

Resolute in our focus

Our Gender Pay Gap Report | March 2020



Resolute in our focus

We are now into the third year of reporting our Gender Pay Gap (GPG) across our UK business, having first reported in 2018. While the general trend shows the gap is narrowing, we know we must continue to do more to address the gap overall.

As a result of reporting annually, we are acutely aware that the opportunity for significant change is limited. Last year we said ‘GPG reporting would continue to be uncomfortable reading for everyone’ and a year on, we’re not proud to be right.

Having critically reviewed all aspects of our processes that could be driving our gap, we identified a disparity between our pay gap calculations and the requirements of the legislation. Previously, both our pay and bonus gap figures were based on bonus payments received over a 12-month period, as our aim was to provide a truer picture of overall reward.

However, we now understand that UK legislation only requires organisations to calculate pay gaps reflecting bonus payments received in the one month pay period. As a result, the figures published in this report and on the government website reflect the updated analysis.

Irrespective of the numbers, we are still disheartened not to have seen significant improvement over the two-year period since reporting began, and we remain resolute in our focus for change.

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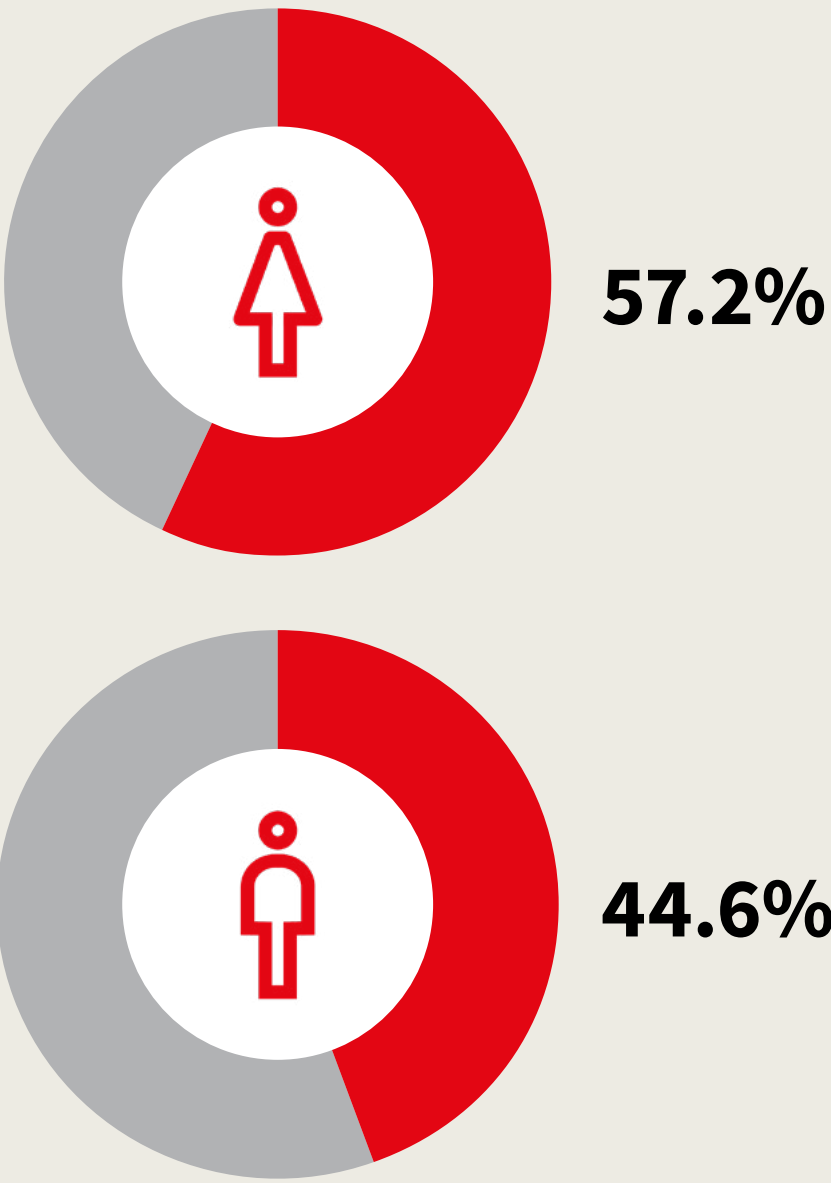
We must channel our frustrations about the pace of change to concentrate on our determination to narrow the gap and achieve a gender-balanced JLL for the long term. Some factors cannot be changed quickly and are the result of history, with a disproportionate number of highly paid men in our leadership. But by addressing root-cause inequalities, we can shape a different outcome for future years.”

Chris Ireland, UK CEO

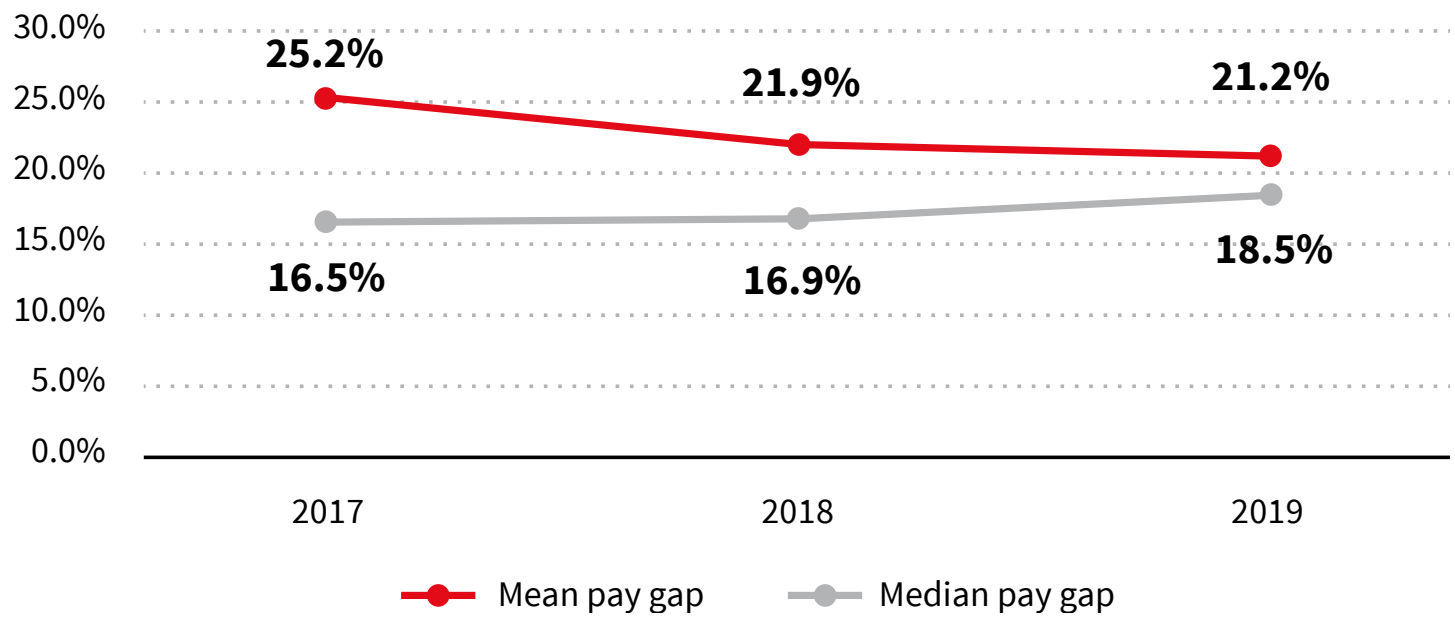
Gender Pay Gap defined

The Gender Pay Gap (GPG) is the difference in average pay between men and women, regardless of the role they do. This is different to equal pay which 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.

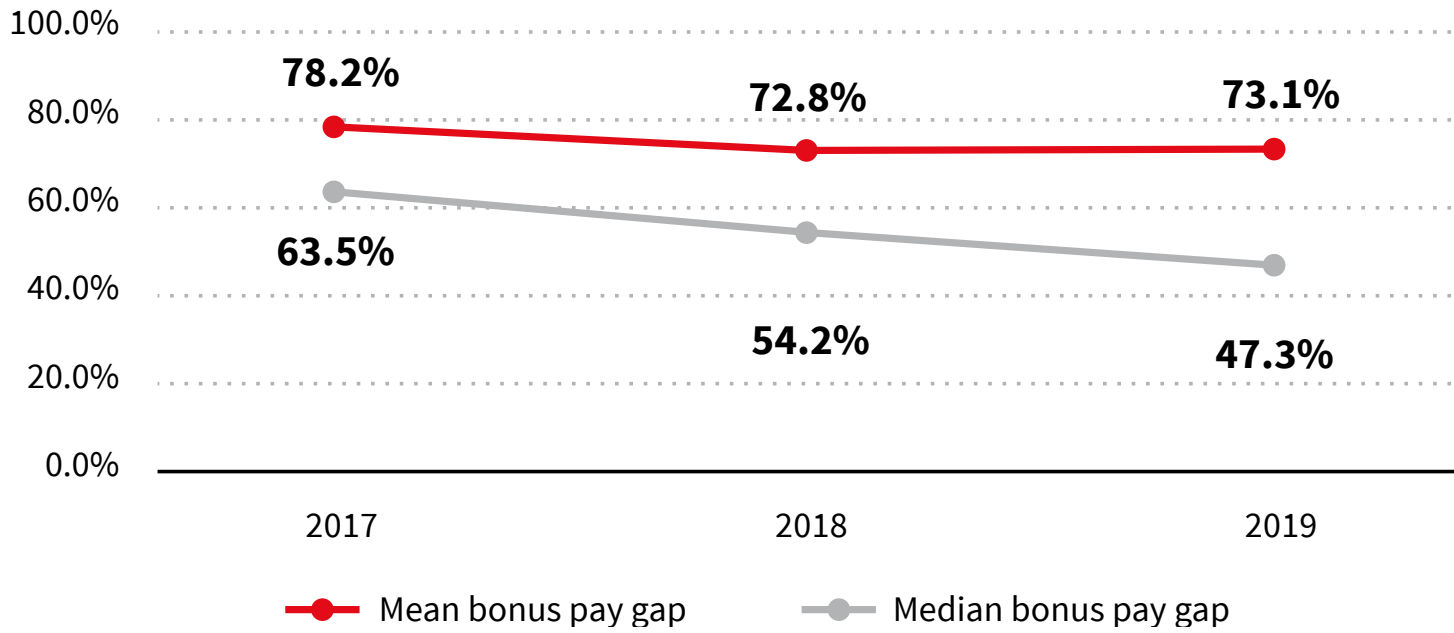
JLL UK 2019 – proportion receiving a bonus



JLL UK pay gaps



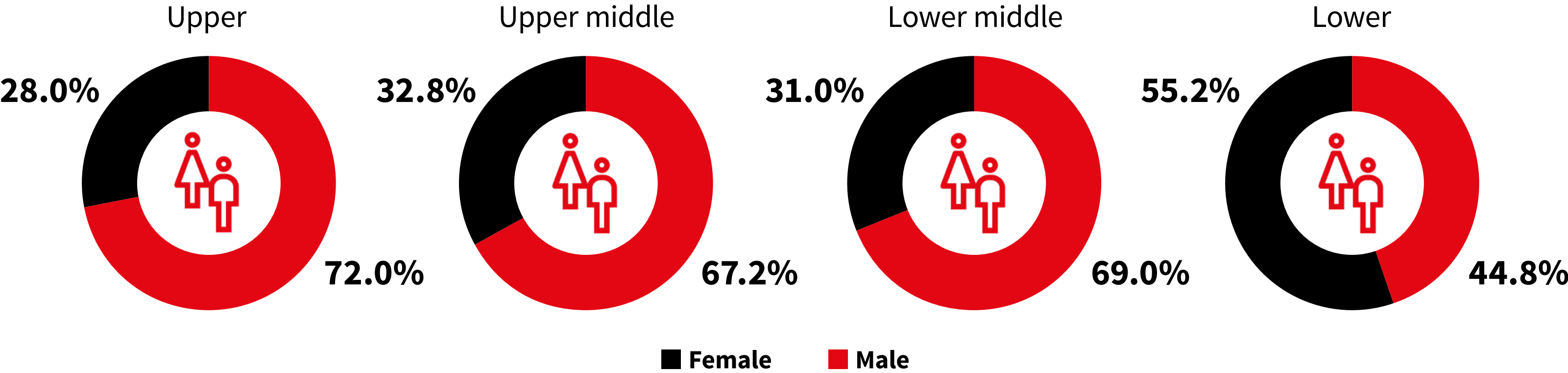
JLL UK bonus gaps



JLL UK pay and bonus 2019

Difference between men and women	Mean (average)	Median (middle)
Gender pay gap	21.2%	18.5%
Gender bonus gap	73.1%	47.3%

JLL UK – proportion of employees in each pay quartile 2019



Commitment throughout the business

Gender inclusive business

We continue to strive to be an inclusive business where everyone, regardless of differences, can thrive. This belief is central to our values and is intrinsic to our success. Achieving this is a strategic priority and our 90+ strong UK senior leadership team are all working towards the delivery of diversity and inclusion objectives linked to financial reward, similar to their revenue generation objectives.

Holistic approach

Adopting an inclusive approach at JLL means everyone in our UK reporting structure is included in our GPG calculations. This includes all our most senior leaders – even those with high remuneration packages in roles that require them to work 100% outside of the UK.



The legacy we need to change



Tackling wider industry problems

The UK real estate profession, alongside other professions we operate in, has been male dominated for decades. We still have more men than women across our entire business which is an unhelpful factor driving our gap. We are addressing this with a focus on hiring more women into our business.



Balance takes time

A gender pay gap comes as a result of a gender imbalance within an organisation. As we look to address systemic issues that are industry wide, we recognise that we are at risk of our GPG increasing slightly over the short term. This is because, as we broaden the pipeline of junior women joining us via our graduate scheme and apprenticeships, we create an imbalance of women at the bottom of our organisation, and it takes time for that to even out.

Continued **effort**

Here is a snapshot of what we've been doing and will continue to do to help us achieve a better-balanced organisation and subsequently a narrowing of our gap longer term.

“

JLL has given me new career opportunities time and again. I really value that I've been able to create big, positive environmental and social impacts on the real estate industry, whilst balancing family life with two small children.”

Sophie Walker, UK Head of Sustainability



2017

We committed to increasing the number of women within our leadership team, as set out publicly within our Building a Better Tomorrow sustainability commitments. Since then we've seen the number of women on our Board more than double. In fact, the current figure stands at 33%.

Our most recent female appointment to the UK Board is Sophie Walker, Head of Sustainability. During her career at JLL, that has so far spanned over 12 years, not only has Sophie progressed professionally but she has also become a mother of two. Her career has seen her move from being a consultant working with European and Middle Eastern clients, to leading our strategic sustainability consulting business. Sophie was appointed UK Head of Sustainability in 2015, and since then she has been responsible for integrating sustainability into everything JLL does and driving our market-leading position in the wider industry.



2018

Activity included modernising our culture to focus on results rather than time in the office; offering a greater diversity of client entertainment events; and introducing a parental transition programme to facilitate working parents returning to work.

“

The sponsorship programme has challenged me to identify my strengths and where I add value to JLL. Being clearer of my expertise and through a supportive sponsor I can better focus on my path to progress.”

Lauren Hunt,
Director – Living Advisory – Residential



2019

Also saw the implementation of mixed gender interview panels to aid the recruitment of an increased number of women. Plus, the establishment of reverse mentoring partnerships between several of our women and our senior leadership, assisting them in gaining a better understanding of the everyday experiences of women.

“

Having a sponsor has enabled an increased profile, supporting me on my career pathway and in line with ambitions.”

Aimee Baker,
Head of London Project Management



2019

Saw the successful introduction of a sponsorship programme for a cohort of our talented women across our UK business, to aid them in their career development and progression.

Building on **our efforts** in 2020

We are keen to keep momentum going in 2020. Here are some of the steps we are already working on to achieve a better balance at JLL.



Launching a women in leadership programme – Enhancing Strategic Advantage



Adopting a robust analytical approach at a team leader level, via dashboards, to identify where there is an imbalance or reduction in the pipeline of women progressing to leadership roles so that this can be addressed



Detailed research into gender make-up within national business lines to inform likely setting of gender goals that business line leaders will have their progress assessed against



Introducing policies and ways of working focused on flexibility, agility and facilitating better integration of work and home life to support all employees to participate fully in work, regardless of role or seniority



Identification of females who can succeed our current senior leaders using an objective talent review framework methodology

We won't rest until we see **change**

We remain determined to see gender balance across our organisation and a significant narrowing of our pay gap as a result. We know this will take time, but we're not going to stop trying. Year on year we're increasing our efforts to help us make the change that we wish and need to see.



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

	2019	Change	2018	Change	2017
Mean pay gap	21.2%	-0.7%	21.9%	-3.3%	25.2%
Median pay gap	18.5%	1.6%	16.9%	0.4%	16.5%
Mean bonus pay gap	73.1%	0.3%	72.8%	-5.4%	78.2%
Median bonus pay gap	47.3%	-6.9%	54.2%	-9.3%	63.5%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	44.6%	2.3%	42.3%	-0.6%	42.9%
Female	57.2%	2.1%	55.1%	1.2%	53.9%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	72.0%	28.0%	-0.3%	72.3%	27.7%	-3.3%	75.6%	24.4%
Upper middle	67.2%	32.8%	1.5%	65.7%	34.3%	0.8%	64.9%	35.1%
Lower middle	69.0%	31.0%	-1.3%	70.3%	29.7%	0.0%	70.3%	29.7%
Lower	44.8%	55.2%	0.3%	44.5%	55.5%	-1.6%	46.1%	53.9%

Appendix: Gender Pay Gap data by entity

JLL Ltd

	2019	Change	2018	Change	2017
Mean pay gap	31.4%	-1.4%	32.8%	-4.1%	36.9%
Median pay gap	36.9%	0.4%	36.5%	-1.4%	37.9%
Mean bonus pay gap	79.5%	-0.1%	79.6%	-3.7%	83.3%
Median bonus pay gap	68.6%	-2.7%	71.3%	-6.7%	78.0%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	83.2%	-0.5%	83.7%	2.5%	81.2%
Female	82.5%	1.4%	81.1%	6.0%	75.1%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	75.8%	24.2%	-2.3%	78.1%	21.9%	-4.1%	82.2%	17.8%
Upper middle	59.8%	40.2%	1.6%	58.2%	41.8%	-3.1%	61.3%	38.7%
Lower middle	39.8%	60.2%	0.5%	39.3%	60.7%	0.0%	39.3%	60.7%
Lower	40.2%	59.8%	1.8%	38.4%	61.6%	-1.2%	39.6%	60.4%

La Salle Investment Management Ltd

	2019	Change	2018	Change	2017
Mean pay gap	25.5%	-3.8%	29.3%	0.6%	28.7%
Median pay gap	34.3%	-9.4%	43.7%	8.7%	35.0%
Mean bonus pay gap	48.2%	1.4%	46.8%	-6.3%	53.1%
Median bonus pay gap	70.0%	2.1%	67.9%	18.4%	49.5%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	97.1%	3.4%	93.7%	-3.2%	96.9%
Female	93.3%	1.4%	91.9%	-2.6%	94.5%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	74.5%	25.5%	0.8%	73.7%	26.3%	-4.3%	78.0%	22.0%
Upper middle	63.7%	36.3%	-0.4%	64.1%	35.9%	-1.3%	65.4%	34.6%
Lower middle	63.1%	36.9%	6.5%	56.6%	43.4%	-3.9%	60.5%	39.5%
Lower	33.1%	66.9%	2.1%	31.0%	69.0%	-0.7%	31.7%	68.3%

Appendix: Gender Pay Gap data by entity

JLL Resources

	2019	Change	2018	Change	2017
Mean pay gap	22.2%	-1.1%	23.3%	1.3%	22.0%
Median pay gap	20.9%	-0.7%	21.6%	1.6%	20.0%
Mean bonus pay gap	40.6%	9.0%	31.6%	-11.7%	43.3%
Median bonus pay gap	33.9%	11.3%	22.6%	0.1%	22.5%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	86.7%	-1.6%	88.3%	0.9%	87.4%
Female	89.5%	4.6%	84.9%	-1.0%	85.9%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	74.3%	25.7%	1.4%	72.9%	27.1%	-0.9%	73.8%	26.2%
Upper middle	61.5%	38.5%	0.7%	60.8%	39.2%	-4.2%	65.0%	35.0%
Lower middle	52.4%	47.6%	1.4%	51.0%	49.0%	-0.2%	51.2%	48.8%
Lower	23.5%	76.5%	0.7%	22.8%	77.2%	-4.1%	26.9%	73.1%

JLL Services

	2019	Change	2018	Change	2017
Mean pay gap	18.9%	-0.2%	19.1%	3.1%	16.0%
Median pay gap	15.4%	-2.0%	17.4%	2.0%	15.4%
Mean bonus pay gap	46.8%	24.2%	22.6%	-18.4%	41.0%
Median bonus pay gap	11.0%	20.8%	-9.8%	11.4%	-21.2%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	66.1%	-4.0%	70.1%	-1.9%	72.0%
Female	71.7%	-6.2%	77.9%	-3.5%	81.4%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	72.2%	27.8%	-1.9%	74.1%	25.9%	0.4%	73.7%	26.3%
Upper middle	68.5%	31.5%	-1.7%	70.2%	29.8%	-5.4%	75.6%	24.4%
Lower middle	67.5%	32.5%	7.9%	59.6%	40.4%	-8.2%	67.8%	32.2%
Lower	49.6%	50.4%	-6.0%	55.6%	44.4%	0.5%	55.1%	44.9%

Appendix: Gender Pay Gap data by entity

Integral

	2019	Change	2018	Change	2017
Mean pay gap	34.7%	-1.2%	35.9%	0.0%	35.9%
Median pay gap	38.8%	-1.5%	40.3%	-0.9%	41.2%
Mean bonus pay gap	42.5%	60.3%	-17.8%	-35.9%	18.1%
Median bonus pay gap	0.0%	6.4%	-6.4%	-65.1%	58.7%

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	9.4%	4.1%	5.3%	2.1%	3.2%
Female	5.5%	3.7%	1.8%	1.1%	0.7%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	M	F		M	F		M	F
Upper	93.8%	6.2%	-1.3%	95.1%	4.9%	0.1%	95.0%	5.0%
Upper middle	91.8%	8.2%	-0.5%	92.3%	7.7%	-0.7%	93.0%	7.0%
Lower middle	70.7%	29.3%	-0.2%	70.9%	29.1%	2.1%	68.8%	31.2%
Lower	32.5%	67.5%	0.1%	32.4%	67.6%	-4.5%	36.9%	63.1%

Hall & Kay

	2019	Change	2018	Change	2017
Mean pay gap	37.2%	0.1%	37.1%	-1.4%	38.5%
Median pay gap	37.2%	2.1%	35.1%	-4.2%	39.3%
Mean bonus pay gap	n/a	n/a	n/a	n/a	n/a
Median bonus pay gap	n/a	n/a	n/a	n/a	n/a

Proportion receiving a bonus

	2019	Change	2018	Change	2017
Male	8.9%	-0.2%	9.1%	-1.1%	10.2%
Female	0.0%	0.0%	0.0%	0.0%	0.0%

Proportion of employees in each pay quartile

	2019		Change (M)	2018		Change (M)	2017	
	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	91.9%	8.1%	-3.3%	95.2%	4.8%	4.9%	90.3%	9.7%
Lower middle	76.1%	23.9%	-4.7%	80.8%	19.2%	-1.7%	82.5%	17.5%
Lower	62.0%	38.0%	-1.5%	63.5%	36.5%	7.7%	55.8%	44.2%

JLL acquired the Integral business in 2016. Integral is primarily a hard services engineering company, with mechanical, electrical and other building services capabilities combined with a small number of specialist divisions. These include Hall & Kay – a market-leading fire suppression business. We had previously included Hall & Kay in our Integral numbers, but we now report them separately in line with legislation.

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