JLL Builds a Modern Foundation for Workforce Intelligence with One Model



About JLL

INDUSTRY

Commercial Real Estate

COMPANY SIZE

130,000+ employees



Aditya Polumetla

Head of HR Data and Business Intelligence

JLL (Jones Lang LaSalle) is a global commercial real estate services firm operating in more than 80 countries. The firm provides a broad mix of services including leasing, capital markets, property and facilities management, and investment management, supported by an expanding portfolio of real estate technologies.

As JLL modernized its global HR technology landscape with Workday, the Workforce Insights and Analytics team began rethinking how workforce data was accessed, structured, and delivered across the organization. With growing demand from executive leaders for faster and more reliable insights, the team recognized the need for a scalable data foundation that could keep pace with the business. By partnering with One Model, JLL established a modern data pipeline for workforce data that dramatically improved the speed, reliability, and flexibility of people analytics across the organization.

The Challenge

Manual Workflows and Delayed Workforce Insights

Following its Workday implementation in 2018–2019, JLL centralized several reporting and analytics functions into a global People Analytics structure. At the time, workforce reporting primarily relied on monthly aggregated data used for quarterly and executive business reviews.

While this approach initially supported leadership's reporting needs, it quickly proved insufficient as the pace of business accelerated. During the COVID-19 pandemic, they needed the flexibility to make workforce decisions daily rather than waiting for monthly reports.. However, the existing data warehouse architecture was built around monthly snapshots, which limited the team's ability to respond quickly.



To meet urgent reporting needs, the analytics team reverted to manual processes, extracting reports from Workday, rebuilding datasets in Excel, and creating ad hoc dashboards. This approach quickly became unsustainable as even small structural changes in source data could disrupt reporting pipelines.

> If we were relying on Excel files, the next file could have a different structure and the entire dashboard pipeline would collapse
>
> — Aditya Polumetla, Head of HR Data and Business Intelligence at JLL.

These limitations created significant delays in delivering insights. In some cases, business leaders had to wait days or even weeks for updated workforce data, while finance teams were able to produce comparable metrics much faster. This discrepancy created frustration among executive stakeholders and placed significant pressure on the analytics team. At the same time, workforce data existed across multiple systems including HR, finance, and operational databases, which made it difficult to combine and analyze data efficiently. Without a centralized data model, building a cohesive view of the workforce required extensive manual effort and technical workarounds. Recognizing that this approach would not scale, the team began searching for a long-term solution that could support a modern people data strategy.

The Solution

A Scalable Data Mesh with One Model

When evaluating potential solutions, JLL established several key requirements. The team needed a platform that could be deployed quickly, integrate closely with Workday, and preserve existing workforce metrics and definitions. Transparency during the evaluation process was equally important. Rather than relying solely on product demonstrations, the team wanted direct access to the underlying data structures so they could understand how the platform worked and how it would integrate with their internal architecture.

> One Model was the only company that gave us a test environment where we could explore the data model and run our own SQL queries
> —said Polumetla.

This openness allowed JLL's data engineering team to evaluate Data Mesh in depth and understand the level of effort required to operationalize it within their environment.

Implementation moved quickly once the decision was made. By connecting One Model directly to Workday APIs, the team began ingesting core worker data within days. Over the following months, JLL worked closely with One Model's implementation and development teams to refine the pipelines and address edge cases related to complex global HR processes. This collaborative approach allowed quick issue resolution, with updates and improvements applied in near real time. Within two to three months, JLL had fully implemented the new architecture and began integrating One Model data into its enterprise data warehouse.



The Impact

Faster Data, Greater Trust, and Expanded Analytics

With One Model serving as the backbone for workforce data ingestion, JLL significantly improved the performance and reliability of its analytics environment. Workforce data that previously refreshed only once a month can now be updated daily, weekly, or monthly depending on the use case, allowing leaders to make decisions using more current information.

At the same time, ETL processing time dropped dramatically. Data processing that previously took about two days now completes in just a few hours, enabling faster reporting cycles and more responsive analytics.

The new relational data structure also delivered substantial performance improvements. Previously, workforce data was stored in a large denormalized table that required significant memory and processing power for queries and analytics workloads. With One Model's relational data architecture, queries run much more efficiently and dashboards load significantly faster. Dashboard performance improved eightfold and analytics workflows that previously strained systems now run quickly and reliably.

Aligning data refresh cadences between HR and finance also resolved long-standing discrepancies in key metrics such as headcount. With both teams now operating from daily data updates, the numbers match consistently, strengthening confidence among senior leadership.

> Our headcount numbers now match between HR and finance, and leaders are very happy with that
> —Polumetla noted.

The shift to One Model also allowed JLL to retire many legacy data pipelines, Workday extract jobs, and custom ingestion processes that previously required ongoing maintenance. Eliminating these systems significantly reduced technical debt and freed data engineers to focus on higher value initiatives rather than maintaining fragile pipelines. With a reliable and scalable data foundation now in place, the People Analytics team can run advanced analyses using tools such as SQL, Python, and R directly against workforce datasets. The improved data environment has also opened new opportunities for downstream applications and AI-driven analytics across the organization.

A Defining Moment for the Analytics Team

The impact of the transformation became clear during the launch of JLL's new workforce dashboards. When the team demonstrated that the dashboards could deliver the previous month's data on the second day of the month, stakeholders immediately recognized the difference. During the presentation, reactions poured in across the organization's collaboration channels, including messages of excitement from leaders who had long struggled with delayed workforce reporting.

> Someone messaged me privately and said, 'I'm literally crying right now
> —Polumetla recalled.

For the analytics team, it was a defining moment that demonstrated how dramatically the new data architecture had improved their ability to deliver timely and reliable insights.

Building the Foundation for Future Workforce Intelligence



Today, JLL's workforce data ecosystem is built around a strong central foundation. A core employee dataset powered by One Model integrates directly into the company's enterprise data warehouse, creating a consistent and reliable source of workforce data for dashboards, applications, analytics models, and other business systems across the organization.

As demand for people analytics continues to grow, the team now has the infrastructure needed to scale its impact and deliver faster insights across the global business.

> Employee data is the center of our universe
> —Polumetla said.
> The foundation for that universe is the data provided by One Model.

Key Results and ROI

Faster Data Refresh and Reporting

- Workforce data refresh improved from **monthly to daily availability**
- Leadership dashboards can now deliver **end-of-month workforce data by the 2nd of the following month**

Dramatic Performance Improvements

- **8x improvement in dashboard performance**
- ETL processing time reduced from **~2 days to approximately 2–3 hours**

Improved Data Accuracy

- Data quality improved from approximately **5% error rates to near zero discrepancies**
- HR and Finance headcount reporting now aligns **100% due to synchronized daily data refresh**

Operational Efficiency and Cost Savings

- Significant reduction in **technical debt by retiring legacy ingestion pipelines**
- Elimination of multiple **Workday extraction jobs, Excel workflows, and custom reporting processes**
- Data engineers can now focus on higher-value analytics work instead of maintaining fragile data pipelines

Expanded Analytical Capability

- Workforce data now supports **advanced analytics using SQL, Python, and R**
- Data can be shared more easily across BI teams and enterprise systems

About One Model

One Model pioneered people data orchestration and developed flexible predictive models that empower large and rapidly growing companies to unlock transformative insights and implement data-driven workforce strategies. Our platform is purpose-built to alleviate technical burdens for data scientists, engineers, and HR leaders, offering the most flexible and secure solution available today.

Committed to ethical data practices, we uphold the highest standards of security, privacy, and transparency—providing confidence in every decision powered by One Model.

Your Data. Real Answers.

Founded in 2014 by workforce analytics veterans Chris Butler, David Wilson, and Matthew Wilton, One Model was born from decades of industry expertise. The founders began their journey at Infohrm (later acquired by SuccessFactors and then SAP), where they witnessed the significant challenges organizations faced in assembling complex HR data and turning it into actionable insights. This experience inspired them to build One Model with a clear mission: **Make an organization's most complex data accessible and valuable.**

At One Model, we believe people are your company's most valuable asset. By systematically enabling better people decisions, we help organizations unlock their full potential. Our pre-built, highly customizable platform empowers business leaders to effortlessly access and analyze workforce data, rapidly generate strategic insights, enhance the effectiveness of their people leaders, and achieve measurable financial results.

Discover how we can help your organization thrive at onemodel.co.

Ready to learn more about One Model's People Analytics platform?