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UK Gender Pay Gap Report 2025





Kweku Yankson
*People Partner,
Northern Europe*

Welcome

At JLL, inclusion and belonging are at the heart of what we do, driving us to shape the future of real estate for a better world. Our vision is to create a culture that celebrates diverse perspectives and fosters a true sense of belonging, allowing authenticity to thrive both within our workplace and the communities we serve.

Our commitment to this vision drives our actions toward addressing pay gaps through initiatives that influence industry standards, enhance our organisational practices and expand individual career growth opportunities.

Since we started reporting on pay gaps in 2017, we've been using data-driven insights to refine our strategies. The insights reveal an opportunity to address the concentration of women in junior roles by balancing representation and increasing their presence at senior levels. To achieve this, we're focusing on expanding outreach to diverse talent pools and enhancing methods of development, support and retention.

We are making progress, but more work remains. By addressing representation challenges directly, we can create a truly inclusive workplace where everyone thrives and feels valued. Our industry's future depends on it.

Terminology explained

Pay gap

Refers to the difference in average pay across different demographic groups, evaluated without considering specific job roles.

Equal pay

Refers to individuals receiving equal pay for the same or equivalent work, as mandated by UK law since 1970.

Mean pay

Calculated by summing the pay of all employees and dividing by the total number of employees.

Mean gender pay gap

The difference between mean pay for female and male employees.

Median pay

Calculated by finding the mid-point in pay when all employee salaries are arranged from lowest to highest.

Median gender pay gap

The difference between the median pay for female and male employees.

Bonus gaps

Calculated by determining the difference in average bonuses paid to different demographic groups, regardless of their roles.

Calculation methodology

Gender pay gap (GPG), bonus gaps, and pay distributions are calculated using methodologies outlined by the Government Equalities Office (GEO). Our calculations are based on hourly pay rates from 5 April 2024 and on bonuses paid in the year prior.

Organisational structure

JLL UK encompasses six legal entities: JLL Ltd., JLL Resources, JLL Services, Integral, Hall & Kay and LaSalle Investment Management. The main report presents aggregated data for JLL UK, with entity-specific breakdowns in the appendix.



Mean and median pay gaps



This year's report highlights both the progress we have made and the ongoing opportunities to reduce the pay gap. Although we have seen a general decline in pay gaps since 2017, recent data shows an uptick in both the mean and median gender pay gaps.

This shift is driven by two main factors: increased hiring at junior levels where women are often more represented and organisational transitions from commercial wins, which have brought employees into the business in less senior roles. Because these roles offer lower salaries, they contribute to wider pay gaps.

Understanding these dynamics provides valuable insights for strategic growth. To help close these gaps, we are investing in long-term efforts across recruitment, development and retention. These initiatives centre on attracting new talent, nurturing our existing employees and retaining them long term.

We collaborate with external partners to identify and attract a broad range of candidates, and we offer dedicated events and programmes to support career growth within our company.

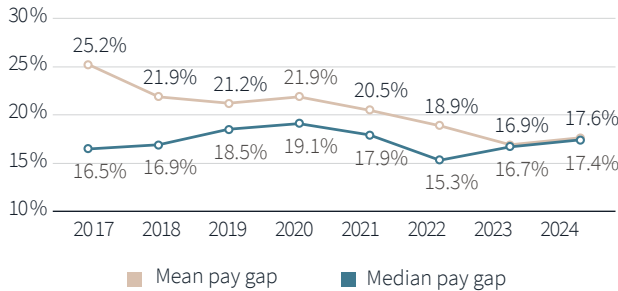
Recognising the importance of supporting employees in all facets of their professional and personal growth, we have introduced comprehensive policies and initiatives aimed at addressing the pay gap.

These efforts foster leadership development, promote inclusivity and belonging and provide support during significant life changes.

By strategically acting on opportunities for improvement, we are committed to cultivating a progressive and supportive workplace environment that enables everyone to achieve their full potential.

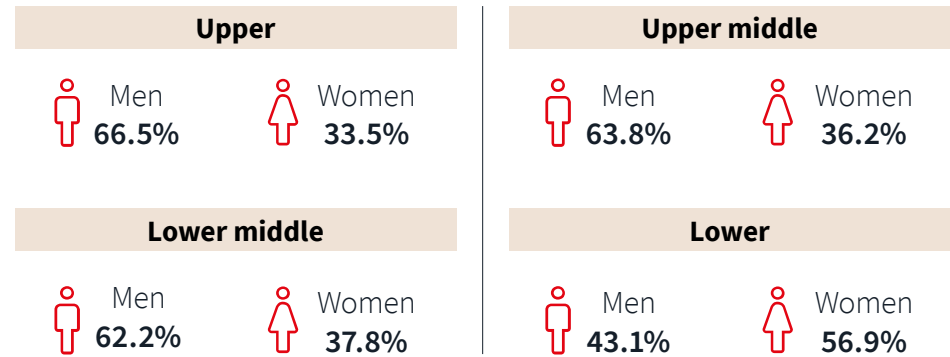
JLL UK gender pay gaps over time

Our data shows an uptick in median pay gap since 2022, and mean pay gap since 2023, despite an overall downward trend since 2017.



JLL UK proportion of employees in each pay quartile 2024

The most significant shift in female employees for 2024 in comparison to 2023 occurred in the lower and lower middle pay quartiles, contrasting with the overall trend beginning in 2017 where the greatest change was in the upper quartile.



Bonus pay gaps

Parts of our business, particularly in transactional roles and senior positions, offer higher variable bonuses linked to performance. We have a larger representation of men in these roles, which contributes to a substantial gender bonus gap.

Bonus by representation

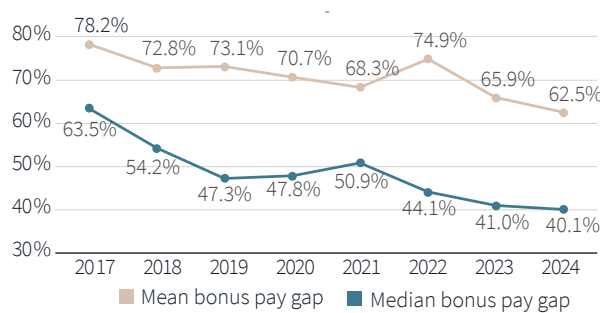
The proportion of our colleagues who received a bonus in the 2024 reporting cycle by gender.



JLL UK gender pay and bonus gaps 2024

	Difference between men and women	Mean (average)	Median (middle)
Gender pay gap		17.6%	17.4%
Gender bonus gap		62.5%	40.1%

JLL UK gender bonus gaps over time





The story behind the numbers

This year's data reveals a complex narrative of both progress and continuous opportunities. Although we've seen slight growth in pay gaps, our ongoing insights give us a clear understanding of the reasons behind these changes. We recognise that reaching gender pay parity at JLL is an ongoing journey, and we are employing focused strategies to convert these challenges into opportunities for growth.





Opportunities for improvement

Our gender pay gap primarily highlights the underrepresentation of women in various levels of leadership. To narrow this gap, we are focused on:

- Expanding outreach to various talent pools to enhance diversity among our leadership and senior roles.
- Supporting pathways for women to advance to management, senior management, and executive levels.
- Encouraging transparency and collaboration within our organisation to ensure complete and accurate data disclosure.

Sector trends

The real estate sector has a longstanding challenge associated with achieving gender balance. Trends at JLL mirror the wider market, showing a general downward trajectory in the gender pay gaps with some occasional increases. Whilst the real estate sector typically shows larger gaps than other industries, there are encouraging signs as our mean and median gaps begin to converge—indicating better balance at senior levels.

Cultivating inclusive opportunities

EmpowHER

Building on the success of our Thrive programme, which supported career development of colleagues from a variety of backgrounds and perspectives through sponsorship and initiatives, we are expanding our talent development approach with EmpowHER. We hosted a successful pilot event in London, bringing together over 130 colleagues, clients and suppliers. Participants engaged in tailored career development sessions and workshops that addressed the unique challenges faced by women, including those that can compound pay gap issues.

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In September 2024 I was invited to attend the Women on Boards workshop as part of the EmpowHER event. It was engaging and empowering and I am grateful JLL provides the opportunity to women to fully explore their potential. Thank you JLL for EmpowHERing me.

Sara Stafford

Business Change & Transition Project Manager, Integral

Culture and Employee Experience Working Groups

JLL's Culture and Employee Experience working groups ensure inclusion and belonging are seen and felt across our various business lines and regions, providing critical support for our senior leaders.

“

I'm honoured to collaborate with colleagues to contribute to progress in this space. Supporting our colleagues is not only the right thing to do but allows for a kaleidoscope of ideas which contributes to a progressive culture and great business performance.

Chenge Bobo

Global HR Lead Client Account – Work Dynamics



Business Resource Groups

Our Business Resource Groups (BRGs) foster inclusion and belonging by creating spaces where employees with similar interests or experiences can connect. We encourage all colleagues to explore our BRGs to broaden perspectives, foster connections and contribute to our inclusive community, regardless of their background. These groups serve as valuable resources for JLL, providing insights and perspectives that help shape inclusive policies and practices across the company

Gender Balance Group

The Gender Balance Group BRG, the UK chapter of the Women's Business Network empowers UK colleagues of all genders to achieve success on their own terms. They strive to provide opportunities for all participants, with a focus on women, to connect with and support one another, and provide a forum to contribute to personal and professional development.

Their vision is to shape the future of real estate by offering development opportunities, fostering valuable connections, and enabling the success of participants through business and career growth.

“

The Gender Balance Group focuses on empowering, supporting, and celebrating women at JLL UK. Since our inception, we've focused on fostering career growth, facilitating meaningful connections, and raising awareness on crucial issues like male allyship, breast cancer, and menopause. Proud of our achievements, we recognise more progress is needed and remain committed to creating a more inclusive and supportive environment.

Maddie Hayes

Co-Chair, Gender Balance Group

Race for Change

Race for Change champions initiatives that highlight intersectionality, recognising that individuals often belong to multiple underrepresented groups. They believe in collaborating with other firms to create a more inclusive and representative space across the industry.

Through their efforts, they aim to drive meaningful change, amplify unique voices, and cultivate an environment where all employees can thrive, regardless of their ethnic background.

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As co-chairs of Race for Change, we champion diversity in all professional settings. By partnering with senior sponsors, fostering authentic conversation, and aligning our goals with the wider business, we're striving for meaningful representation at all levels to drive sustainable change. Through collaboration and innovation, we're fostering an industry-wide culture of inclusion where all professionals can thrive, inspiring future leaders and creating a better working environment for generations to come.

Lenishae Brown and Dina Morsey

Co-Chairs, Race for Change

Business Resource Groups

Working Parents and Caregivers

The Working Parents and Caregivers BRG is committed to supporting and empowering employees who balance parenthood with professional demands. They promote initiatives that address the diverse needs of parents, recognising the unique challenges faced by single parents, those with children who need additional care and parents at various stages of their parenting journey. They believe in creating a supportive community where working parents can share experiences, resources, and success strategies.

Their efforts aim to drive positive change in workplace culture, amplify the voices of working parents and cultivate an environment where employees can thrive both professionally and personally. They partner with leadership to implement family-friendly policies that benefit the entire organisation and set an example for the broader business community.



Change to behaviours, policies and processes

Upskilling our leaders

Conscious Leadership expansion

Our Conscious Leadership training programme continues to equip senior leaders with practical skills to create inclusive environments and address exclusionary behaviours. Since its inception in 2022, 147 senior leaders have participated in these immersive sessions featuring professional actors and real-world scenarios.

Enhancing policies and support

Award-winning menopause support

To remain an attractive employer for talent at any life stage, we have enhanced menopause support initiatives, providing managers with comprehensive guides and expanding comfort cabinets stocked with essential menopausal care items across the UK offices. Our partnership with Inflection IQ, a leading global health resources tool, further supports colleagues through various life stages and health challenges. This work received recognition at the Inspiring Women in Property Awards 2024, winning Best Equality, Diversity & Inclusion Programme.

My team attended one of JLL's menopause workshops, and the impact was truly eye-opening. It allowed us to better understand and support each other. The workshop provided crucial information and resources, making us feel more connected and supported as a team. These types of sessions at JLL are making a real difference in creating a more inclusive and empathetic workplace for all of us.

Matthieu Girault

Chief Operating Officer JLL Work Dynamics EMEA

Baby Loss guidelines

In October 2024, we proudly introduced comprehensive baby loss guidelines, designed to compassionately support parents experiencing pregnancy or infant loss. These guidelines empower managers with practical advice to support team members through bereavement leave, phased returns and ongoing accommodations.

Sexual Harassment policy

Our updated Sexual Harassment Policy aligns with Equality & Human Rights Commission (EHRC) guidance and establishes clear paths for, support mechanisms and accountability measures. This policy demonstrates our dedication to creating respectful workplaces where all colleagues can thrive.

Shaping industry standards

RICS Inclusivity Guidance

Following our contribution to the Royal Institution of Chartered Surveyors (RICS) inclusivity guidance published in February 2024, we have enthusiastically started implementing its ideas. Throughout 2024-25, we have conducted engaging awareness sessions, shared best practices, and seamlessly integrated the six-point framework (inclusive spaces, recruitment, policies, culture, everyday workplace experiences and career progression) into our operations.

Real Estate Balance survey participation

Our continued partnership with Real Estate Balance has expanded to include comprehensive involvement in their industry-wide survey. This initiative is building a clearer image of gender, ethnicity, and social mobility challenges across real estate while identifying effective interventions for broader implementation.

JLL Foundation and Bridge Group social mobility study

JLL Foundation and Bridge Group partnered to create an independent study focussing on social mobility within the real estate industry. The study analysed over 10,000 employees across 13 major UK real estate companies, examining demographics, contributing factors, and potential actions to enhance socio-economic inclusivity in the industry.

Expanding talent pipelines through partnerships

Our collaborations with PREACH Inclusion and Ruebik have significantly strengthened our talent pipelines. These relationships complement our ongoing work with the 93% Club Professionals network, which continues to break down barriers for state-educated professionals entering and progressing in real estate.

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At PREACH Inclusion, we have a truly diverse membership, in every aspect—gender, ethnicity, cultural heritage and more. By sharing roles from various companies through our Jobs Board, we reach new audiences not typically accessed by these companies. Our partnership with JLL helps widen access to the industry for individuals who may be unaware of its opportunities.

Priya Aggarwal-Shah


Founder, PREACH Inclusion

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Our collaboration with PREACH has been instrumental in increasing JLL's reach and visibility to talent across the UK. This partnership not only enhances our ability to attract a wider range of professionals with complementary skills but also reinforces our commitment to creating a more inclusive workplace that reflects the communities we serve.

Simon Ross

Head of Talent Acquisition, Leading Advisory, JLL



Appendix: Gender pay gap

Data by entity

JLL UK

Most of this report focuses on JLL UK as a whole: how we operate and present ourselves within the United Kingdom. To comply with UK legislation, we also provide data breakdowns for our six constituent entities.

The appendix contains detailed pay gap data, bonus information and quartile representation for:

- JLL UK (aggregate of all group data)
- JLL Ltd
- LaSalle Investment Management
- JLL Resources
- JLL Services
- Integral
- Hall & Kay

These breakdowns help identify entity-specific patterns and tailor interventions accordingly. While overall trends remain consistent across entities, the data reveals important variations in representation, bonus structures and progress rates.

JLL UK

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	17.6%	0.7%	-7.6%
Median pay gap	17.4%	0.7%	0.9%
Mean bonus pay gap	62.5%	-3.4%	-15.7%
Median bonus pay gap	40.1%	-0.9%	-23.4%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	58.0%	-1.0%	15.1%
Female	69.4%	-2.4%	15.5%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	66.5%	33.5%	1.0%	9.1%
Upper middle	63.8%	36.2%	-0.4%	1.1%
Lower middle	62.2%	37.8%	1.1%	8.1%
Lower	43.1%	56.9%	1.9%	3.0%



Appendix: Gender pay gap

JLL Ltd

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

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	26.4%	0.3%	-10.5%
Median pay gap	30.8%	-1.2%	-7.1%
Mean bonus pay gap	69.9%	-6.0%	-13.4%
Median bonus pay gap	67.5%	0.4%	-10.5%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	91.7%	1.3%	10.5%
Female	93.4%	2.1%	18.3%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	69.1%	30.7%	-0.4%	12.9%
Upper middle	54.3%	45.6%	-0.6%	6.9%
Lower middle	41.9%	58.1%	0.6%	-2.6%
Lower	39.6%	60.1%	-1.9%	-0.3%

LaSalle Investment Management

LaSalle Investment Management is a prominent real estate investment management firm, with a diverse client base including public and private pension funds, insurance companies, governments, corporations, endowments and private individuals.

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	15.9%	-5.1%	-12.8%
Median pay gap	23.1%	-3.3%	-11.9%
Mean bonus pay gap	57.7%	29.2%	4.6%
Median bonus pay gap	46.8%	37.5%	-2.7%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	97.8%	7.8%	0.9%
Female	98.6%	6.6%	4.1%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	61.5%	38.5%	7.4%	16.5%
Upper middle	66.7%	33.3%	-1.4%	-1.3%
Lower middle	53.8%	46.2%	-4.1%	6.7%
Lower	43.6%	56.4%	-1.6%	-11.9%

JLL Resources

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

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	17.8%	0.3%	-4.2%
Median pay gap	14.3%	1.1%	-5.7%
Mean bonus pay gap	18.8%	-7.1%	-24.5%
Median bonus pay gap	25.2%	-6.6%	2.7%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	86.9%	-2.0%	-0.5%
Female	92.3%	3.2%	6.4%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	66.1%	33.9%	1.8%	7.7%
Upper middle	52.9%	47.1%	-3.8%	12.1%
Lower middle	44.1%	55.9%	4.0%	7.1%
Lower	33.6%	66.4%	-1.8%	-6.7%

Appendix: Gender pay gap

JLL Services

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

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	19.7%	-1.1%	3.7%
Median pay gap	26.7%	3.2%	11.3%
Mean bonus pay gap	44.1%	-1.0%	3.1%
Median bonus pay gap	26.7%	5.0%	47.9%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	58.5%	-27.2%	-13.5%
Female	61.0%	-26.2%	-20.4%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	67.8%	32.2%	1.0%	5.9%
Upper middle	73.6%	26.4%	-4.2%	2.0%
Lower middle	54.9%	45.1%	6.7%	12.9%
Lower	42.0%	58.0%	-1.9%	13.1%

Integral

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

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	27.6%	-0.8%	-8.3%
Median pay gap	31.7%	-1.3%	-9.5%
Mean bonus pay gap	32.2%	15.0%	14.1%
Median bonus pay gap	33.3%	16.6%	-25.4%

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	24.4%	6.6%	21.2%
Female	24.7%	11.1%	24.0%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	88.9%	11.1%	-0.8%	6.1%
Upper middle	88.7%	11.3%	3.5%	4.3%
Lower middle	59.3%	40.7%	9.6%	9.5%
Lower	36.0%	64.0%	1.4%	0.9%

Hall & Kay

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

Gender pay gap 2024

	2024	Change vs 2023	Change vs 2017
Mean pay gap	29.4%	-2.2%	-9.1%
Median pay gap	30.9%	1.2%	-8.4%
Mean bonus pay gap	42.7%	-17.1%	n/a
Median bonus pay gap	-174.1%	-196.7%	n/a

Proportion receiving a bonus

	2024	Change vs 2023	Change vs 2017
Male	12.5%	5.7%	2.3%
Female	2.5%	1.1%	2.5%

Proportion of employees in each pay quartile

	2024		Change (F) vs 2023	Change (F) vs 2017
	M	F		
Upper	94.4%	5.6%	3.4%	5.6%
Upper middle	91.1%	8.9%	2.2%	-0.8%
Lower middle	73.3%	26.7%	-2.2%	9.2%
Lower	57.8%	42.2%	3.3%	-2.0%

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