action plans and targets for these which are detailed annually in our UK Sustainability Highlights Report.

In relation to our GPG and EPG calculations, these are based on hourly rates of pay as at 5 April 2021, and bonuses paid in the year to 5 April 2021.

The mean is calculated by adding up pay of all relevant employees and dividing the figure by the number of employees. The mean GPG is calculated based on the difference between mean female pay and mean male pay. The mean EPG is the difference between mean ethnically underrepresented pay and mean non-ethnically underrepresented pay.

The median is the figure that falls in the middle of a range when pay of all relevant employees are lined up from lowest to highest. The median gender pay gap is the difference between median female pay and median male pay. Likewise, for ethnicity, the median gap is the difference between the median pay of ethnically underrepresented employees and the median pay of non-ethnically underrepresented colleagues.

In consultation with our colleagues, we've decided not to use the term Black, Asian and minority ethnic (BAME). Instead, we're using ethnically underrepresented, recognising that there is a cross-section of people in society who are statistically ethnically underrepresented by nature of systemic inequalities.

Adopting an inclusive approach at JLL means everyone in our UK reporting structure is included in our calculations. The main body of this report concentrates on JLL UK, which is how we present ourselves and operate within the UK. JLL UK comprises of six operating entities: JLL Ltd, JLL Resources, JLL Services, Integral, Hall & Kay and LaSalle Investment Management, which are detailed for GPG in the appendix.



Why are the **results** the way they are?

Representation is key

The biggest driver to both our GPG and EPG data is representation, and our female and ethnically underrepresented colleagues hold fewer senior positions at JLL UK. The industry is heavily influenced by historic factors. In relation to gender, there are more men than women in real estate and linked to this there is a disproportionate number of men in high earning brokerage roles.

Until we have better representation, it is difficult for us to show anything more than minor fluctuations in our gaps. Recognising our limitations, and not being content with waiting, we introduced targets in 2021 to help us move at pace. While progress against our targets is encouraging across the UK, there are pockets of our business where this is more challenging. In these teams, we need to come up with new ways of resourcing, among them being the adoption of transferable skills from outside our industry.

Striving for higher disclosure rate

Our colleague disclosure rates differ between gender and ethnicity. For gender it's 100% and for ethnicity it's 77%. The latter rate has increased since we first reported our EPG in September 2021 although it does mean that more sustained effort is required as we work towards complete data sets.

Timeframes

As this is the first time we are reporting our GPG and EPG together, only six months have passed since we released our first report on our EPG numbers. We're focused on making decisions that will create sustained changes in the long-term with a pipeline of diverse talent that we will retain in our business.

Sometimes, the short term impact of actions to get to this long term goal are detrimental to narrowing the gap. For example, our graduate intake is more diverse but until ethnically underrepresented colleagues develop their careers and become more senior and higher paid, this action will not narrow the pay gap.

We set our ethnicity targets in September 2021 and show the progress made up until end of 2021. We recognise the need to focus on long-term sustained changes that will take time to impact our numbers.



How we're *acting* on the data

Accelerating representation

Representation is pivotal to our ability to narrow GPG and EPG. We're working to improve the pipeline for women and ethnically underrepresented colleagues at JLL. Here are some highlights and how we're building upon what we've already put in place:

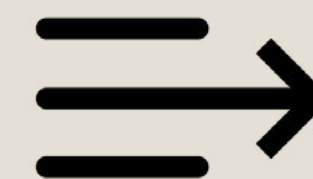
Activating our unique sponsorship approach: We're equipping line managers to be better advocates of ethnically underrepresented colleagues through our new JLL Thrive programme. We'll roll this out to 150 participants, including our UK Executive Board, this year. This is building on our Leading Inclusively and Learning About Race sessions we delivered in 2021 to over 700 of our leaders and line managers.

Supporting high performers: In the Autumn, we developed a UK Talent Council which meets with the UK Executive Board regularly to identify and support high performers as we equip them to succeed and provide pathways for our diverse future leaders. Beyond this group, we're examining talent pipelines across our business lines to view succession planning from a gender and ethnicity perspective.

Career support from advocates: Originally developed by Race for Change, our advocates connect ethnically underrepresented colleagues with successful role models at JLL, providing a sounding board on navigating their career as an ethnically underrepresented individual. We are working with the Gender Balance Group to adopt something similar.

We recognise the value in recruiting externally and attracting talent at a range of levels, and the breadth of thought this can bring.

- **Comparable skills mapping:** Some roles don't require industry experience. We're challenging ourselves to focus on transferable skills from outside the real estate sector when recruiting into transactional, advisory and support roles.
- **Diversifying our Early Years Career pathways:** We want JLL to be a place where colleagues start their career and stay, creating a strong pipeline of future leaders. We continue to attract a broad range of individuals. The representation of people from ethnically underrepresented backgrounds in our Early Careers Programmes is: Access to Property 82.1%, overall graduate and apprentice 32%. These figures show some great results, but we are always looking for wider opportunities to engage new partners and develop programmes to attract diverse talent and maintain our positive results.



Continued...

Equipping leaders

Without leadership support, we can't make the changes needed to make our business more representative and successful.

Executive sponsors: With the recent changes to our leadership and governance structure, we have a new group of UK Executive Board sponsors for Gender and Race. They, together with the other Board members, are taking greater accountability for making sure we embed diversity and inclusion into all we do day in day out, narrow our pay gap, and reach our targets. We recognise there are other areas, for example disability, that need senior sponsorship and will develop this further in 2022.

Conscious leadership training: Alongside the UK Executive Board, our Business Line Leadership Team, our most senior leaders in the UK business, will complete training to deal with non-inclusive behaviours, speak up confidently, and get comfortable with having challenging conversations, enabling them to be role models for psychological safety.

Maximising the benefit of mentoring: A cohort of 80 senior leaders and ethnically underrepresented colleagues have completed our first race mentoring programme and we'll launch the second cycle in 2022. This is in parallel to highly successful speed mentoring sessions run by our Gender Balance Group.

Using the data: We'll look at our data regularly to see what we need to do to keep the momentum going on our targets, including driving recruitment and promotion decisions. We strive for complete data on ethnicity.



Building good foundations

In providing a forum for discussion and policies to build from, we are developing a framework for successful change.

Our networks driving action: Our Gender Balance and Race for Change groups have an active and passionate membership focused on equity. They have been instrumental in forming the mentoring and advocate programmes and have created a forum for listening and learning by holding regular events to spark discussion and thought. Beyond this we've partnered with key clients to host events to facilitate discussions learning about race equality and everyday prejudice.

Zero tolerance: We continue to have a zero-tolerance approach to any form of discrimination. This year, we're bringing additional clarity to our policy to make sure there is additional support for those who need it.

Flexibility driving productivity for all: In Spring last year, we launched our new Parenting Matters Policy designed to support all colleagues, whatever their parenting journey. This entitles all parents to 52 weeks leave and six months full pay for those with six months full service, with no claw backs. This has had a positive impact on many seeking to build their career and grow a family. Likewise, our new approach to hybrid working, 'Flex for your day', is designed for our people to choose what works best for them, the business and their clients, and flex accordingly. We feel a flexible approach that focuses on trust will support a more inclusive place to work.



Those advocating for *balance* day in, day out

“I’m driven by how we do business. Annually we publish our UK Sustainability Highlights Report. Last year there were 16 flagship targets where, amongst other areas, we demonstrated how we’re fostering inclusion and wellbeing. It is this desire to act on inclusion and wellbeing that led to the creation of gender and ethnicity targets required to benchmark progress for the benefit of all.”

Emma Hoskyn

Gender Sponsor, UK Executive Board

“It matters to me that we voluntarily provide our data on ethnicity and went further to set targets. Primarily for our colleagues so they can challenge us to act at pace, but also for our peers and clients as we show greater transparency in a sector not always known for its ability to face up to home truths.”

Neil Prime

Race Sponsor, UK Executive Board



“

As the new Co-Chairs of Race for Change, we’re pleased to be able to support JLL in both promoting and embedding diversity and inclusion across the UK. Having a joint platform to benchmark Ethnicity and Gender Pay Gap data and targets broadens the conversation as we address the issues behind the data.

”

Arjun Sahota & Rutendo Mataruka

Co-Chairs, Race for Change



“

While setting the targets shows JLL’s intent to change, demonstrating them will be a resolve. We’re learning a great deal about who we are and how we focus as a business between now and 2025 and onto 2030. It’s the role of the Gender Balance Group to strive for and celebrate gender balance to make sure this happens. We know we have related challenges which the business is addressing and which will ultimately result in this change.

”

Melinda Cross & Joanna Gabrilatsou

Co-Chairs, Gender Balance Group





Appendix:

Gender Pay Gap

data by entity

Most 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

	2021	Change vs 2020	Change vs 2017
Mean pay gap	20.5%	-1.4%	-4.7%
Median pay gap	17.9%	-1.2%	1.4%
Mean bonus pay gap	68.3%	-2.4%	-9.9%
Median bonus pay gap	50.9%	3.1%	-12.6%

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	53.2%	-0.3%	10.3%
Female	62.3%	1.0%	8.4%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	70.7%	29.3%	1.8%	4.9%
Upper middle	64.0%	36.0%	0.2%	0.9%
Lower middle	67.1%	32.9%	-0.9%	3.2%
Lower	45.2%	54.8%	-0.7%	0.9%

Appendix: Gender Pay Gap **data by entity**

JLL Ltd

	2021	Change 2020	Change 2017
Mean pay gap	30.7%	-1.0%	-6.2%
Median pay gap	35.2%	-1.8%	-2.7%
Mean bonus pay gap	77.6%	-2.7%	-5.7%
Median bonus pay gap	71.0%	-1.8%	-7.0%

Proportion receiving a bonus

	2021	Change 2020	Change 2017
Male	83.6%	0.2%	2.4%
Female	79.7%	-0.7%	4.6%

Proportion of employees in each pay quartile

	2021		Change (F) 2020	Change (F) 2017
	M	F		
Upper	74.2%	25.8%	3.0%	8.0%
Upper middle	56.6%	43.4%	1.4%	4.7%
Lower middle	41.2%	58.8%	-1.5%	-1.9%
Lower	40.7%	59.3%	-0.7%	-1.1%

LaSalle Investment Management

	2021	Change vs 2020	Change vs 2017
Mean pay gap	21.9%	-1.4%	-6.8%
Median pay gap	19.9%	-1.8%	-15.1%
Mean bonus pay gap	47.0%	-6.0%	-6.1%
Median bonus pay gap	52.5%	-9.0%	3.0%

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	98.2%	6.0%	1.3%
Female	98.9%	7.1%	4.4%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	72.6%	27.4%	2.0%	5.4%
Upper middle	57.7%	42.3%	-1.2%	7.7%
Lower middle	52.6%	47.4%	-1.9%	7.9%
Lower	40.8%	59.2%	-2.5%	-9.1%

JLL Resources

	2021	Change vs 2020	Change vs 2017
Mean pay gap	23.4%	-2.5%	1.4%
Median pay gap	16.1%	-3.5%	-3.9%
Mean bonus pay gap	19.4%	-21.6%	-23.9%
Median bonus pay gap	33.0%	-0.8%	10.5%

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	95.0%	6.4%	7.6%
Female	94.3%	9.8%	8.4%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	76.4%	23.6%	-2.3%	-2.6%
Upper middle	56.3%	43.7%	-0.2%	8.7%
Lower middle	54.7%	45.3%	-4.3%	-3.5%
Lower	22.8%	77.2%	-2.7%	4.1%

Appendix: Gender Pay Gap data by entity

JLL Services

	2021	Change vs 2020	Change vs 2017
Mean pay gap	21.4%	2.0%	5.4%
Median pay gap	22.2%	4.0%	6.8%
Mean bonus pay gap	37.7%	-6.4%	-3.3%
Median bonus pay gap	17.7%	6.3%	38.9%

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	83.6%	4.8%	11.6%
Female	81.3%	-3.4%	-0.1%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	72.8%	27.2%	0.4%	0.9%
Upper middle	66.0%	34.0%	-0.4%	9.6%
Lower middle	60.8%	39.2%	0.6%	7.0%
Lower	44.5%	55.5%	3.3%	10.6%

Integral

	2021	Change vs 2020	Change vs 2017
Mean pay gap	32.6%	-2.0%	-3.3%
Median pay gap	39.0%	-1.3%	-2.2%
Mean bonus pay gap	30.2%	20.7%	12.1%
Median bonus pay gap	11.0%	1.5%	-47.7%

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	11.9%	-2.8%	8.7%
Female	9.3%	1.7%	8.6%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	90.7%	9.3%	1.3%	4.3%
Upper middle	91.2%	8.8%	0.8%	1.8%
Lower middle	70.0%	30.0%	-0.3%	-1.2%
Lower	33.2%	66.8%	-0.9%	3.7%

Hall & Kay

	2021	Change vs 2020	Change vs 2017
Mean pay gap	36.7%	2.1%	-1.8%
Median pay gap	31.4%	-1.4%	-7.9%
Mean bonus pay gap	76.1%	51.9%	n/a
Median bonus pay gap	76.0%	25.2%	n/a

Proportion receiving a bonus

	2021	Change vs 2020	Change vs 2017
Male	32.9%	-28.2%	22.7%
Female	16.7%	-4.1%	16.7%

Proportion of employees in each pay quartile

	2021		Change (F) vs 2020	Change (F) vs 2017
	M	F		
Upper	98.8%	1.2%	1.2%	1.2%
Upper middle	95.2%	4.8%	-1.6%	-4.9%
Lower middle	73.7%	26.3%	-0.6%	8.8%
Lower	69.0%	31.0%	4.4%	-13.2%

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