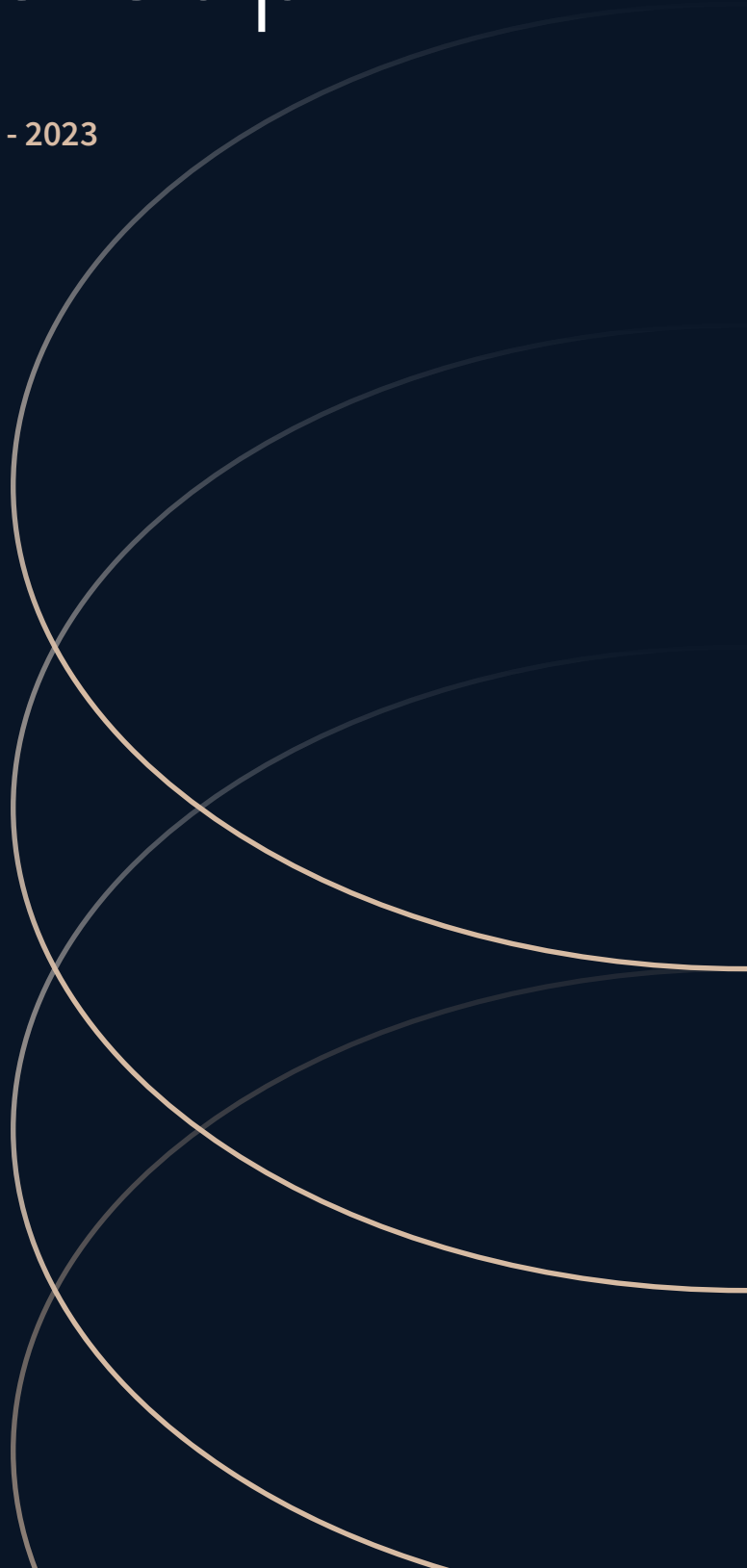


Bridging the Gap

JLL Services Ireland Gender Pay Gap Report - 2023



Introduction

Gender pay gap reporting provides a valuable benchmark to help us bring more balance to the industry. It's good for society, it's good for our clients and crucially it's good for our people.

We welcome the requirement for companies to report on their gender pay gap in Ireland, as it helps shine a light on gender imbalance in our industry and across companies that operate in Ireland. It also fits with our global ambition to succeed through inclusion. We're especially looking forward to sharing our progress in years to come as we continue to make strides throughout the business.

In collating the data for this report, we continue to see a gap between the average earnings of men and women in our organisation. The reason for this is clear and unambiguous: men hold most of the senior roles in our organisation.

However, we're pleased to see that the gap has narrowed materially from when we first reported it in 2022. Our mean gender pay gap is currently 7.9%, down by 3.6% from 11.5% in 2022 and our median gender pay gap is 11.6%, down by 4.8% from 16.4% in 2022. Whilst we're moving in the right direction, we remain committed to ensuring our business reflects the society in which we operate where equity is prioritised for our colleagues, clients, and communities.

Historically, there has been a significant imbalance between male and female representation in senior positions across the Real Estate industry. Professionally we believe that gender pay gap reporting will help accelerate change. We are pleased to see an improvement in the data for 2023 and will continue to focus on closing the gap. We are also committed to being transparent about our progress towards building a more inclusive working environment for all our employees. This is our second-year reporting on Gender Pay and it is good to see the gap narrowing — we are taking action to ensure the gap continues to close in future years.



John Moran

CEO
JLL Ireland

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Pamela Daniel

Senior Director
JLL Work Dynamics

A handwritten signature in black ink, appearing to read 'Pamela Daniel'.



Maurice O'Shaughnessy

Global Account Director
JLL Work Dynamics

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Gender pay gap vs. Equal pay gap

A gender pay gap is not the same thing as an equal pay gap. The gender pay gap is defined as the difference in the average pay between men and women, regardless of the role they do.

This is often the result of an imbalance of representation at junior and/or senior roles.

This is not the same as an equal pay gap which is caused by a failure to pay men and women the same for comparable work. Equal pay has been enshrined in Irish law since the 1970s and is something we at JLL are committed to throughout the organisation. Our Senior Leadership reviews all decisions around pay increases and bonuses to ensure we pay for performance with equality and fairness. We have internal procedures in place for any employee who feel they are not compensated appropriately.



Mean vs. Median pay gap

Mean pay gap is the difference between the average hourly pay rate of men and women. This is calculated by adding together the hourly rate of pay for all male employees and dividing this by the number of male relevant employees and doing the same for all female relevant employees. This gives the mean hourly pay rate for men and the mean hourly pay rate for women. The difference between the hourly pay rates is then expressed as a percentage of men's pay to give the mean gender pay gap.

Median pay gap is the difference between the median hourly pay rates of men and women. It is calculated by arranging the hourly pay rates of all male relevant employees (from highest to lowest) and finding the middle of the range, to get the median hourly pay rate for men. The same calculation is done for all female relevant employees. The difference between the median hourly pay rates of both the men and women is then expressed as a percentage of men's pay to give the median gender pay gap.



Understanding the gap

Although we have long been committed to equal pay, the property industry has been very male dominated for many years. Things have changed, but progress is slow and even today many of our most senior roles are occupied by men. The change in our gender pay gap since last year has been due to employee movements, i.e. more senior men and more junior women have left the business since last year. We have not identified specific drivers for the movements, but will continue to stay close to the trend with the hope to better understand it.

	2023	Change vs 2022
Mean pay gap	7.9%	-3.6%
Median pay gap	11.6%	-4.8%
Mean bonus pay gap	3.1%	-19.0%
Median bonus pay gap	5.9%	-13.3%

Proportion receiving a bonus

	2023	Change vs 2022
Male	84.2%	13.1%
Female	78.4%	4.7%

Proportion receiving benefits in kind

	2023	Change vs 2022
Male	66.7%	11.4%
Female	59.5%	2.9%

Proportion of employees in each pay quartile

	2023		Change (F)vs 2022
	Male	Female	
Upper	73.5%	26.5%	2.6%
Upper middle	81.3%	18.7%	-1.0%
Lower middle	67.7%	32.3%	-1.0%
Lower	62.3%	37.7%	0.4%

Hourly remuneration includes base salaries, allowances, shift premium pay, overtime pay and bonuses.

Quartile analysis: The quartiles are determined by listing everyone by hourly rate, high to low, and dividing the list as close to equally as possible by 4. This shows the representation of women in each of the quartiles. This approach is adopted by all reporting companies in accordance with the guidelines and therefore gives a consistent view of where women sit in organisations.

The pay gaps amongst part-time employees are significant, -67.9% for both mean and median part-time pay, with part-time women being paid more than part-time men. However, they are calculated based on an extremely small sample size and are not representative of our general pay trend.

Building change within JLL

At JLL we are committed to bridging the gap. As such, all job descriptions are reviewed and amended to ensure gender neutral language to encourage inclusion for all to apply for any role within JLL.

All of our people managers have been allocated Unconscious Bias training to drive change. In addition, there is a Rise & Empowerment Management training course which supports women in progression and development within JLL.

JLL's EMEA Women's Business Network provides a networking support opportunity for all team members. The network has training platforms, mentoring supports and access to clear career progression paths. The network is progressing across the region which contributes to attracting women to our organisation and results in greater retention.

Our Diversity, Equity & Inclusion Community is accessible to all, focused on support, inclusion and collaboration across all levels and genders within the organisation to drive change.

We are reviewing our HR processes to ensure they are equitable; we are also updating our management and leadership training to ensure an even greater focus on DEI.

Let's create change

Gender pay gap reporting is crucial to promote transparency, foster trust amongst employees and stakeholders. In JLL's broader strategy of diversity, equity, and inclusion, it serves as a tangible step towards identifying and rectifying disparities, ultimately contributing to a more equitable workplace.



Note: JLL does not engage any temporary contractors currently and thus does not need to disclose the gap for temporary contract employees.



About JLL

For over 200 years, JLL (NYSE: JLL), a leading global commercial real estate and investment management company, has helped clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties. A Fortune 500® company with annual revenue of \$20.9 billion and operations in over 80 countries around the world, our more than 105,000 employees bring the power of a global platform combined with local expertise. Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAYSM. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated. For further information, visit [jll.com](https://www.jll.com).