

JOHN LEWIS  
& PARTNERS

JOHN LEWIS  
PARTNERSHIP

WAITROSE  
& PARTNERS

BE  
YOURSELF.  
ALWAYS  
REPORT 2019

# MESSAGE FROM TRACEY KILLEN, PARTNER & EXECUTIVE DIRECTOR, PEOPLE

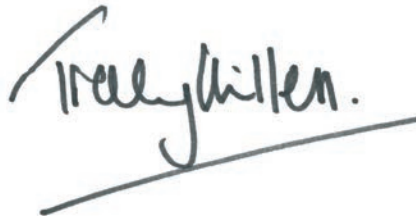
Our business is undergoing a once-in-a-lifetime transformation, as the changes in retail and wider society accelerate. So it's more important than ever for us to stay true to our principles and our point of difference: our Partners.

As an employee-owned business, we've always put the happiness and wellbeing of our Partners as our first priority. But in these changing times, we want to set the bar even higher with a vision which refreshes our commitment to inclusion and our communities – in the broadest sense. We would like to be the UK's most inclusive business – for our Partners and for our customers, reflecting and connecting with the diverse communities that we serve. We want our Partners from all walks of life to feel valued for their individuality, thrive in our business and share a sense of belonging, reflected in our Partnership values.

For the past two years, we have been reporting on our gender pay gap and the steps we are taking to promote gender equality in the John Lewis Partnership. But inclusion goes beyond gender. It's about whether you feel a sense of belonging and can be your authentic self at work, whomever that might be.

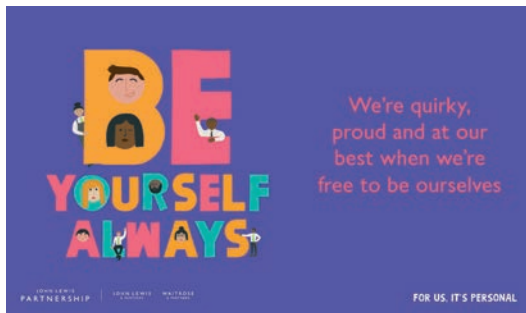
So for the first time this year, we are publishing the *Be Yourself. Always Report* which combines gender, ethnicity, age and health and wellbeing. This report focuses on how we can bring our vision and our values, especially Be Yourself. Always – to life.

In future years, as we grow our knowledge and evidence base, we hope to expand the scope of this report even further. While we know we are not perfect and we don't have all the answers, we are restless in our efforts to strive to be better and we want to be transparent about the progress we're making and what we're learning along the way.



TRACEY KILLEN

Partner & Executive Director, People  
John Lewis Partnership



# OUR VISION & CULTURE



# OUR VISION & CULTURE

**Our vision is to be the UK's most inclusive business – for our Partners and for our customers, reflecting and connecting with the diverse communities that we serve. We want Partners from all walks of life to feel valued for their individuality, thrive in our business and share a sense of belonging, reflected in our values.**

At its heart, diversity and inclusion are about our people feeling that they belong as their authentic selves at work. Research has shown that organisations with inclusive cultures are six times more likely to be innovative than other organisations and six times more likely to anticipate change and respond effectively.<sup>1</sup> The John Lewis Partnership is proud of being a different way of doing business and this started over 100 years ago when our Founder, John Spedan Lewis, began an experiment by including our staff (now known as our Partners) in decision making on how our business should be run. He also recognised the importance of bringing varied perspectives from individuals of different backgrounds to improve the quality of decisions.

It's this sense of belonging which is core to our wellbeing as individuals, and collectively in society. That's why one of our five core values as an employer is *Be Yourself. Always*, recognising that we're all quirky, proud and at our best when we are free to be ourselves. Because when our Partners feel a sense of belonging and are healthy and well, they're better able to help and support our customers, and to contribute to the communities where we operate.

For the purposes of our first *Be Yourself. Always Report* we will be reporting on the John Lewis Partnership's gender and ethnicity data, age and health and wellbeing. It is based on April 2019 data. As our reporting evolves, we plan to report on other diversity characteristics as well. Our objective is to be transparent in sharing our data, progress, initiatives, what is working and what is not, be open to constructive feedback, learn from others and adapt our approach.

## OUR APPROACH

### 1 COLLECTING DATA AND LAUNCHING NEW INITIATIVES

To understand what is happening in our business we collect data so we know where we can improve. We have been monitoring our diversity stats for some time, but this year, we decided to delve deeper into the data. With the support of external experts such as the Behavioural Insights Team, we aim to really understand the underlying issues and define what we might do to improve the experience of our diverse Partner population systemically. Based on this insight, as well as feedback and focus groups with our Partners, we are designing and trialling new ways to increase our diversity at all levels in the Partnership.

### 2 SENIOR LEADER ENGAGEMENT

We have board-level and senior diversity sponsors who role model inclusivity, drive the agenda as a business and commercial priority and show how small steps can lead to significant shifts in work culture. We are, however, aware that it is all our collective responsibility to drive inclusivity forward whether you are a senior leader or not.

### 3 BUILDING A MOVEMENT

We are embedding a culture of inclusion by harnessing the power of our seven diversity networks and our wellbeing champions, with an ongoing drumbeat of activities to inspire and raise awareness. More of our Partners are getting involved and encouraging others to be themselves, always.

“Being diverse and inclusive is not optional: we need to reflect our customers because we want deep long-term relationships with them. We need to allow Partners to be themselves as we want them to achieve their potential and provide an exceptional and differentiated service to our customers. Whether it's enabling more agile working in head office, celebrating cultures in all our sites to open our minds, offering more targeted services in shops to fit our customers' backgrounds, recruiting and developing a more varied group of Partners through apprenticeships, or really pushing to provide part-time opportunities, the options to promote inclusion are numerous and the benefits significant. We can achieve so much more.”

**BÉRANGÈRE MICHEL**

Partner & Executive  
Director, Customer  
Service  
John Lewis Partnership

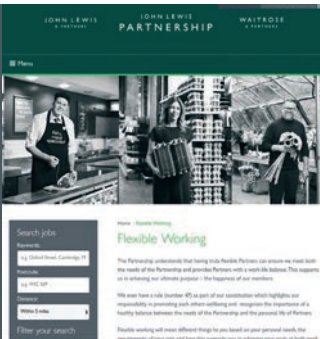


# OUR VISION & CULTURE continued

## WHAT PROGRESS HAVE WE MADE?

### COLLECTING DATA AND LAUNCHING NEW INITIATIVES

**FLEXIBLE WORKING**  
All jobs now advertised as flexible



**WELLBEING IN RETAIL GUIDE LAUNCHED**  
in partnership with the Samaritans and six other retailers



**DISABILITY CONFIDENT**  
Achieved Leader status



### SENIOR LEADER ENGAGEMENT

**MENTAL HEALTH AWARENESS TRAINING**  
All of our executive team are trained in mental health awareness



**WORKING WELL CAMPAIGN**  
Launched a campaign to encourage employer investment in the physical and mental health of UK workers

#WorkingWell

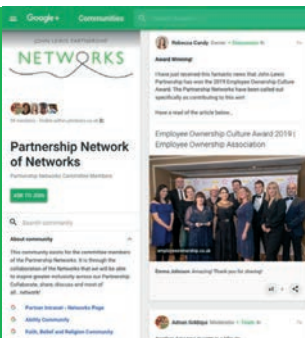


**OWNERSHIP OF D&I AS A BUSINESS AGENDA**  
Positioning diversity of our talent as a business priority



### BUILDING A MOVEMENT

**SEVEN DIVERSITY NETWORKS**  
With over 5,800 members



**BE YOURSELF. ALWAYS WEEK**

**BE YOURSELF ALWAYS**

We're quirky, proud and at our best when we're free to be ourselves

Launched internally to celebrate what makes us unique



**CELEBRATED OUR HERITAGE, INDIVIDUALITY AND HISTORY**  
Including International Womens' Day, Pride, Eid and Black History Month



# OUR VISION & CULTURE continued

## SPOTLIGHT ON...

### OUR DIVERSITY NETWORKS

**Our networks are run by passionate and dedicated volunteers and are a core part of our identity. They give Partners a supportive platform to share stories, learn from each other and network with like-minded individuals.**

**Working Parents**, our largest network, has been pivotal in ensuring parents and carers have a dedicated space to share tips and knowledge, ask others for advice and attend events.

Our **Gender Equality Network** has been crucial in supporting our vision to achieve gender balance and challenge gender stereotypes.

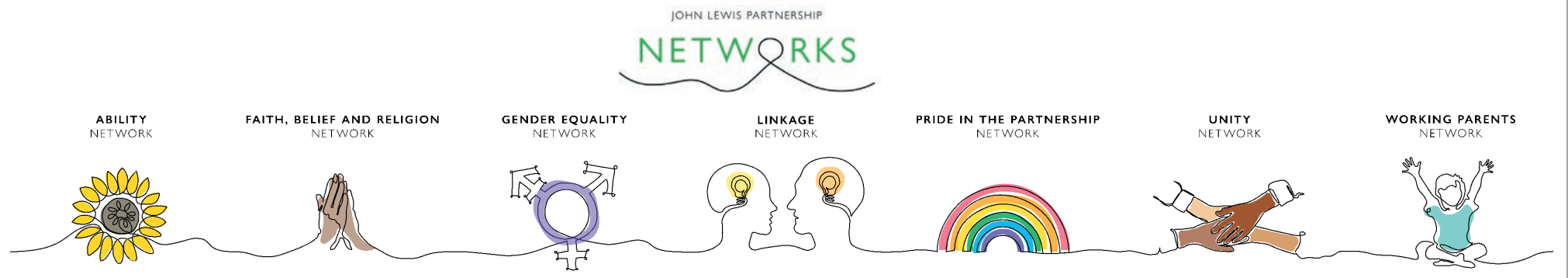
**Pride in the Partnership** is our longest standing network. It has shown Partners the power of celebration and networking around the topic of sexuality and has been a massive support for Partners identifying as LGBTQ+. This network led the activity around Pride events, as well as other local celebrations.

**Unity** has become a beacon for our ethnic minority Partners and has put on events around the country encouraging Partners of all ethnicity to unite, celebrate and share, learn and network with each other.

**Ability** has been a great platform for Partners with visible and hidden impairments. It has allowed Partners to really delve into this conversation with compassion and the desire to make the working environment better adjusted to varied needs through increased awareness and understanding of different conditions.

Our **Faith, Belief and Religion** network has been instrumental in breaking down the taboo that can be normally associated with faith, turning it instead into a conversation around learning and exploration of religion and the meaning it has to individuals.

And our **LinkAGE** network has encouraged Partners to come together and share generational stories to build connection and understanding among the five age generations that work in the John Lewis Partnership.



# OUR VISION & CULTURE continued



“ A priority for the UNITY network this year was increasing the awareness of both Black History Month and World Day for Cultural Diversity. With Black History Month, UNITY wanted to recognise the important contributions made by people from African and Caribbean communities, not just in the UK but throughout the whole world. With our #PartnershipBHM2019 movement, we created a space where we recognised the contributions of Black Partners in the Partnership and encouraged others to do so. On World Day for Cultural Diversity we created a #DoOneThing movement. This movement encouraged Partners to commit to explore, understand and appreciate cultural diversity in the workplace. This captured the imagination within the Partnership, with Partners sharing stories, food, dressing up in traditional dresses, all with the aim of breaking down barriers and getting Partners to be comfortable to talk about other cultures.”

**BAZ NAIK**

Partner & Branch Manager  
Waitrose & Partners



- Join one of our seven networks via their Google+ communities.
- Start conversations with your colleagues, getting to know them as individuals.

# HEALTH & WELLBEING





# HEALTH & WELLBEING

As an employee-owned business, we have a responsibility to look after our Partners. We're committed to driving a commercially successful business which offers satisfying and meaningful jobs and supports our people to lead healthy, fulfilled lives. In fact, it's one of the key performance objectives for our leaders, alongside our financial objectives.

We introduced free in-house health and medical services to all Partners in 1929, 19 years before the NHS was established. We continue to offer comprehensive health and wellbeing services today and we're investing over £20 million a year to enable our Partners to feel well, enjoy life and have support when they need it. But we know there is more we can do, which is why we have a bold ambition to become Britain's Healthiest Workplace in the large business category by 2025 and boost our productivity, gaining over 1 million working days by 2025.

## OUR DATA IN A NUTSHELL



Every year we measure health and wellbeing through Britain's Healthiest Workplace survey. Run by Vitality in conjunction with RAND Europe, **1,914** Partners across the business took part in the 2019 survey, an increase of

**25%** in the previous year. This year, we have moved up the index, from 18th in 2018 to 15th in 2019 in the large business category. Our results are now helping us identify where to focus next.

**39%** of Partners have insufficient physical activity.

**36%** of Partners get less than 7 hours sleep per day.

**10%** of Partners have severe musculoskeletal problems, requiring them to take time off work.

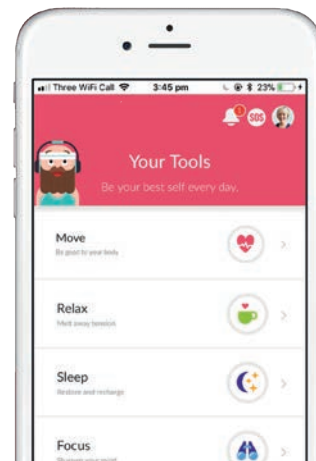
**11%** of Partners have financial concerns.

## OUR HEALTH & WELLBEING STRATEGY

### 1 WORTHWHILE AND SATISFYING EMPLOYMENT

A healthy and inclusive workplace starts with meaningful work, empowering managers, opportunities for growth and work-life balance.

The John Lewis Partnership operates on democratic principles, sharing power with all Partners. Our democratic network of elected councils, committees and forums enables Partners to participate in decision making, challenge management on performance and have a say in how the business is run. We have over 3,000 elected representatives across the business<sup>2</sup>.



### 2 HEALTHY LIVES AND PERSONAL WELLBEING

We actively encourage our Partners to look after themselves and their health and wellbeing, taking a preventative approach.

**600+** Partners volunteer as Wellbeing Champions across more than 160 locations.

**24** clubs and societies, ranging from sailing to singing, cycling to crafts, with over 11,000 Partners as members.

**535** Partners from our distribution sites took part in The Liminal Space's Night Club initiative to learn about sleep and how it affects night-shift Partners.

**2,000** distribution Partners took advantage of our travelling health kiosks.

**8,000+** Partners have subscribed to our free mental health and wellbeing app Unmind.

**2,000+** people managers have participated in mental health awareness workshops.

### 3 EARLY HELP AND SUPPORT WHEN THINGS GO WRONG

We have free access to comprehensive in-house and third party medical, emotional and financial support for our Partners when they need it.

**53** in-house occupational health experts.

**14,179** occupational health cases recorded during 2018/19.

**£1.2m** financial assistance loans and grants given to Partners during 2018/19.

**23,783** calls to our in-house emotional support line – Partner Support – during 2018/19.



# HEALTH & WELLBEING continued

## SPOTLIGHT ON...

### WELLBEING IN RETAIL GUIDE

Funded by the John Lewis Partnership, Tesco, Sainsbury's, ASOS, the Co-op, M&S and Next and developed with the expertise of Samaritans, Wellbeing in Retail aims to support the 2.9 million people that work in retail. The online guide helps workers look after their own mental health, give advice on how to support others who may be struggling and signposts where to go for extra help. Almost 8,000 retail workers have accessed the tool since it launched on World Mental Health Day in October 2019. There are early indicators of the guide's effectiveness, as those who used the guide reported a significant increase in confidence (30% on average) to be able to spot the signs and symptoms and to provide support to someone who is struggling.



“ Wellbeing in Retail is about more than just helping others. It is part of a positive change in the perception of mental health and wellbeing in the workplace that is happening across our industry. The fact that so many retailers came on board to support its creation is testament to that.”

**GARETH BRITTON**

Partner & Digital Product Owner  
John Lewis Partnership

Gareth led the development of the Wellbeing in Retail tool while on a six month secondment with the Samaritans as part of the John Lewis Partnership's unique volunteering programme – The Golden Jubilee Trust.



### LIFTING THE LID ON THE SCIENCE OF SLEEP FOR NIGHT SHIFT WORKERS

Last year's Britain's Healthiest Workplace survey found that 45% of our Partners working in distribution were getting less than seven hours' sleep a day. So we partnered with The Liminal Space and the Wellcome Trust on Night Club - their initiative to help night shift workers learn about the science of sleep and how to sleep better. Night Club toured three of our distribution centres over nine nights and gave night shift Partners the opportunity to speak to nutritionists and sleep specialists, as well as trying healthy food and drinks. Sixty-five percent of Partners who took part said that they will change what they do to improve their sleep.



“ Feedback from Night Club has been terrific and work is now ongoing at our sites to embed and sustain these positive changes to highlight the lessons we've learnt that can then be spread across the Partnership's much wider night-shift community.”

**PETE CONNOLLY**

Partner & Regional Health Manager  
John Lewis Partnership



- Download the Unmind app from [jlp.unmind.com](http://jlp.unmind.com). All you need is your employee number.
- Check out the Samaritans *Wellbeing in Retail* guide via the Partner Development Website (PDW).
- If you are a people manager sign-up to our Mental Health Awareness workshop on the PDW.
- Visit our Health Hub on the intranet and review what we have on offer.
- Become a Wellbeing Champion in your area.
- Join one of our clubs and societies.

# OUR DIVERSITY: GENDER



# OUR DIVERSITY: GENDER

**Our long-term goal is to significantly reduce our gender pay gap and achieve equal gender representation across all job levels. This is the third year we have reported on our gender pay gap. Our pay gap has remained largely unchanged over time, with some small increases and decreases in the figures each year.**

We are realistic that we shouldn't expect the reported figures to change quickly and minor movements are not unexpected. We will continue to focus on tackling the drivers of our gender pay gap and using new evidence-based approaches to try to reduce it, such as our partnership with the Government Equalities Office and the Behavioural Insights Team.

As with last year, our calculations are based on pay data for more than 81,000 Partners in the Partnership in April 2019, as required by the mandatory gender pay gap reporting regulations. This data includes many different roles and levels within the Partnership that bring a variety of rates of pay.

## OUR DATA IN A NUTSHELL

- The proportion of female Partners has increased slightly year-on-year to **57.4%**.
- A higher proportion of female Partners are in Level 10 roles, than in senior leadership.
- Just under **40%** of our senior leaders (levels 1-4) are women. This has decreased slightly year-on-year.
- This year, the proportion of women in mid-senior (level 5) and first line manager (levels 7-9) roles has increased.
- Our mean gender pay gap has increased slightly by **0.3%pt**, while our median gap has decreased slightly by **0.2%pt**.

## GENDER BY PARTNERSHIP LEVEL

LEVEL	FEMALE	MALE
1-4	39.3%	60.7%
5	50.6%	49.4%
6	49.7%	50.3%
7	52.1%	47.9%
8	51.2%	48.8%
9	43.5%	56.5%
10	60.0%	40.0%
<b>TOTAL</b>	<b>57.4%</b>	<b>42.6%</b>

## PROMOTIONS BY GENDER

LEVEL	FEMALE	MALE
1-4	22.2%	77.8%
5	48.2%	51.9%
6	55.2%	44.8%
7	44.0%	56.0%
8	46.4%	53.7%
9	50.3%	49.7%

This data highlights the percentages of females and males who were promoted.

## HOW DO WE DEFINE OUR LEVELS?

Job levelling enables different jobs to be measured based on their relative scale, impact and size. The Partnership hierarchy consists of 10 levels with every job in the Partnership sitting in one of these. Our job levelling system allows us to compare job levels in all the different industry sectors in our business. We look at every individual role and not the person in the role to determine a Partnership level and consider the impact it has on the organisational structure. This allows Partners to see what roles they might be qualified for in other parts of the business – offering a big benefit to career development and progression.

PARTNERSHIP LEVEL	ROLE LEVEL
1	Chairman and Exec Director
2 and 3	Director
4	Head of Department/ Head of Branch
5 and 6	Leadership, Specialist and Senior Specialist
7, 8 and 9	Specialist Partner and Junior Management
10	Partner entry roles

# OUR DIVERSITY: GENDER continued

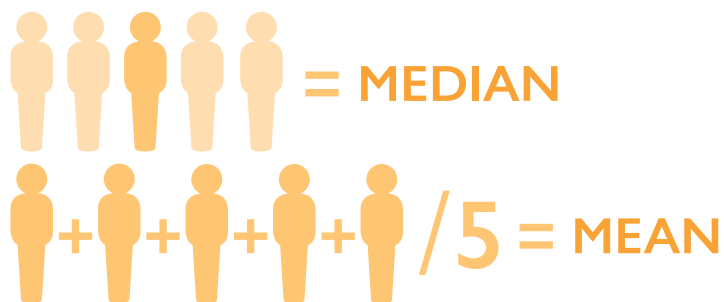
## OUR 2019 GENDER PAY GAP

A gender pay gap is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

### WHAT IS THE DIFFERENCE BETWEEN THE MEDIAN AND THE MEAN FIGURES?

**Median pay gap:** Imagine a picture where all our female Partners stood next to each other in one line in order of lowest hourly pay to highest and imagine the same picture where all our male Partners did the same. The median gender pay gap is the difference in pay between the female Partner in the middle of their line and the male Partner in the middle of their line.

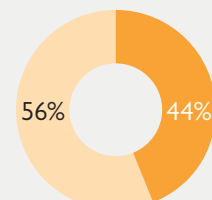
**Mean pay gap:** The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.



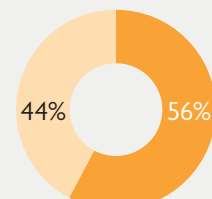
	JLP 2019	JLP 2018	JLP 2017	UK AVERAGE 2019	RETAIL AVERAGE 2019 <sup>3</sup>
MEDIAN	8.0%	8.2%	7.8%	8.9% <sup>4</sup>	10.1%
MEAN	13.0%	12.7%	13.9%	13.1%	13.5%

## PAY QUARTILES

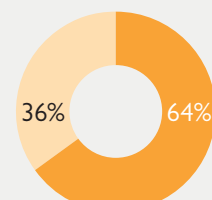
The proportion of male and female Partners according to quartile pay bands.



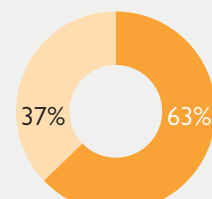
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

MALE FEMALE

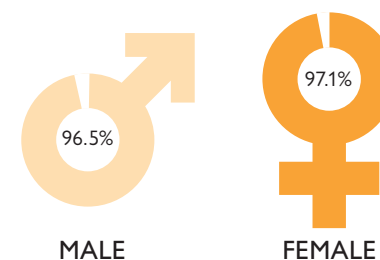
## THE PARTNERSHIP'S BONUS PAY GAP

Bonus pay includes any additional pay relating to profit sharing, productivity or performance, when in the form of money or vouchers. In our case, the vast majority of bonus pay is in the form of the annual Partnership Bonus. Last year all our Partners received a Partnership Bonus of 3% of their earnings regardless of level or role. The methodology stated in the gender pay gap regulations requires us to report on the difference in the actual amount of bonus received by our Partners and is therefore heavily influenced by the number of hours worked. As our male Partners worked more hours on average per week than our female Partners, this created a bonus gap.

Bonus pay difference between men and women

MEDIAN BONUS PAY GAP	38.8%
MEAN BONUS PAY GAP	29.4%

The proportion of male and female Partners who received a bonus



# OUR DIVERSITY: GENDER continued

## WHAT IS DRIVING OUR GAP?

One year on, our gender pay gap remains largely unchanged, with statistically minor movements in the figures. Fundamentally, the drivers of our gender pay gap are:

1

Representation of women in senior roles.

2

Differences in gender representation in different job functions.

3

Premium pay for anti-social hours.

## NEW APPROACHES TO REDUCING OUR GENDER PAY GAP

We are partnering with external experts the Behavioural Insights Team (BIT) on pioneering new research commissioned by the Government Equalities Office to rigorously evaluate what works to increase gender equality in the workplace. Our work with BIT will focus on improving opportunities for part-time workers. The retail sector is a destination of choice for women who value the flexible working it offers. Across the UK, women make up 72% of those working in part-time sales roles<sup>5</sup>.

Working with the BIT, in 2020, we will trial a new intervention to improve opportunities for part-time workers and assess its impact. We will then use these findings to inform our future action plan to reduce our gender pay gap.



## SPOTLIGHT ON...

### FLEXIBLE WORKING

We have continued our work to encourage more flexible working in our business, regardless of gender or seniority. All of our job vacancies now have wording welcoming flexible working as standard, unless the hiring manager demonstrates this is not possible. We have also recently been shortlisted for a Working Mums award for “Innovation in Flexible working” and work closely with the community and job sites – Working Mums and Working Dads – to promote our opportunities to this audience. Our Working Parents and Gender Equality networks also arranged a round table discussion with popular blogger and campaigner Anna Whitehouse (aka “Mother Pukka”) on flexible working. This event showed the power and strength of the networks coming together to tackle gender stereotypes and elevate the conversation on flexibility, to treat it as a norm of the modern workplace.



- Ask your people manager about flexible working options.
- Share your story – what does flexibility mean to you – with our networks.
- If you're a people manager, think about how you can support your Partners' to work flexibly and how you can help part-time Partners develop their career. Start this conversation with your Partners. Help your Partners set their career aspirations as high as is comfortable. Use your coaching skills.
- Challenge your career assumptions and think what would you really like to do more of or do differently? There are various ways to progress.

# OUR DIVERSITY: ETHNICITY



# OUR DIVERSITY: ETHNICITY

We have decided to report our ethnicity data voluntarily because we know that this transparency is valued by our Partners. Diversity and pay data does not tell the whole story but it is a useful starting point for understanding what action we need to take to ensure everyone has an equal opportunity to progress and thrive in our business.

The 2017 Race in the Workplace review by Baroness Ruby McGregor-Smith (pictured below), highlighted the disparities between the experiences of people from black and minority ethnic backgrounds (BAME) in the workplace, and those of their white counterparts. The review found that employees from ethnic minority backgrounds were more likely to work in lower paying roles in the economy and more likely to face barriers to progression at work. In addition, only one in 16 top management positions are held by someone from an ethnic minority background<sup>6</sup>.

Baroness McGregor-Smith recommended that companies should gather, compare and report pay data by ethnic background so that they can assess where to improve outcomes for employees from ethnic minority backgrounds.



## OUR DATA IN A NUTSHELL

- Overall 15.3% of our Partners have self-declared they are from an ethnic minority background, compared to 14% of the UK population.
- The proportion of ethnic minority Partners promoted at each level reflects the proportion of ethnic minority Partners at each level.
- A greater proportion of ethnic minority Partners are promoted to first line and middle management roles, with a smaller proportion promoted at senior levels.
- A greater proportion of Partners from ethnic minority backgrounds work in non-management roles, with 16.7% of Level 10 (non-management) Partners from ethnic minority backgrounds, compared to 3% of our most senior (Level 1-4) Partners.

**15.3%**  
% of JLP Partners from an ethnic minority background (self-disclosed)

**14%**  
% of UK population from an ethnic minority background<sup>7</sup>

## ETHNICITY BY LEVEL<sup>8</sup>

LEVEL	BAME %	WHITE %
1-4	3.0	92.1
5	4.7	90.9
6	8.3	89.0
7	8.9	88.0
8	9.8	88.2
9	11.5	86.6
10	16.7	81.9
<b>Total</b>	<b>15.3</b>	<b>83.1</b>

Based on 98.4% of Partners who self-declared ethnicity

## OUR ETHNICITY PAY GAP DATA

**MEAN 8.0%    MEDIAN -1.2%**

To calculate this, we designed this methodology ourselves and used data taken from more than 81,000 Partners in the John Lewis Partnership in April 2019. Because of this, this data may not be comparable to future years if mandatory ethnicity reporting is introduced.

The factors that can affect ethnicity pay gap data are different to gender. In particular, location can play a key role. As a national retailer, we have a higher proportion of Partners from ethnic minority backgrounds in London which is in line with the diverse demographics in the capital, where hourly pay is higher compared to the rest of the UK. This explains the difference between our mean pay gap and our median pay gap, and also means that the ethnicity pay gap should not be compared directly to the gender pay gap. Our data shows that there is more we need to do to reduce our ethnicity pay gap which is why we have commissioned an evidence based review from external experts the Behavioural Insights Team.



# OUR DIVERSITY: ETHNICITY continued

## PROMOTIONS BY ETHNICITY

LEVEL	BAME		WHITE	
	% of Partners	% of promotions	% of Partners	% of promotions
1-4	3.0%	3.1%	92.1%	96.9%
5	4.7%	5.3%	90.9%	94.7%
6	8.3%	9.5%	89.0%	90.5%
7	8.9%	8.9%	88.0%	91.1%
8	9.8%	12.5%	88.2%	87.5%
9	11.5%	15.1%	86.6%	84.9%
10	16.7%	N/A	81.9%	N/A
Total	15.3%	12.8%	83.1%	87.2%

## TARGETED INTERVENTIONS TO INCREASE REPRESENTATION

We would like to boost the representation, progression and inclusion of our Partners from ethnic minority backgrounds. We want to be targeted in our interventions. To better understand the situation, we have commissioned the Behavioural Insights Team (BIT) to examine the differences in the core outcomes between ethnic minority and other Partners, using available quantitative data. Based on this analysis, BIT will provide us with recommendations regarding priority areas, as well as recommendations for interventions which might help us significantly improve the outcomes. The study will also include focus groups and feedback from our Partners to tailor and co-create the interventions.



- Celebrate the cultural diversity in your part of the business.
- People managers – keep challenging yourself when you're recruiting to have as diverse a shortlist of candidates as possible. Focus on potential.
- Leaders – how diverse is your talent pipeline? How can you make your area a career destination of choice to untapped talent pools to ignite creativity and innovation? We have varied apprenticeships options.

## SPOTLIGHT ON...

### INCLUSIVE RECRUITMENT

We are committed to rigorously ensuring our recruitment process is fair and inclusive. Online selection tools are carefully designed by occupational psychologists, ensuring that there is no adverse impact on candidates, whatever their background or diversity. Regular adverse impact studies are carried out to ensure that our tests remain fair and remove any potential bias from this part of the application process. Interview questions and exercises are designed which adhere to the British Psychological Society's guidance by a specialist team of externally qualified resourcing Partners. A structured interview and an exercise remains the best predictor of future performance in role and, with objective scoring criteria and trained assessors, reduces the risk of bias being considered in our hiring decisions.



# OUR DIVERSITY: AGE



我哋講廣東話  
I SPEAK CANTONESE

JE PARLE FRANÇAIS  
I SPEAK FRENCH

HABLO ESPAÑOL  
I SPEAK SPANISH

BSL  
I SIGN BSL

ICH SPRECHE DEUTSCH  
I SPEAK GERMAN

Waitrose

Waitrose

# OUR DIVERSITY: AGE

We have five generations working in the John Lewis Partnership and this mix of ages and experience adds to the richness of our business. Before we dig into the makeup of our demographics, we should understand the generational denominations and what they tell us about valuing each others' contribution. Dr Alexis Abramson, an expert in what are known as 'generational cohorts', says we define generations because "when you are born affects your attitudes, your perceptions, your values, your behaviours."

## OUR DATA IN A NUTSHELL

- As a company we have an extremely diverse pool of generations to celebrate, but could improve on this by looking at encouraging our younger Partners to take up some of our more senior roles.
- As expected, a higher proportion of senior positions are occupied by older generations, which could reflect having more years of experience in their chosen career.
- Our Level 10 Partners are most evenly represented across all generations.
- People managers and middle management roles tend to be most concentrated in the 26 – 55 age bracket.

## AGE BREAKDOWN BY LEVEL

LEVEL	16-25	26-35	36-45	46-55	56+
1-3	0.0%	0.0%	26.7%	58.7%	14.7%
4-5	0.1%	14.8%	39.5%	37.1%	8.6%
6-7	2.1%	32.0%	32.5%	25.1%	8.3%
8	5.9%	34.0%	26.2%	24.8%	9.0%
9	13.1%	28.6%	19.4%	23.8%	15.0%
10	30.4%	14.5%	12.4%	19.6%	23.1%

## PROMOTIONS BY AGE

LEVEL	16-25	26-35	36-45	46-55	56+
1-4			90.0%	10.0%	
5		13.8%	55.2%	27.6%	3.5%
6		39.4%	46.2%	11.4%	3.0%
7	2.6%	54.1%	30.9%	11.2%	1.3%
8	7.9%	63.4%	20.8%	7.3%	0.6%
9	18.4%	52.8%	16.5%	10.9%	1.5%
10	29.2%	33.9%	15.4%	14.9%	6.7%

Breakdown of promotions to each level by age.

# OUR DIVERSITY: AGE continued

## SPOTLIGHT ON...

### RAISING AWARENESS OF THE MENOPAUSE

The menopause is a taboo for many in our society and that extends into many workplaces. We know that this can be a significant period of change for many women and we offer help and support to our Partners. We have been raising awareness of the menopause with advice videos which we launched on World Menopause Day 2019, along with supporting leaflets. Partners can also access help via the Unmind mental health app which has a series on the menopause.

“ We are also launching menopause discussion meetings in the coming months. Any Partner who is experiencing troublesome symptoms of the menopause can seek advice from Partnership Health Services, our in-house occupational health service”.

**DR ANGELA ROWNTREE**

Partner & Occupational Health Physician  
John Lewis Partnership



### TRAINING AND PROGRESSION THROUGH APPRENTICESHIPS

We are committed to supporting our Partners to develop throughout their career. We are investing significantly in apprenticeships for our Partners to upskill as the world of work in retail changes. Around 60% of our apprentices are aged 25+ and many are mid-career, with over 40% working for us for more than five years.

Robert, aged 46, completed an apprenticeship in Hospitality Management, his first formal structured training for decades, to move into a management role at Waitrose & Partners.

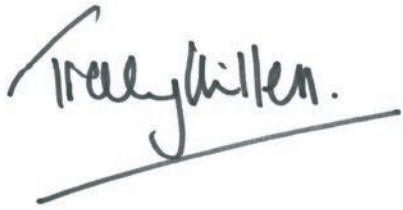
While Angela, at 42 retrained from a warehouse operative at John Lewis & Partners to be an HGV driver – something she never thought she'd be able to do, particularly in a male-dominated profession.



- Apply for apprenticeships and training to support your progression. Apprenticeships are advertised on [jlpjobs.com](http://jlpjobs.com), or speak to your line manager.
- People managers - think about how you can support your Partners' development.
- Watch our video on the intranet on how to support Partners going through the menopause or check out the menopause series on Unmind for further insight.
- For health and wellbeing support contact our Partnership Health Services team.

# DIRECTOR STATEMENT & USEFUL RESOURCES

This report covers employees of John Lewis PLC, the main employing entity of the John Lewis Partnership, which incorporates the John Lewis & Partners and Waitrose & Partners operating divisions, plus the Group function. The report covers employees at all levels, including the executive team. As Partner & Executive Director of People for the John Lewis Partnership, I, Tracey Killen, can confirm that the information contained herein is accurate.



## TRACEY KILLEN

Partner & Executive Director, People  
John Lewis Partnership

ACAS guidance on Gender Pay Gap Reporting provides a full description of the reporting requirements, the distinction between Gender Pay Reporting and equal pay and links to useful communication materials: [www.acas.org.uk/genderpay](http://www.acas.org.uk/genderpay)

## FOR MORE INFORMATION ON OUR CSR ACTIVITIES

John Lewis Partnership's corporate social responsibility activities are detailed on our website: [www.johnlewispartnership.co.uk/csr](http://www.johnlewispartnership.co.uk/csr)

Further details on the regulations, and details of other organisation's gender pay gaps can be found here: <https://gender-pay-gap.service.gov.uk/>

Information on Timewise: <https://timewise.co.uk>

## TO JOIN THE DEBATE

The Women's Business Council provides some helpful resources to help improve gender diversity: [www.womensbusinesscouncil.co.uk/toolkits](http://www.womensbusinesscouncil.co.uk/toolkits)

The UK's leading charity campaigning for gender equality and women's rights: <https://www.fawcettsociety.org.uk/>

## REFERENCES

1. Deloitte "High-Impact Diversity and Inclusion. Maturity Model and Top Findings" Bersin by Deloitte, 2017
2. John Lewis Partnership Annual Report & Accounts 2019 - Page 81
3. [www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables](http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables)
4. [www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019#the-gender-pay-gap](http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019#the-gender-pay-gap)
5. ONS NOMIS Labour Market Statistics, Annual Population Survey - Occupation by sex, employment status and full/part-time
6. Race in the Workplace: The McGregor Smith Review, 2017
7. 2011 Census
8. April 2019 data

JOHN LEWIS  
& PARTNERS

JOHN LEWIS  
PARTNERSHIP

WAITROSE  
& PARTNERS

John Lewis Partnership plc  
171 Victoria Street, London SW1E 5NN

Incorporated and registered in England & Wales, under  
Company no. 00238937

[www.johnlewispartnership.co.uk](http://www.johnlewispartnership.co.uk)  
[twitter.com/jlpartnership](https://twitter.com/jlpartnership)  
[linkedin.com/company/john-lewis-partnership](https://linkedin.com/company/john-lewis-partnership)