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UK Gender & Ethnicity Pay Gap Report

March 2023

 **JLL** SEE A BRIGHTER WAY



Welcome

I've always been an advocate of embracing difference, and at JLL we want everyone to feel comfortable being themselves at work. To achieve this, we are striving to create a more diverse workplace and inclusive culture and reduce both our gender and ethnicity pay gaps.

This annual report is one of the key markers of our progress towards that goal. We reported our gender and ethnicity pay gaps jointly for the first time last year, and now we're bringing both data sets together again. Our reasons for doing this remain the same – because benchmarking matters and because we want to be visibly accountable to our colleagues and our clients. We also want to attract colleagues with broad expertise and backgrounds so that we can be more representative of the communities we work with. Our industry remains behind the curve for diversity, equity and inclusion, and we recognise our continued responsibility to make things right.

Our report shows that we are moving in the right direction, at a slightly faster pace in the past year, but there is still lots more to be done. Our gender pay gap (GPG) has improved noticeably since last year, although not all our entities' pay gaps have continued on

a downward trajectory. Our ethnicity pay gap (EPG) is smaller than our GPG, although our overall disclosure rate remains the same as it was last year. This emphasises yet again that we need more complete data to assess our progress and direct our resources more effectively.

We went beyond the data to set ambitious targets to hold ourselves to account because we know that JLL's gender and ethnicity pay gaps are driven by imbalances in our representation. There are not enough of our female and ethnically underrepresented colleagues in highly paid and senior level positions, and there is a disproportionate number of men and non-ethnically underrepresented colleagues in high-earning brokerage roles.

This report shows that change is coming, but also that it needs to come faster. We are taking a business line-led approach, and together with country-led initiatives such as the Conscious Leadership and JLL Thrive programmes, we are creating more guidelines and resources to support our managers to think and act more inclusively in how they recruit, develop, and manage

our people. Our Business Resource Groups (BRGs, formerly referred to as our employee networks), including Race for Change and the Gender Balance Group, are also playing a pivotal role, creating awareness and driving change as we strive to become more inclusive.

Ultimately, diversity, equity and inclusion are not only a matter of reporting. They are also about real, transformative change on the ground, driven by actionable plans that can be applied across the business. From our recruitment processes to personal development strategies and beyond, it will take boldness and commitment from us all to make the changes we want and need to see.



Stephanie Hyde
Chief Executive, JLL UK

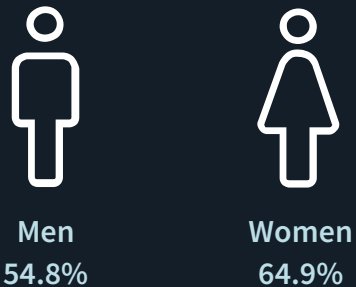
Defining GPG

Gender pay gap (GPG) is the difference in mean and median pay between all men and all women in a business, regardless of their role.

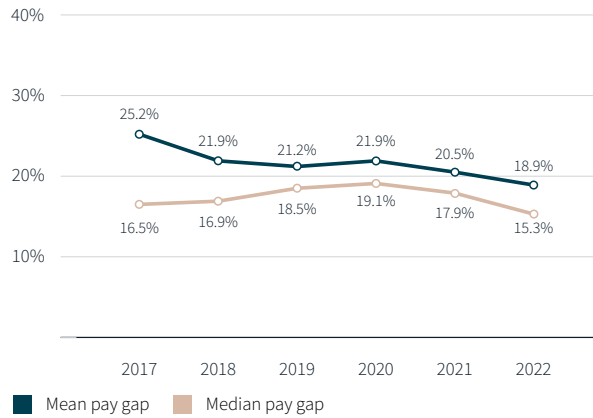
GPG is not the same as equal pay. Equal pay is the right for men and women to be paid equally when doing the same or equal work. In 1970, equal pay became a legal requirement in the UK, and we remain committed to this across our organisation today.

JLL UK 2022

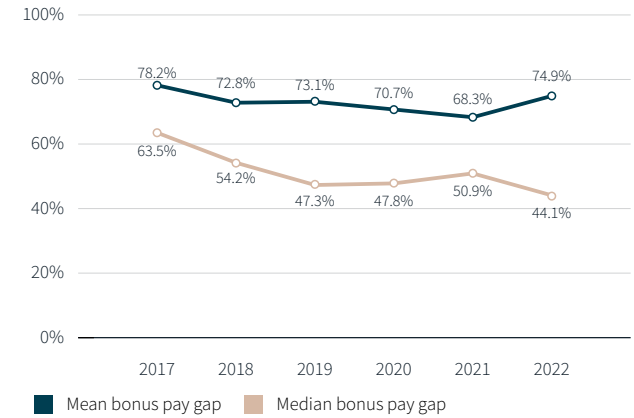
Proportion receiving a bonus



JLL UK gender pay gaps



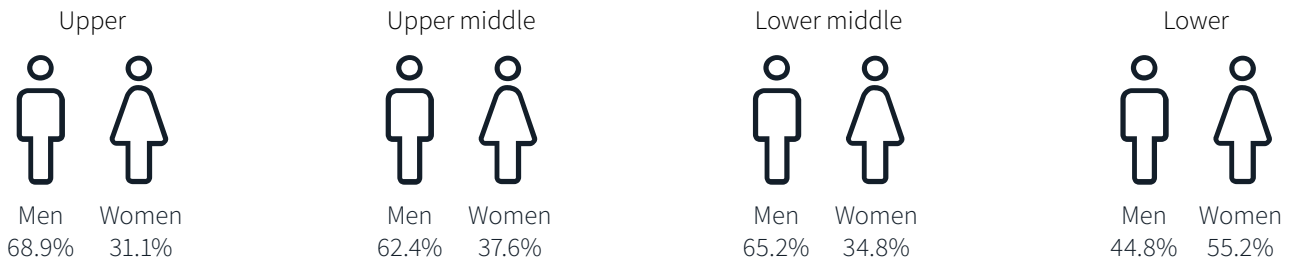
JLL UK gender bonus gaps



JLL UK pay and bonus 2022

Difference between men and women	Mean (average)	Median (middle)
Gender pay gap	18.9%	15.3%
Gender bonus gap	74.9%	44.1%

JLL UK proportion of employees in each pay quartile 2022



Summary

Noticeable improvements on most of last year's pay gaps with a continuing downward trajectory.

All pay gaps have decreased in comparison to 2017 but the rate of change is still too slow.

Most entities have reduced their pay gaps but not all (see detail in the Appendix).

Defining EPG

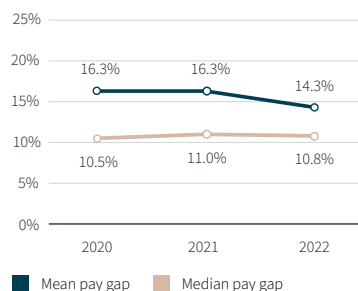
Ethnicity pay gap (EPG) shows the difference in the mean and median pay between our ethnically underrepresented colleagues and our non-ethnically underrepresented colleagues, regardless of their role.

Again, EPG is not the same as equal pay, which is everyone's legal right to the same pay for the same or equivalent work for a given employer or organisation. As mentioned previously, this right was established in UK law with the passing of the Equal Pay Act in 1970.

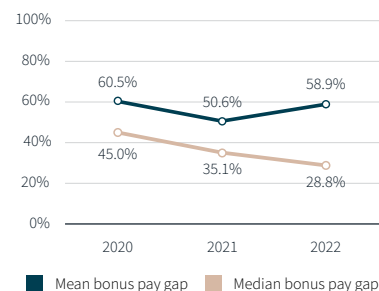
At JLL, we use the same pay gap calculation methodologies for our EPG reporting as that outlined by the Government Equalities Office ("GEO") for GPG reporting. These methodologies quantify our mean and median ethnicity pay gaps, bonus gap, and distribution across pay quartiles.

Unlike the GPG, organisations are not legally obliged to report their EPG, and approximately 19% of them choose to do so. At JLL, we have been publishing our EPG for the last three years, and jointly with our gender pay gap for the last two. We decided to do this as we consider them equally important - and look forward to the day more organisations do the same.

JLL UK ethnicity pay gaps



JLL UK ethnicity bonus gaps



The proportion of our colleagues who received a bonus in the 2022 reporting cycle, defined by their ethnic representation

Ethnically underrepresented	52.9%
Non-ethnically underrepresented	59.7%
Not declared	59.3%
Prefer not to say	70.1%

JLL UK pay and bonus 2022

Difference between ethnically underrepresented and non-ethnically underrepresented	Mean (average)	Median (middle)
Ethnicity pay gap	14.3%	10.8%
Ethnicity bonus gap	58.9%	28.8%

JLL UK proportion of employees in each pay quartile 2022

Pay quartile	Ethnically underrepresented	Non-ethnically underrepresented	Not disclosed their data	Prefer not to share their data	Change vs 2021 (ethnically underrepresented)
Upper	8.5%	65.0%	25.3%	1.2%	0.8%
Upper middle	10.9%	64.1%	23.8%	1.2%	1.5%
Lower middle	11.8%	62.6%	24.8%	0.8%	0.1%
Lower	15.4%	64.0%	19.7%	1.0%	1.8%

Summary

Smaller pay gaps than for gender.

12% of our employees are ethnically underrepresented - a 1% increase from last year.

We need more ethnically underrepresented colleagues in managerial positions - most are still in support, operational and junior professional roles.

Noticeable improvement in the mean pay gap - but only a slight improvement in the median pay gap.

Overall disclosure rate remains at 77% - with improvements in some areas offset by drops in others.



Our gender and ethnicity targets

**We measured progress against these targets as of 31 December 2022*

Gender targets

Key governance committees

35%

female by 2025

Directors

35%

female by 2025

Ethnicity targets

All employees

15%

ethnically underrepresented by 2025

Directors

10%

ethnically underrepresented by 2025

2022 snapshot:

UK Executive Board: 37.5%
Business Line Leadership Team (BLLT): 15%
Integral Board: 18%

2022 snapshot:

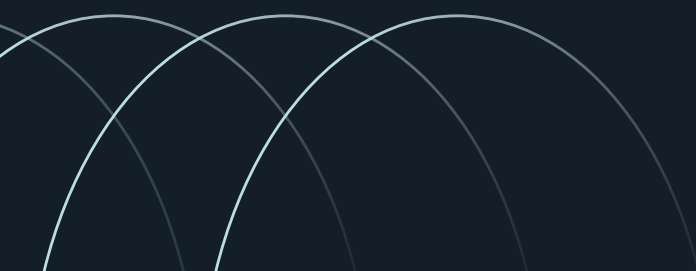
32.3%

2022 snapshot:

12.3%

2022 snapshot:

7.6%



Some clarifications regarding our data

This report focuses on gender and ethnicity. We recognise that there are other areas of diversity – such as social mobility, disability, LGBT+, neurodiversity, and age – where we need to improve. We have separate action plans and targets for these detailed in our annual UK Sustainability Highlights Report.

Regarding our GPG and EPG calculations, these are based on hourly rates of pay at 5 April 2022, and bonuses paid during the year to 5 April 2022.



Mean pay

The mean is calculated by adding up the pay of all relevant employees and dividing the figure by the number of these employees. The mean GPG is the difference between mean pay for women and mean pay for men. The EPG is the difference between mean pay for ethnically underrepresented employees and mean pay for employees who are non-ethnically underrepresented.

Median pay

Median pay is calculated by lining up the pay of all relevant employees from the lowest paid to the highest.

The median is the figure that falls in the middle of this range. The median GPG is the difference between men and women's respective median pay rates. Likewise, the median EPG is the difference between median pay for ethnically underrepresented employees and median pay for employees who are non-ethnically underrepresented.

Terms denoting ethnicity

Our preferred term is ethnically underrepresented, as we recognise that the term BAME does not wholly cover that section of society who are statistically underrepresented due to systemic inequalities.

Our entities

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 the name we present ourselves under and operate under within the UK. JLL UK is comprised of six operating entities: JLL Ltd, JLL Resources, JLL Services, Integral, Hall & Kay, and LaSalle Investment Management. GPGs for these entities are detailed in the appendix.

What do the results demonstrate?

Whilst the overall gaps have narrowed, there is much still to be achieved. The gaps remain significant, and we remain committed to addressing their root causes in order to shape better outcomes for the future.

It's about representation

The critical factor behind our gender and ethnicity pay gaps continues to be imbalances in our representation. Our female and ethnically underrepresented colleagues hold fewer senior positions at JLL UK. Additionally, real estate has historically been a white male-dominated industry, meaning there is still a disproportionately large number of men and non-ethnically underrepresented colleagues in high-earning brokerage roles. This legacy continues to exert a significant influence on our GPG in particular.

Without better representation, the substantial reductions in our pay gaps that we are seeking simply will not materialise. This is why we introduced targets two years ago in the hope of driving change more powerfully.

To a degree, this has proven successful – there have been reductions since then, and the pace of change increased slightly in 2022. Nevertheless, these successes remain relatively minor; the continuous reduction in our GPGs since 2017 does not compensate for the fact that it is still high, not to mention above the national rate.

We need to be more creative in our approach to resourcing and look to adopt transferable skills from outside the industry.

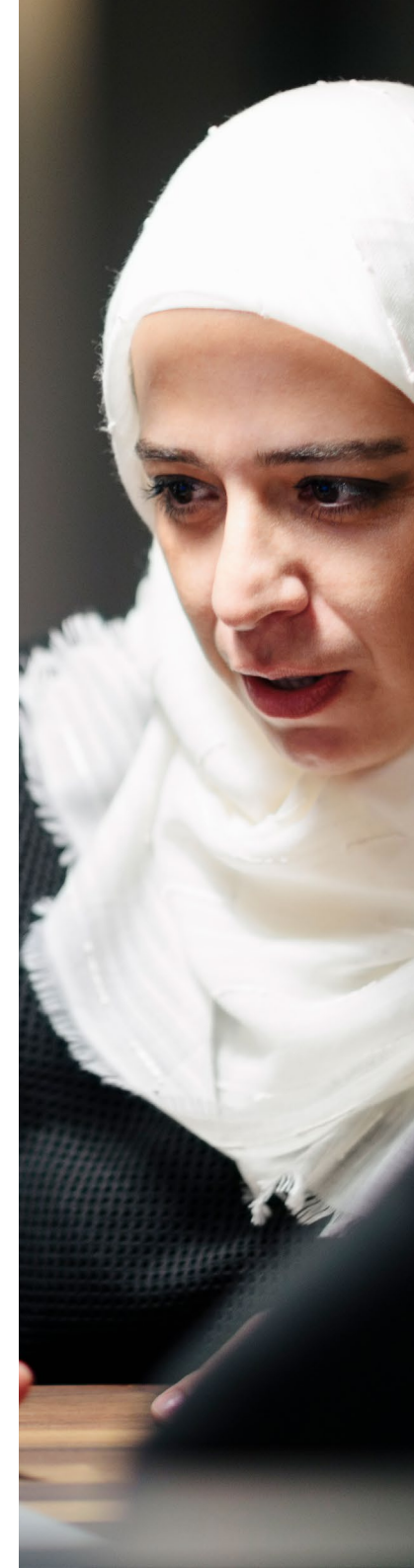
We're still working to improve disclosure rates for our ethnicity reporting

Our ethnicity disclosure rate has increased since we started reporting in September 2021, but the current rate of 77% has flatlined since last year. Clearly, more needs to be done so we can work towards complete data sets. We will not make the progress needed without more understanding of where we're having an impact – and where we need to do more.

This is a marathon, not a sprint

Sometimes, actions taken in pursuit of long-term strategies can generate paradoxical statistical effects in the shorter term. For example, increasing the diversity of our graduate intake can actually increase some pay gaps initially, with the desired results not being seen until our new colleagues have risen to more highly paid, senior positions.

Our gender and ethnicity representation targets were set in 2021, and this is only the second year we have jointly reported our pay gaps for both. Whilst we are focused, exacting and resolute in achieving our goals, we also recognise that it will require sustained effort over years to deliver the change we are seeking.



Turning data into action

How we're working to deliver better gender balance and create a more diverse and inclusive culture.

Education and training



JLL Thrive programme

JLL Thrive supports the career development of ethnically underrepresented colleagues by providing sponsorship and changing organisational culture, equipping our managers to be better advocates of ethnically underrepresented colleagues.



JLL's Women in Leadership programme

Our Women in Leadership programme develops mid-level and senior-level women by providing networking opportunities, skills development and more.



Speed mentoring

Our Gender Balance Group runs regular, one-hour mentoring sessions pairing senior leaders with individuals across the business. Offering the opportunity to sample mentoring and touch on specific issues, these sessions are complemented by our company-wide mentoring opportunities.



Conscious leadership training

Our UK Board and wider Business Line Leadership Team members took part in Conscious Leadership training in 2022, as part of our commitment to equipping our leaders with the tools to step in to address non-inclusive behaviours appropriately, and to be conscious and inclusive in their leadership approach.



Policies and processes



Support for working parents

We are strengthening our support on the Parenting Matters policy we launched in 2021 by analysing our data on parental leave to develop more all-round support for parental transitions, and continuing to enhance our flexible working arrangements.



The JLL Talent Council

Our talent council meets regularly with our UK Executive Board to identify, support, and provide ethnically underrepresented high performers with paths towards senior leadership roles.



Advocate

We push our business heads and line managers to advocate opportunities - particularly for ethnically underrepresented female colleagues - and to support development plans. We also promote diversity in pitch and project teams.



A new menopause policy

We launched our Menopause at Work policy in October 2022. The policy raises awareness of the menopause and perimenopause and outlines the role everyone plays in supporting those who may be affected by them. It includes available resources and support and is bolstered by ongoing activity around this topic.



Business line action plans

Our business lines have individual action plans for diversity, equity and inclusion, the execution of which is supported by working groups within the respective business line. These groups help to embed more diverse and inclusive processes and initiatives, and support the wider DEI strategy.



Challenge

We ask all managers to challenge biases, particularly in performance assessments. We also encourage them to challenge themselves to think differently about how they recruit and how their processes can be more transparent and inclusive.

Clarity and communication



Striving for stronger data

We are working hard to encourage all our colleagues to provide us with their diversity data, so that we have a fuller picture of our people and can make more informed and impactful decisions. We are particularly articulating the importance of our ethnicity data, so that we can measure progress against our targets more meaningfully and better make changes to support our ethnically underrepresented colleagues.



Senior sponsorship

We are asking all of our senior leaders to identify and communicate their personal story around inclusion, and their “Reason Why” inclusion and diversity matters to them, and in their role. Our aim is that they are visible and vocal on inclusion, and can hold each other to account.



Active participation

We encourage active participation in key Diversity, Equity and Inclusion and Business Resource Group initiatives and activities, and put in place a new strategy and better governance (eg. more central DEI communications, more senior sponsors) to support our DEI groups.



Case studies

JLL Thrive Programme

“

I took part in our JLL Thrive Programme in 2022 - its inaugural year. It supports the career progression of ethnically underrepresented colleagues with a coaching-based methodology. It is uniquely designed to also include their line managers, and a senior sponsor, to create culture change in the system rather than focus only on an individual.

I was paired with a sponsee from a different area of the business, and thoroughly valued the opportunity to better understand their career aspirations, the additional coaching that helped me grow as a leader and the ability to guide the individual forward. I'm still in contact with them and have already been able to take what I've learned and apply it to my role as Race Sponsor, and as a business leader.

Simon Peacock

Race and Ethnicity Sponsor & Head of Regions and South West, UK

Conscious Leadership Training

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The Conscious Leadership training we ran for senior leaders really resonated with me and was uncomfortable. The bespoke programme using actors and real-life case studies, brought home the reality and impact of non-inclusive incidences. It challenged me on how to respond to and take action on those situations instantly and after the event.

As a result of the training, I felt more confident stepping in to call out non-inclusive behaviour and escalating as needed. It made me think about how I can be more conscious and inclusive in my leadership approach.

Emma Hoskyn

Gender Sponsor & Head of Sustainability, UK

Our Business Resource Groups

“

Reducing the gender pay gap is only possible by bringing an increase in the proportion of women through to the upper quartiles of the business. This is certainly moving in the right direction and JLL has put tangible actions in place to do this. Development programmes including JLL's Women in Leadership have assisted with the opportunities for many of its female directors to step into more senior roles. But this is not a solution on its own. The Gender Balance Group (the UK chapter of the Women's Business Network) provides an outlet and place of guidance and information for all women at all levels to call out, unlock challenges and progress in JLL. This is an essential part of meeting our director targets in 2025 and continuing to reduce the pay gap.

Joanna Gabrilatsou and Isa Telford

Co-Chairs, Gender Balance Group

“

Having sat in the co-chair roles for a year now, we continue to strive for change in the business by weaving diversity and inclusion into the fabric of everything we do. These representation targets allow for accountability and bring greater focus to providing opportunities for all. While there is still a long way to go, we are committed to challenging the business and encouraging transparent conversations. We hope that by publishing the report, there will be more discussion and action to build on what has been done to date.

Rutendo Mataruka and Joshua Hurst

Co-Chairs, Race for Change

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

	2022	Change vs 2021	Change vs 2017
Mean pay gap	18.9%	-1.6%	-6.3%
Median pay gap	15.3%	-2.6%	-1.2%
Mean bonus pay gap	74.9%	6.6%	-3.3%
Median bonus pay gap	44.1%	-6.8%	-19.4%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	54.8%	1.6%	11.9%
Female	64.9%	2.6%	11.0%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	68.9%	31.1%	1.8%	6.7%
Upper middle	62.4%	37.6%	1.6%	2.5%
Lower middle	65.2%	34.8%	1.9%	5.1%
Lower	44.8%	55.2%	0.4%	1.3%

Appendix: Gender pay gap

JLL Ltd

JLL Ltd acts for investors in properties and occupiers providing agency, capital markets, property management and consultancy services.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	30.1%	-0.6%	-6.8%
Median pay gap	34.8%	-0.4%	-3.1%
Mean bonus pay gap	80.2%	2.6%	-3.1%
Median bonus pay gap	70.0%	-1.0%	-8.0%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	87.8%	4.2%	6.6%
Female	84.0%	4.3%	8.9%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	72.0%	28.0%	2.2%	10.2%
Upper middle	55.3%	44.7%	1.3%	6.0%
Lower middle	39.9%	60.1%	1.3%	-0.6%
Lower	37.8%	62.2%	2.9%	1.8%

LaSalle Investment Management

JLL's real estate investment management subsidiary serves over 500 institutional investors worldwide from pension, endowment and sovereign wealth funds to insurance companies.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	25.5%	3.6%	-3.2%
Median pay gap	17.0%	-2.9%	-18.0%
Mean bonus pay gap	65.2%	18.2%	12.1%
Median bonus pay gap	62.1%	9.6%	12.6%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	92.2%	-6.0%	-4.7%
Female	95.5%	-3.4%	1.0%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	71.3%	28.7%	1.3%	6.7%
Upper middle	58.6%	41.4%	-0.9%	6.8%
Lower middle	65.1%	34.9%	-12.5%	-4.6%
Lower	34.4%	65.6%	6.4%	-2.7%

JLL Resources

JLL Resources is our Property Asset Management business and employs staff who are typically based on our landlord client's sites.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	26.1%	2.7%	4.1%
Median pay gap	17.5%	1.4%	-2.5%
Mean bonus pay gap	26.6%	7.2%	-16.7%
Median bonus pay gap	30.3%	-2.7%	7.8%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	91.0%	-4.0%	3.6%
Female	88.6%	-5.7%	2.7%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	71.4%	28.6%	5.0%	2.4%
Upper middle	59.8%	40.2%	-3.5%	5.2%
Lower middle	47.7%	52.3%	7.0%	3.5%
Lower	29.2%	70.8%	-6.4%	-2.3%

Appendix: Gender pay gap

JLL Services

JLL Services is a Work Dynamics business, managing properties on behalf of occupier tenants.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	21.0%	-0.4%	5.0%
Median pay gap	24.5%	2.3%	9.1%
Mean bonus pay gap	51.9%	14.2%	10.9%
Median bonus pay gap	34.3%	16.6%	55.5%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	83.2%	-0.4%	11.2%
Female	82.2%	0.9%	0.8%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	67.7%	32.3%	5.1%	6.0%
Upper middle	66.6%	33.4%	-0.6%	9.0%
Lower middle	54.4%	45.6%	6.4%	13.4%
Lower	39.2%	60.8%	5.3%	15.9%

Integral

Integral's planned and reactive maintenance services keep buildings efficient, operational, sustainable and safety compliant around the clock.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	28.2%	-4.4%	-7.7%
Median pay gap	33.3%	-5.7%	-7.9%
Mean bonus pay gap	12.4%	-17.8%	-5.7%
Median bonus pay gap	10.7%	-0.3%	-48.0%

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	14.7%	2.8%	11.5%
Female	8.1%	-1.2%	7.4%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	87.8%	12.2%	2.9%	7.2%
Upper middle	90.5%	9.5%	0.7%	2.5%
Lower middle	72.9%	27.1%	-2.9%	-4.1%
Lower	38.4%	61.6%	-5.2%	-1.5%

Hall & Kay

Hall & Kay design, install and maintain all forms of fixed fire protection, detection, and integrated security systems.

	2022	Change vs 2021	Change vs 2017
Mean pay gap	32.0%	-4.7%	-6.5%
Median pay gap	30.1%	-1.3%	-9.2%
Mean bonus pay gap	57.5%	-18.6%	n/a
Median bonus pay gap	-5.6%	-81.6%	n/a

Proportion receiving a bonus

	2022	Change vs 2021	Change vs 2017
Male	8.6%	-24.3%	-1.6%
Female	1.6%	-15.1%	1.6%

Proportion of employees in each pay quartile

	2022		Change (F) vs 2021	Change (F) vs 2017
	M	F		
Upper	96.6%	3.4%	2.2%	3.4%
Upper middle	95.5%	4.5%	-0.3%	-5.2%
Lower middle	75.1%	24.9%	-1.4%	7.4%
Lower	65.2%	34.8%	3.8%	-9.4%

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