

CASE STUDY

JLL

Our **10 CEO Commitments on Diversity** have been a flagship Real Estate Balance policy for more than five years.

Setting out 10 inclusive actions that each member CEO agrees to take on diversity, the Commitments are designed to be interpreted and implemented by our member organisations in ways that are most appropriate for them.

We know our members are all at different stages in their journey with the Commitments, so we wanted to showcase some of the fantastic work already taking place and inspire and encourage others to find new and creative ways of engaging with them.

Here, we look at Commitment number seven. **JLL**, a world leader in real estate services, shares how they are taking steps to implement change.



Commitment 7

Adopt a balanced and diversified approach to sponsorship

10 **CEO**
Commitments
on Diversity

JLL

How did you implement this commitment?

At JLL we want to foster a workplace that promotes diversity and inclusion and encourages everyone to thrive. We're a great believer in promoting opportunity for everyone.

It is important for us to promote equality and ensure that we have an inclusive culture for all. We recognise that unconscious biases can mean it is not as easy for some as it is for others, and we proactively wanted to address this.

With a wealth of research highlighting that a lack of sponsors for different diverse groups is a key factor impacting the lack of women and ethnically underrepresented individuals in more senior leadership roles, we wanted to see this change.

2020 saw JLL pilot a Women in Leadership programme to proactively increase the number of women progressing to leadership positions with us.

A core element of this programme was sponsorship, in recognition of the fact that women are less likely to have

sponsors (as cited in Harvard Business Review). It was important for us to ensure equal access to senior leaders who can unlock career enhancing opportunities and can advocate for our talented future female leaders.

The sponsors were responsible for working with their sponsoree to devise a practical action plan that focuses on their areas for development, and for engaging with their peers to identify stretch opportunities.

Following the success of a career programme focussed specifically on women, 2022 will see us launching a similar programme for our ethnically underrepresented rising leaders, with sponsorship as a core element.

What changes did you see in your organisation as a result? What were the outcomes?

85% of the women who participated reported increased confidence by the end of the programme. Over 60% of the women had secured a promotion 12 months after the end of the programme, and 90% 24 months after.

How did you measure this?

Regular questionnaires to the participants throughout the programme enabled us to assess a change in outlook, behaviours and skills.

Having a clear career framework in place means we can track the progression rates of our women. Working with our HR Business Partners and Chief Operating Officers for each of our business lines, we are regularly reviewing promotion rates of our female and ethnically underrepresented colleagues to avoid any disparity.

It is important for us to hold ourselves to account for diversifying our leadership. We set both gender and ethnicity leadership targets in 2021 as our next step in a wider ambition to create a more diverse and inclusive workplace.

Tracking our progress against these goals with regular reporting to the Board and our industry is another opportunity for us to demonstrate our purpose of shaping the future of real estate for a better world.