

JLT GENDER PAY GAP REPORTING 2018

GENDER PAY GAP DATA

At JLT we strive to provide an inclusive working environment that encourages everyone to fulfil their potential. We believe an inclusive culture encourages diversity, which in turn leads to better business decisions and better solutions for clients as it draws on a wide range of experience. We aim to recruit the most talented and ambitious people, irrespective of differences in background, and help them develop satisfying careers in a successful business.

This report outlines the Gender Pay Gap figures in the UK that JLT is required to report for 2018.

THE FIGURES

The figures in the table below show the Gender Pay at JLT for the 2018 reporting period.

	MEAN GENDER PAY GAP			MEDIAN GENDER PAY GAP		
	2017	2018	'17 vs '18	2017	2018	'17 vs '18
Consolidated JLT in the UK	44.1%	45.1%	1.0%	35.0%	33.1%	-1.9%
JLT Specialty Limited	42.1%	42.3%	0.2%	38.9%	39.1%	0.2%
JLT Reinsurance Brokers Limited	49.7%	54.9%	5.2%	50.5%	51.9%	1.4%
JLT Employee Benefits	30.5%	29.6%	-0.9%	19.9%	18.2%	-1.7%
JLT Management Services Limited	38.7%	41.6%	2.9%	13.7%	10.6%	-3.1%

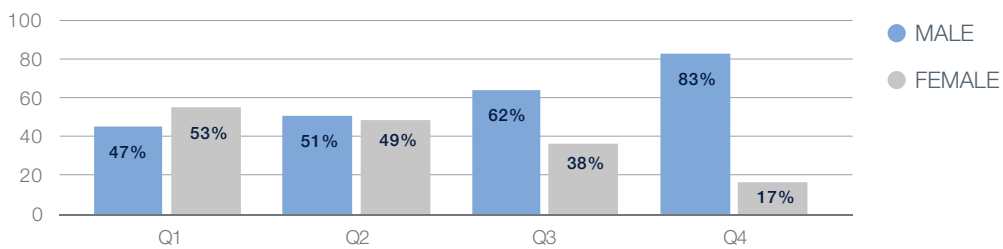
	MEAN GENDER BONUS PAY GAP			MEDIAN GENDER BONUS PAY GAP		
	2017	2018	'17 vs '18	2017	2018	'17 vs '18
Consolidated JLT in the UK	75.8%	75.5%	-0.3%	64.4%	66.7%	2.3%
JLT Specialty Limited	69.3%	68.4%	-0.9%	62.4%	63.9%	1.5%
JLT Reinsurance Brokers Limited	74.7%	77.4%	2.7%	76.1%	71.0%	-5.1%
JLT Employee Benefits	59.8%	63.1%	3.3%	38.9%	44.4%	5.5%
JLT Management Services Limited	84.2%	78.9%	-5.3%	20.9%	25.0%	4.1%

	MALE EMPLOYEES PAID A BONUS			FEMALE EMPLOYEES PAID A BONUS		
	2017	2018	'17 vs '18	2017	2018	'17 vs '18
Consolidated JLT in the UK	73.9%	78.0%	4.1%	69.4%	72.1%	2.7%
JLT Specialty Limited	84.8%	87.2%	2.4%	83.1%	82.1%	-1.0%
JLT Reinsurance Brokers Limited	87.1%	87.8%	0.7%	81.4%	80.8%	-0.6%
JLT Employee Benefits	58.9%	66.1%	7.2%	57.1%	63.7%	6.6%
JLT Management Services Limited	69.3%	71.4%	2.1%	77.7%	73.9%	-3.8%

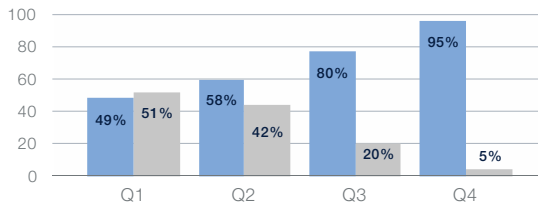
MALE EMPLOYEES AND FEMALE EMPLOYEES IN EACH PAY QUARTILE

Proportion of male employees and female employees in each pay quartile.

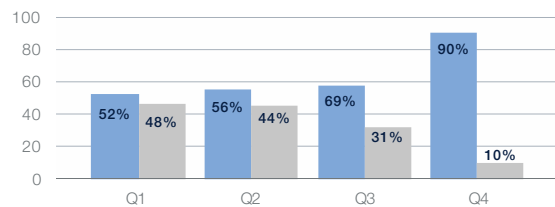
CONSOLIDATED JLT IN THE UK



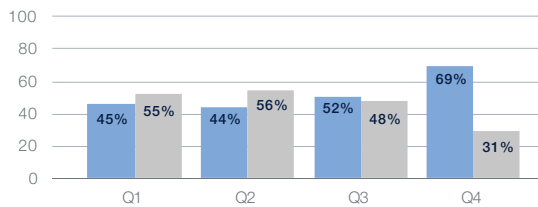
JLT REINSURANCE



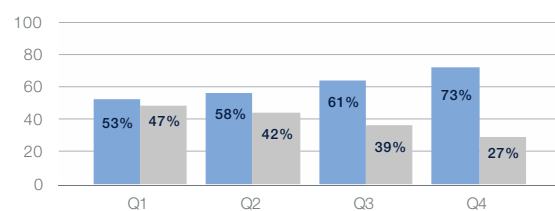
JLT SPECIALTY



JLT EMPLOYEE BENEFITS



JLT MANAGEMENT SERVICES



Last year, for the first time, JLT Group reported on the Gender Pay Gap in our UK entities. The data highlighted what we already knew – there are fewer women than men in senior positions in our organisation. This year, the figures continue to show the same profile. Achieving better balance will take time.

As we move into the second quarter of this year, it is worth reflecting on the actions we have taken over the last 12 months.

Last year we committed to the following:



Graduate recruitment continuing to broaden the talent pool to ensure that equal number of males and females are attracted to apply.

We have started to assess the percentage of men and women hired into entry level roles across the group in the UK. In 2018, about 55% of those hired into such roles were men and around 45% were women. This is a reasonable baseline from which to start, and monitoring these figures will help us to refine our recruitment techniques from advertising and sourcing candidates, through the entire recruitment and onboarding process to ensure that we source, hire and retain the best candidates.



Career Development integrating inclusive leadership into all JLT's senior development programmes whilst employing a global approach to performance management that is deliberately designed to focus on forward looking career development.

Inclusive leadership remains at the heart of our Growing Every Day processes and in 2018 was further bolstered by the launch of "Breaking Bias," a module on JLT University which highlights the risks posed by unconscious bias in the management of teams.



Talent development ensuring an equal number of male employees and female employees are enrolled in JLT's Emerging Leaders Programme which is designed to equip employees for more senior management roles.

In 2018, 13 out of the 30 participants on the Emerging Leaders Programme were women.



Gender balanced recruitment requiring the best female candidates on every candidate list for senior recruitment.

Ensuring that the best possible female candidate is on every candidate list for senior recruitment has led to a more diverse base of candidates in 2018 than seen previously.

If the proposed acquisition of JLT Group by Marsh McLennan Companies (MMC) goes ahead, we anticipate working alongside MMC to review and develop initiatives which will help to increase opportunities for all, including improving gender balance.

Our gender pay gap data reinforces the importance of our approach to ensuring everyone has equality of access to senior roles through our inclusive career development processes. We cannot achieve better balance overnight, but the organisation is committed to making changes to the way in which we recruit, monitor progress and develop for all employees to ensure that we are providing the best development opportunities and achieving the greatest impact.

DECLARATION

I confirm that the information and data reported is accurate as of the snapshot date 5 April 2018.



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NOTES TO EDITORS

About Jardine Lloyd Thompson

Jardine Lloyd Thompson is one of the world's leading providers of insurance, reinsurance and employee benefits related advice, brokerage and associated services. JLT's client proposition is built upon its deep specialist knowledge, client advocacy, tailored advice and service excellence. JLT is quoted on the London Stock Exchange and owns offices in 40 territories with more than 10,600 employees. Supported by the JLT International Network, it offers risk management and employee benefit solutions in 135 countries.

For further information about JLT, please visit our website www.jlt.com.

