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UK Gender & Ethnicity Pay Gap Report

April 2024



Welcome

There are few industries whose reach and effects are as wide-ranging as real estate. If an industry affects the whole of society, then it is in everyone's interests for that industry to reflect society as a whole. We want JLL to be a place where everyone feels comfortable and inspired to do their best work, regardless of their gender, ethnicity, or any other point of difference.

This report focuses on gender and ethnicity pay gaps, which are two of the key indicators of our progress towards this goal. We've been reporting on pay gaps as they relate to gender since 2017, and ethnicity since 2020. For the third year running, we are publishing these pay gaps together. We are required to do this by law for gender, and we voluntarily do so for ethnicity, and look forward to seeing others do the same.

Our latest report, which covers 2022-23, shows that the picture is complex and nuanced. While there's much to be optimistic about, the pace of change remains challenging. Mean pay gaps for both gender and ethnicity continue to decline steadily.

Conversely both median pay gaps have increased since last year's report. There are complex reasons why this has happened. In the past two years, we've seen high levels of

inflation in the UK and in late 2022, we made significant salary adjustments to our lowest paid employees (those affected most by the rising cost of living). We also took the opportunity to make targeted market adjustments on critical roles. These changes benefited our most junior employees and whilst they helped to reduce the mean pay gaps, the median gender pay gap (GPG) increased. We made these adjustments because it was the right thing to do at the time and would do the same again. For our ethnicity pay gap (EPG), the increased median has been partly driven by both improvements in ethnicity disclosure rates and our success in recruiting ethnically underrepresented colleagues at our early careers level.

Some other details are also worth noting: gender pay gaps are steady or improving across most entities and our higher ethnicity disclosure rate gives us greater transparency and more confidence in our data. None of these nuances distract us from the bigger picture, though, where the driving issue behind our pay gaps is representation - there continues to be fewer female and ethnically underrepresented colleagues at the most senior levels of our business and this is what is having the biggest impact.

Beyond the data, I'm encouraged by the many individuals who are working so hard to drive change within the

business, in particular our Business Resource Groups (BRGs), including The Gender Balance Group and Race for Change. It is hugely encouraging to see initiatives such as our menopause policy and our gender-neutral parental leave policy, and I'm grateful to everyone involved.

I wrote last year that "Change is coming, but it needs to come faster". This is still very much the case. Diversity, equity and inclusion (DEI) remains a priority and we need to embed this 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. GPG and EPG are two metrics to show how we look after our people. There will be many other markers of success: in recruitment, career development, leadership styles, and also how we talk, consider and behave towards each other. Let's use this latest report to discuss the factors driving this data and challenge ourselves on our actions.



Stephanie Hyde
Chief Executive
JLL UK

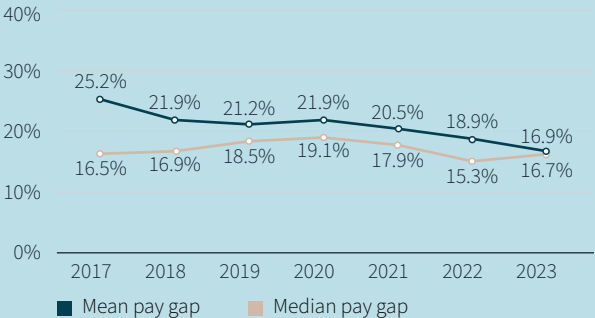
Defining GPG

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.

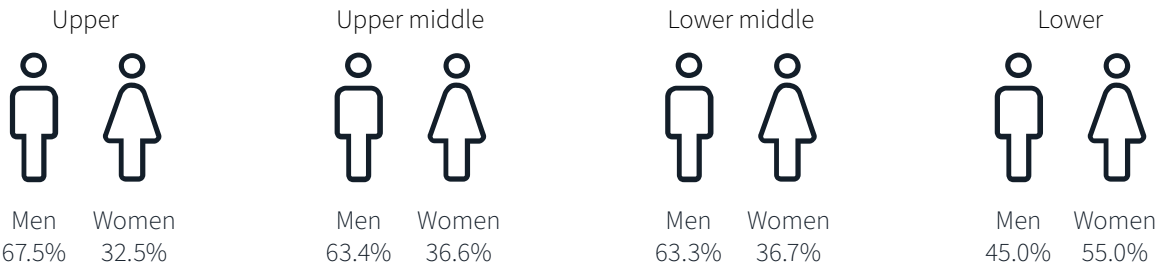
GPG is not the same as equal pay. Equal pay is the right for men and women to receive the same pay for doing the same or equivalent work. It has been part of UK law since 1970, and one of the fundamental principles our organisation has been guided by ever since.

We calculate our EPG, GPG, bonus gaps, and pay distributions using the methodologies outlined by the Government Equalities Office (GEO).

JLL UK gender pay gaps



JLL UK proportion of employees in each pay quartile 2023



The key takeaways

Most pay gaps have decreased steadily except for the median pay gap which has increased.

Most entities show improvement or have remained steady since our last report.

Significant improvements in JLL Ltd and JLL Resources.

Improvements at executive, senior management, and management levels are currently the main drivers of progress.

Female representation at both senior levels and in transactional areas of our business remains low.



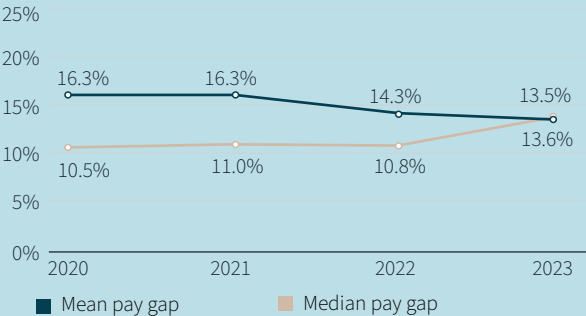
Defining EPG

Ethnicity pay gap (EPG) reveals 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.

We have been publishing both our EPG and GPG since 2020 as we consider them equally important. Few organisations are doing the same as there is only a legal obligation to publish GPG. We hope this situation will improve and continue to advocate for greater transparency and change.

JLL UK ethnicity pay gaps



JLL UK proportion of employees in each pay quartile 2023

Pay quartile	Ethnically underrepresented	Non-ethnically underrepresented	Not disclosed their data	Prefer not to share their data	Change vs 2022 (ethnically underrepresented)
Upper	9.9%	69.1%	19.3%	1.7%	1.4%
Upper middle	11.5%	67.3%	20.0%	1.2%	0.6%
Lower middle	13.8%	64.4%	20.7%	1.1%	2.0%
Lower	18.5%	61.1%	19.5%	0.9%	3.1%

The key takeaways

Smaller pay gaps than for gender.

The mean pay gap and mean bonus gap (see next page) have improved however the median pay gap and median bonus gap have increased. This is largely due to increased representation at junior levels.

There has been a 2% increase in the number of

ethnically underrepresented colleagues and more in support, operational and junior professional roles than managerial ones.

When we started reporting on EPG in 2020 the ethnicity disclosure rate was 73% and now three years later it is 80%.

Representation at senior levels remains low.



Gender and ethnicity bonus gaps

Gender

JLL UK 2023

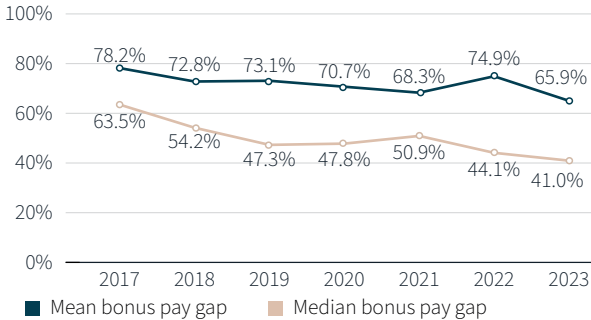
Proportion receiving a bonus



JLL UK pay and bonus 2023

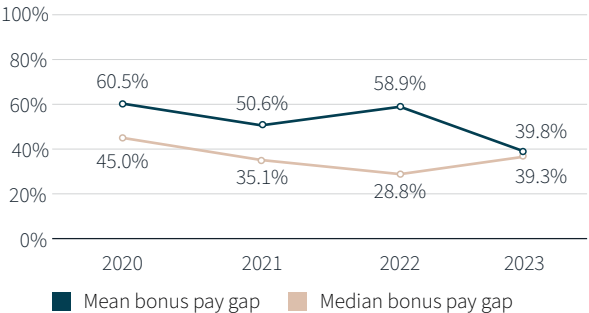
Difference between men and women	Mean (average)	Median (middle)
Gender pay gap	16.9%	16.7%
Gender bonus gap	65.9%	41.0%

JLL UK gender bonus gaps



Ethnicity

JLL UK ethnicity bonus gaps



JLL UK pay and bonus 2023

Difference between ethnically underrepresented and non-ethnically underrepresented	Mean (average)	Median (middle)
Ethnicity pay gap	13.5%	13.6%
Ethnicity bonus gap	39.8%	39.3%

We have high variable bonuses in parts of our business, particularly in our transactional business and in senior roles which are linked to performance. Men currently outnumber women in roles where high bonuses are paid, causing a large gender bonus gap. Similarly, non-ethnically underrepresented employees currently outnumber ethnically underrepresented employees in these roles. We will continue to focus on attracting women and ethnically underrepresented employees into these higher paying roles.

The proportion of our colleagues who received a bonus in the 2023 reporting cycle, defined by their ethnic representation

Ethnically underrepresented	62.1%
Non-ethnically underrepresented	64.7%
Not declared	64.8%
Prefer not to say	78.6%



Let's be clear

How our figures are calculated and what our terminology means

What is mean pay?

Mean pay is calculated by adding up the pay of all relevant employees and dividing that figure by the total number of those employees. GPG is the difference between mean pay for women and mean pay for men. EPG is the difference between mean pay for ethnically underrepresented colleagues and non-ethnically underrepresented colleagues.

What is median pay?

Median pay is calculated by arranging the pay rates of all relevant employees from lowest to highest. If you lined everyone up from lowest to highest paid, then the colleague in the middle would represent the median pay. The difference between men and women's median pay is the median GPG. Median EPG is the difference between median pay rates of ethnically underrepresented and non-ethnically underrepresented colleagues.

What pay rates are we referring to?

Our GPG and EPG calculations are based on hourly rates of pay as of 5 April 2023 and any bonuses paid in the year prior to that date.

How we describe ethnicity

We use the term "ethnically underrepresented" instead of BAME, as the term is more fully encompassing of all the minority groups who are statistically underrepresented due to systemic inequalities.

What we mean by "entities"

JLL UK is the name our entire business operates under within the United Kingdom. It is composed of six operational entities: JLL Ltd., JLL Resources, JLL Services, Integral, Hall & Kay, and LaSalle Investment Management. The main body of this report is focused on

JLL UK as a whole and is therefore referring to the aggregated data from all six entities. GPGs for the individual entities are detailed in the appendix.

Why the focus on gender and ethnicity?

Gender and ethnicity are the focus of this report, although we are also focused on improving our diversity relative to other metrics such as social mobility, disability, LGBTQ+, neurodiversity, and age. Our broader efforts for DEI at a global level are detailed in our Global ESG Report.



Interpreting the data

Once again, our key takeout is the one that has been there since we started reporting on our gender and ethnicity pay gaps: the direction of travel is good, but the rate of change could be better. Most of our gender pay gaps have been reducing steadily since 2017, but this should not distract from the fact that, like the rest of the industry, they are still high and above the national average. We are working hard to address this, however we have some way to go before we can say we have solved it.



Representation, representation, representation

Imbalances in representation are the driving force behind our pay gaps, and they will only be resolved once we have achieved parity of representation throughout all levels at JLL. Currently, we have too few female and ethnically underrepresented colleagues working in senior positions, and our attempts to redress the balance are having more of an impact at a junior level or within supporting roles. Why is this happening? History is one reason, as real estate has traditionally been dominated by white males. It will take time to see change as new recruits progress through the organisation. We are also increasing our efforts

to hire senior and ethnically underrepresented talent at more senior levels in the organisation.

We have to work at this everyday

We are mindful of these issues when we examine our data. It reminds us that this change will take time and requires sustained effort. It also reminds us that successes in recruiting for junior roles versus senior ones can generate paradoxical statistical effects in the short term that may obscure real achievements on the ground. Most of all though, it reminds us that any significant progress will only come from bold action and unswerving dedication. We must work to positively impact representation everyday and look for every opportunity to do so, from

our recruitment and career development processes to our leadership training, awareness programmes and beyond.

The picture is becoming clearer

One unambiguous positive this year is the improvement in our overall ethnicity disclosure rate. This is now at 80%, which is both an increase on last year and also marks an end to a period when the rate had been flatlining. We are still short of our goal of having complete data sets, but it is encouraging to know we are making progress again in this area and have more transparency. After all, our success depends on our ability to properly assess the scale of the challenge and accurately measure how effective we have been in solving it.

Our action plans

Translating our data and learnings into programmes for change

JLL's purpose is to shape the future of real estate for a better world. Diversity, equity and inclusion are key attributes of that better world. Our goal is to make every part of our organisation a place where differences are valued, people feel they belong, and everyone is at ease expressing their authentic selves.

There are many strands to the action plans that have been developed in pursuit of this goal. From industry-leading initiatives to behavioural change programmes, talent development schemes to new policies and processes. All are working to transform our business and our industry from within to best reflect, empower and improve the world we all live in.



Leading the industry by example

Participating in industry-wide changes

Royal Institution of Chartered Surveyors (RICS) is a leading professional body working in the public interest to advance knowledge, uphold standards and inspire current and future professionals. RICS' Rules of Conduct Rule 4 states that members and firms must treat others with respect and encourage diversity and inclusion. Throughout 2023, JLL – together with other members – helped RICS develop guidance on creating an inclusive culture. This guidance focuses on six areas: inclusive spaces, inclusive recruitment, inclusive policies, inclusive culture, everyday life at work and career progression. Following the February 2024 publication of this guidance, JLL will participate further in raising awareness.

Partnering with Real Estate Balance

Real Estate Balance was formed in 2013 by seven extraordinary women who were determined to work together to challenge gender imbalance in the real estate industry. JLL joined forces with them four years ago. Last year, we and 100 other leading industry figures publicly renewed our commitment to delivering DEI. We hope this show of support will help to build best practices across the industry.

Pioneering new menopause-friendly facilities

Given the high number of women who have considered leaving their jobs as a result of the impact of menopause or menstrual symptoms, we've made the decision to make adjustments to our workplaces. We have piloted a new design for a comfort cabinet in our Warwick Street office that provides essentials for both menopausal and menstrual care. This design will be rolled out to our other UK offices throughout 2024. We are supporting these new facilities with guides that will enable managers to help and communicate more effectively with colleagues who have menopause-related needs. These initiatives are supporting a wider dialogue that we are having with the industry about how to change the conversation around menopause.

Promoting social mobility through the 93% Club Professionals

Recruiting colleagues from more of the most widely representative socio-economic backgrounds is correlated to progress on gender and ethnicity representation. Demystifying the corporate world, acronyms and unspoken rules, JLL became founding members of the 93% Club's '93 Professionals', a first of its kind network of state-educated professionals. A landmark event for moving the dial on social mobility in the workplace, JLL hosted the launch of the network with other founding members, EY, Slaughter & May and BCG in November 2023.

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The 93 Professionals has been a pivotal platform for expanding networks, enabling authenticity through sharing career stories, engaging in mentoring opportunities, and coming soon, professional development workshops. It is a newly found community enabling its members to get on in their careers and collectively kickstarting a cultural shift on attitudes and approaches to social mobility in the workplace to reduce the pay gap.

Emma Glover and Lauren Trigg

Graduate Surveyors and key stakeholders in propelling this partnership



Supporting working parents

The Parents & Caregivers Business Resource Group (BRG)

We understand that becoming a parent can have an impact on working hours and pay, and therefore contributes to GPG. With this in mind, this BRG (employee network) hosts numerous events throughout the year to support the parents and caregivers among our colleagues. It has also been instrumental in working with WorkLife Central, the award-winning organisation that provides tailored, expert-led resources to support professionals in their home and work lives.

Careering Into Motherhood

This event is focused on supporting mothers who are returning to the workplace after having children and features speaker panels and coaching sessions. We've opened the event out to professionals beyond JLL in support of our commitment to influence wider change within the industry.



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Attending JLL’s “Careering into Motherhood” event was a meaningful experience for me and came at a perfect time as I was transitioning back to a senior role after two maternity leaves in quick succession. It was really inspiring to listen to women share their experiences and connect with like-minded women who share the belief that motherhood and ambition can coexist. One of the highlights for me was the one-on-one professional coaching session, which really showcased the transformative power of coaching.

JLL has played a crucial role in supporting me on my career journey as I’ve transitioned into a working mother. I interviewed for and was offered a promotion whilst I still had ten months left of my second maternity leave, which made me feel trusted and valued despite taking time away from the business for my growing family. I know that not every woman has such a positive experience, or is lucky enough to work for such supportive, inclusive leaders. Our partnership with Careering into Motherhood and stories like mine illustrate JLL’s commitment to working parents, and we need to continue to promote understanding at all levels of the organisation so working mothers can access the same opportunities for a successful career.

Carla Hammond

UK Head of Finance and UK Board Member

Developing our talent



Thrive programme

JLL Thrive supports the career development of ethnically underrepresented colleagues through a combination of sponsorship and initiatives that seek to change our organisational culture. It also helps managers become sponsors and more effective advocates for change. The programme launched in 2022 and will be onboarding its third annual cohort in 2024. So far, JLL Thrive has welcomed 39 sponsees, 36 line managers and 31 sponsors, and last year, it was the recipient of a Bisnow Award.

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Participating in the JLL Thrive programme has been an invaluable and insightful experience which helped me to articulate my unique perspectives and challenges faced as a female employee from an ethnic minority background. It played a pivotal role in strengthening my relationship with my manager, fostering open communication. With guidance from my sponsor, a member of the senior leadership team, I created a strategic career plan. Overall, the programme helped me to successfully transform my dream of working internationally into a reality. I am thrilled to be transferring to JLL in the US over the coming weeks.

Reah Huggins-Sutton

Transaction Analyst



Women in Leadership programme

Our Women in Leadership programme exists to develop the careers of mid-level and senior level women by providing networking opportunities, skills development and other opportunities for progress and growth.



Mentoring programme

Informal mentorship has a strong link to career progression, however it can be limiting for women and ethnically underrepresented colleagues who may have limited access to mentors. By setting up a platform to broaden the scope and reach of informal mentoring, we can promote inclusion and improve career progression opportunities for these underrepresented groups.

Formal mentoring schemes often lack the personal touch of more organic connections and our programme seeks to overcome this issue by allowing any colleague to register as a would-be mentor, and then encouraging junior colleagues to reach out to make the connections of their choice. The Gender Balance Group also runs twice-yearly speed mentoring sessions that pair senior leaders with younger colleagues across the business.





Active participation

We encourage active participation in key DEI and Business Resource Group initiatives. In 2023, our BRGs hosted online and in-person “awareness fairs” in one of our London offices and JLL’s virtual workspace in the metaverse. Both events increased memberships and helped increase awareness of the BRGs’ work supporting diversity, equity and inclusion. We are planning to host another virtual fair this year.

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For the past two years, I’ve had the pleasure of chairing the Race for Change BRG, alongside Co-Chair Lenishae Brown, which has granted us wonderful experiences with various DEI initiatives across the business. Through this, a key takeaway I’ve learnt is that, despite my personal ties to one area of DEI, we cannot expect one to move forward without supporting and providing allyship to the others. I’m a huge advocate of intersectionality and look to tie together areas of DEI wherever possible. For example, as a Black man, I’ve delivered talks regarding breast cancer and menopause, tying back to racial and gender disproportionality. Whilst important to bring new eyes/ears to different topics, I believe seeing others, particularly without direct relation to the topic, lead the support is extremely powerful. This has been essential for the growth we are seeing at JLL, including the many associated policies and actions coming to life, such as our pay gap report.

Joshua Hurst

Surveyor and Co-chair of the BRG Race For Change



Encouraging behavioural change



Conscious Leadership training

During these interactive sessions with professional actors, senior leaders role play a variety of potentially difficult situations involving gender and racial bias that can arise with clients and colleagues. They have proved invaluable in developing skills for dealing with unacceptable behaviour, challenging conversations and microaggressions. Many participants also learnt positive lessons about their own attitudes and behaviours. Since 2022, 88 members of our senior leadership have participated.



The Conscious Leadership Workshop was superbly run. It gave us space to really think about our role as leaders in creating an inclusive work environment and provided a safe space to discuss and practice how we can better support colleagues through role plays.

Anna Betts

Head of Business Development & Sales Enablement



DEI Champions

JLL's DEI Champions support colleagues who need help dealing with issues and behaviours involving racial and/or gender bias. They help affected colleagues through the official HR processes, enabling them to escalate issues effectively, ensure ethical best practices are followed and increase the reporting of unacceptable behaviours.



Our Policies and processes



Talent council

Our talent council meets regularly with our UK Executive Board to identify high performing ethnically underrepresented and female colleagues, support their career development, and provide them with an accelerated path towards senior leadership roles.



Advocate

We strongly encourage our business heads and line managers to advocate opportunities and support development plans, particularly for ethnically underrepresented female colleagues.



Business line action plans

Our business lines have individual action plans for diversity, equity and inclusion, the delivery 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 our 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.



Strengthening the Parenting Matters Policy

This policy was launched in 2021 to enhance our flexible working arrangements for new parents. We have provided extensive new data and analysis on parental leave which is being used to develop further initiatives in support of colleagues negotiating the additional challenges of parenthood.



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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	16.9%	-2.0%	-8.3%
Median pay gap	16.7%	1.4%	0.2%
Mean bonus pay gap	65.9%	-9.0%	-12.3%
Median bonus pay gap	41.0%	-3.1%	-22.5%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	59.0%	4.2%	16.1%
Female	71.8%	6.9%	17.9%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	67.5%	32.5%	1.4%	8.1%
Upper middle	63.4%	36.6%	-1.0%	1.5%
Lower middle	63.3%	36.7%	1.9%	7.0%
Lower	45.0%	55.0%	-0.2%	1.1%

Appendix: Gender pay gap

JLL Ltd

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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	26.1%	-4.0%	-10.8%
Median pay gap	32.0%	-2.8%	-5.9%
Mean bonus pay gap	75.9%	-4.3%	-7.4%
Median bonus pay gap	67.1%	-2.9%	-10.9%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	90.4%	2.6%	9.2%
Female	91.3%	7.3%	16.2%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	68.9%	31.1%	3.1%	13.3%
Upper middle	53.8%	46.2%	1.5%	7.5%
Lower middle	42.5%	57.5%	-2.6%	-3.2%
Lower	38.0%	62.0%	-0.2%	1.6%

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.

	2023	Change vs 2022	Change vs 2017
Mean pay gap	21.0%	-4.5%	-7.7%
Median pay gap	26.4%	9.4%	-8.6%
Mean bonus pay gap	28.5%	-36.7%	-24.6%
Median bonus pay gap	9.3%	-52.8%	-40.2%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	90.0%	-2.2%	-6.9%
Female	92.0%	-3.5%	-2.5%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	68.9%	31.1%	2.4%	9.1%
Upper middle	65.3%	34.7%	-6.7%	0.1%
Lower middle	49.7%	50.3%	15.4%	10.8%
Lower	42.0%	58.0%	-7.6%	-10.3%

JLL Resources

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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	17.5%	-8.6%	-4.5%
Median pay gap	13.2%	-4.3%	-6.8%
Mean bonus pay gap	25.9%	-0.7%	-17.4%
Median bonus pay gap	31.8%	1.5%	9.3%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	88.9%	-2.1%	1.5%
Female	89.1%	0.5%	3.2%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	67.9%	32.1%	3.5%	5.9%
Upper middle	49.1%	50.9%	10.7%	15.9%
Lower middle	48.1%	51.9%	-0.4%	3.1%
Lower	31.8%	68.2%	-2.6%	-4.9%

Appendix: Gender pay gap

JLL Services

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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	20.8%	-0.2%	4.8%
Median pay gap	23.5%	-1.0%	8.1%
Mean bonus pay gap	45.1%	-6.8%	4.1%
Median bonus pay gap	21.7%	-12.6%	42.9%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	85.7%	2.5%	13.7%
Female	87.2%	5.0%	5.8%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	68.8%	31.2%	-1.1%	4.9%
Upper middle	69.4%	30.6%	-2.8%	6.2%
Lower middle	61.6%	38.4%	-7.2%	6.2%
Lower	40.1%	59.9%	-0.9%	15.0%

Integral

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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	28.4%	0.2%	-7.5%
Median pay gap	33.0%	-0.3%	-8.2%
Mean bonus pay gap	17.2%	4.8%	-0.9%
Median bonus pay gap	16.7%	6.0%	-42.0%

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	17.8%	3.1%	14.6%
Female	13.6%	5.5%	12.9%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	88.1%	11.9%	-0.3%	6.9%
Upper middle	92.2%	7.8%	-1.7%	0.8%
Lower middle	68.9%	31.1%	4.0%	-0.1%
Lower	37.4%	62.6%	1.0%	-0.5%

Hall & Kay

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

	2023	Change vs 2022	Change vs 2017
Mean pay gap	31.6%	-0.4%	-6.9%
Median pay gap	29.7%	-0.4%	-9.6%
Mean bonus pay gap	59.8%	2.3%	n/a
Median bonus pay gap	22.6%	28.2%	n/a

Proportion receiving a bonus

	2023	Change vs 2022	Change vs 2017
Male	6.8%	-1.8%	-3.4%
Female	1.4%	-0.2%	1.4%

Proportion of employees in each pay quartile

	2023		Change (F) vs 2022	Change (F) vs 2017
	M	F		
Upper	97.8%	2.2%	-1.2%	2.2%
Upper middle	93.3%	6.7%	2.2%	-3.0%
Lower middle	71.1%	28.9%	4.0%	11.4%
Lower	61.1%	38.9%	4.1%	-5.3%

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