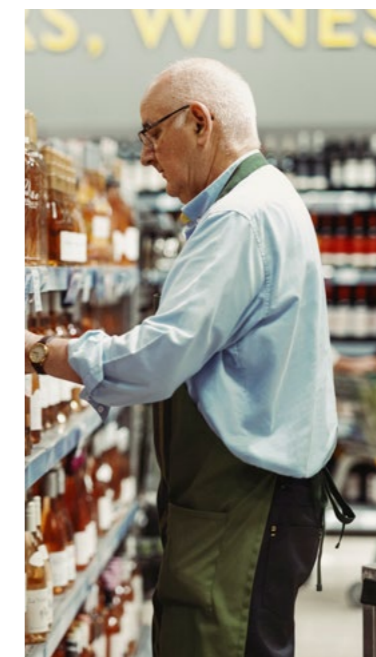
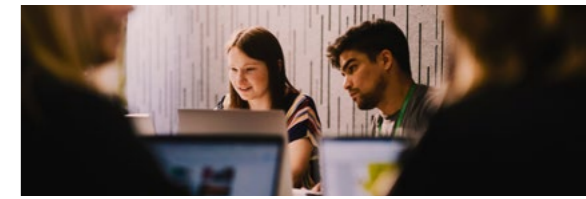


# BELONGING AT JLP

REPORT 2024



# Belonging at JLP report 2024

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An audio version of this report can be accessed using the link provided. Throughout this document there are further 'Click to listen' icons. You can click on these to hear an audio version of that section as told by our Partners.

 [CLICK TO LISTEN](#)

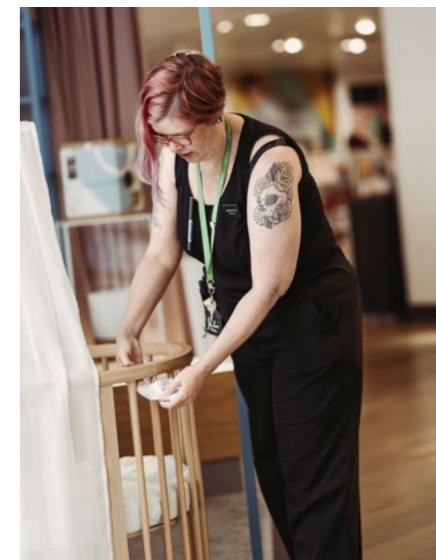


# ONE goal

Since our 2023 report, we've made progress towards our ambition to become the UK's most inclusive business. Our achievements include the FTSE Women Leaders Review, holding our first ever Inclusion Conference for Partners, the creation of our new Carers network and much more.

Our happier business starts with happier Partners, enjoying worthwhile and satisfying work in a supportive environment we all help to create. We treat people with fairness, courtesy and respect, and we always endeavour to work with others who do the same.

In this report, we're sharing insights and learning opportunities we've offered to help build awareness around diversity and inclusion (referred to as D&I throughout the remainder of the report), stories from Partners and the strides forward made by our networks. It's important we remember that we're all on this journey together, and this ambition takes commitment from everyone. We have so many reasons to be proud of the progress we've made in the last year and much more we want to achieve in the next.



# TWO leading voices

**Sharon White**  
Partner & Chairman

[CLICK TO LISTEN](#)

Which business operating in the most competitive retail market ever wouldn't want to attract and welcome brilliant people from every walk of life, and be more relevant to more customers? As an employee-owned business, the Partnership is especially motivated in this regard. In our early history, we went against the norm and employed female buyers and Partners from overseas, when this was still very unusual.

That's why we've set ourselves the high ambition of being the most inclusive employer in the UK. We believe it'll make the Partnership a more attractive place to work and make us more commercially successful as we're able to draw on a broader range of views and perspectives and attract more customers. This is the opposite of a 'tick-box' exercise. We're very conscious of how much work we have to do, especially as society continues to shift, and attitudes to work and to shopping evolve.

As the report sets out, there are promising signs of progress in the last year. I'd particularly highlight some of the following achievements. Our gender pay gap fell from 5.8% to 4.4% on a median basis and from 7.9 to 7% on a mean basis. We're doing better than the average for UK businesses and retail companies. I'm also delighted that the hard work of many Partners has been recognised in a number of industry awards: Leadership and Culture Award in the Working Dads Employer Awards; the Fostering Friendly Employer of the Year award and Best Approach to Diversity, Equity, Inclusion and Belonging bronze award to our contact centres.

We have real pride in what's been – and is being – achieved, while recognising that there is much more to do.



**'We've set ourselves the high ambition of being the most inclusive employer in the UK. We believe it'll make the Partnership a more attractive place to work and make us more commercially successful as we're able to draw on a broader range of views and perspectives and attract more customers.'**

**Nish Kankiwala**  
Partner & Chief Executive Officer

[CLICK TO LISTEN](#)

Since starting my role as Chief Executive Officer, I've been continually amazed by the passion and energy there is around inclusion and a desire to do more. This gives me confidence that we'll continue moving closer towards our ambition of becoming the UK's most inclusive business.

There are so many things to celebrate. I'm particularly pleased to see that Partners have responded so positively to our data campaign by checking the accuracy of their personal information. Sharing this information to help us build a much clearer picture of our Partner demographic will help us improve Partners' experience and their sense of belonging in the Partnership. We're listening to our customers more and this has included hosting a Black Pound Day pop-up shop at John Lewis Stratford, launching inclusive e-gift cards and localised events celebrating Diwali, Eid, Hanukkah and Vaisakhi.

We still have some way to go and must build on the progress made over the past year. We've broadened our inclusion priorities so that all Partners can see themselves in our areas of focus. We need to continue with greater determination, challenging ourselves and each other, considering what more we can be doing. That's why 'Inclusion and Belonging' is a key metric in our new Partnership Scorecard, which we'll use to track our progress in delivering our Plan and ultimately our Purpose.

I feel more inspired than ever having read this report and I hope you will too.



**'We've broadened our inclusion priorities so that all Partners can see themselves in our areas of focus. We need to continue with greater determination, challenging ourselves and each other, considering what more we can be doing.'**

# THREE strands of pay gap reporting

## Summary: Gender

- We're pleased to continue to see a trend that our gap is closing both for the mean and median.
- As in previous years, our pay gap is driven by the higher proportion of female Partners in entry roles, differences in gender representation in different job functions and premium pay for anti-social hours.

**What is the difference between median and mean figures?**

**Median pay gap:** The median pay gap is the difference between the midpoints of hourly pay of all men and women. The easiest way to picture how this is calculated is to imagine all our female Partners standing 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 mean gender pay gap is the difference in average hourly pay between men and women. The average hourly rate of pay is calculated by adding up all of the hourly pay of every female Partner and dividing it by the total number of female Partners. The same is done for male Partners.

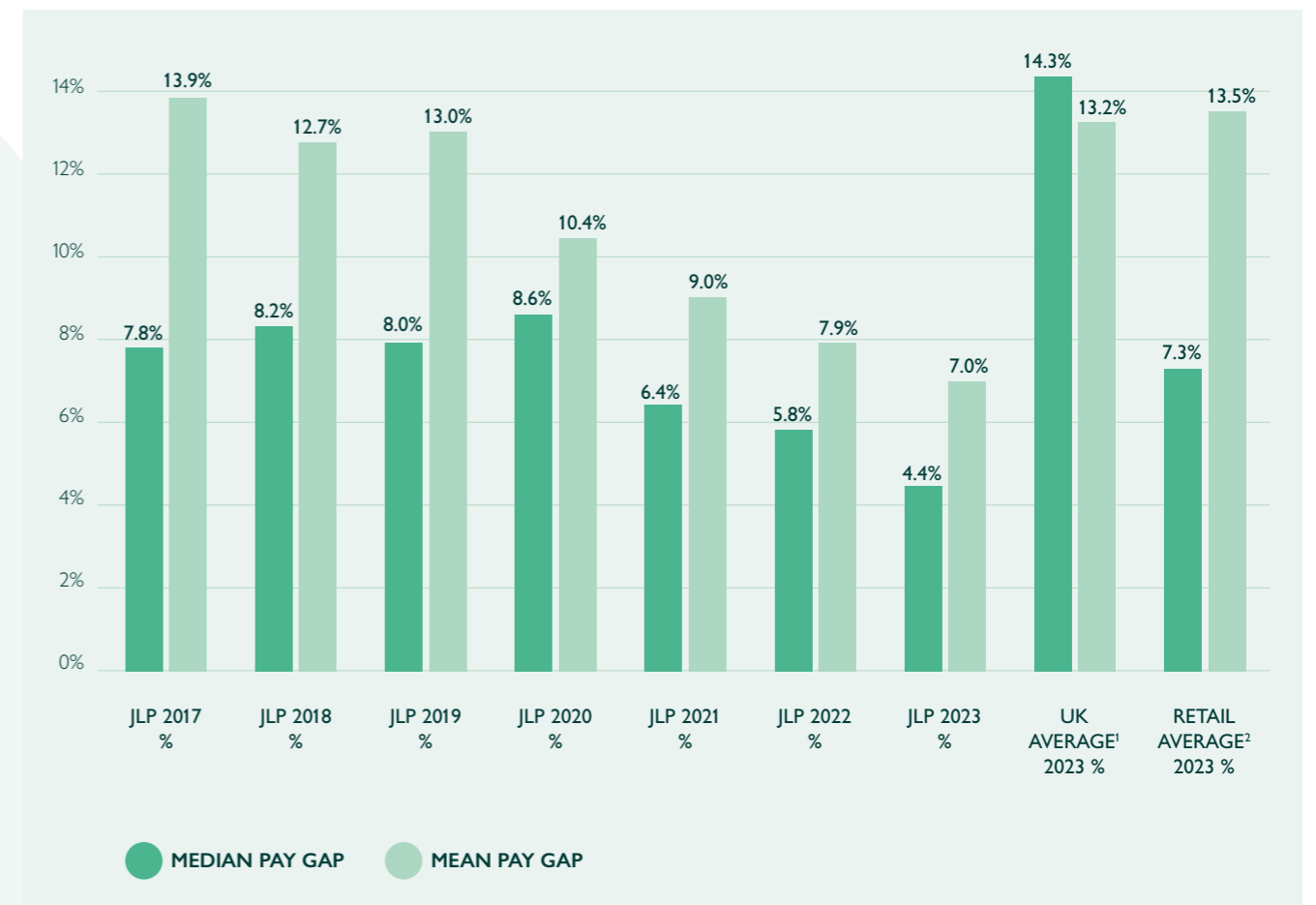
## Our gender pay gap

**Gender Pay Gap: 4.4%** (2023 median)

	JLP 2023	JLP 2022	JLP 2021	JLP 2020	JLP 2019	JLP 2018	JLP 2017	UK AVERAGE <sup>1</sup> 2023	RETAIL AVERAGE <sup>2</sup> 2023
<b>MEDIAN PAY GAP</b>	4.4%	5.8%	6.4%	8.6%	8.0%	8.2%	7.8%	14.3%	7.3%
<b>MEAN PAY GAP</b>	7.0%	7.9%	9.0%	10.4%	13.0%	12.7%	13.9%	13.2%	13.5%

<sup>1</sup> Office for National Statistics provisional 2023 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures. Data taken from the reports in November 2023 [www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables)

<sup>2</sup> Office for National Statistics provisional 2023 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures. Data taken from the reports in November 2023 [www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables)

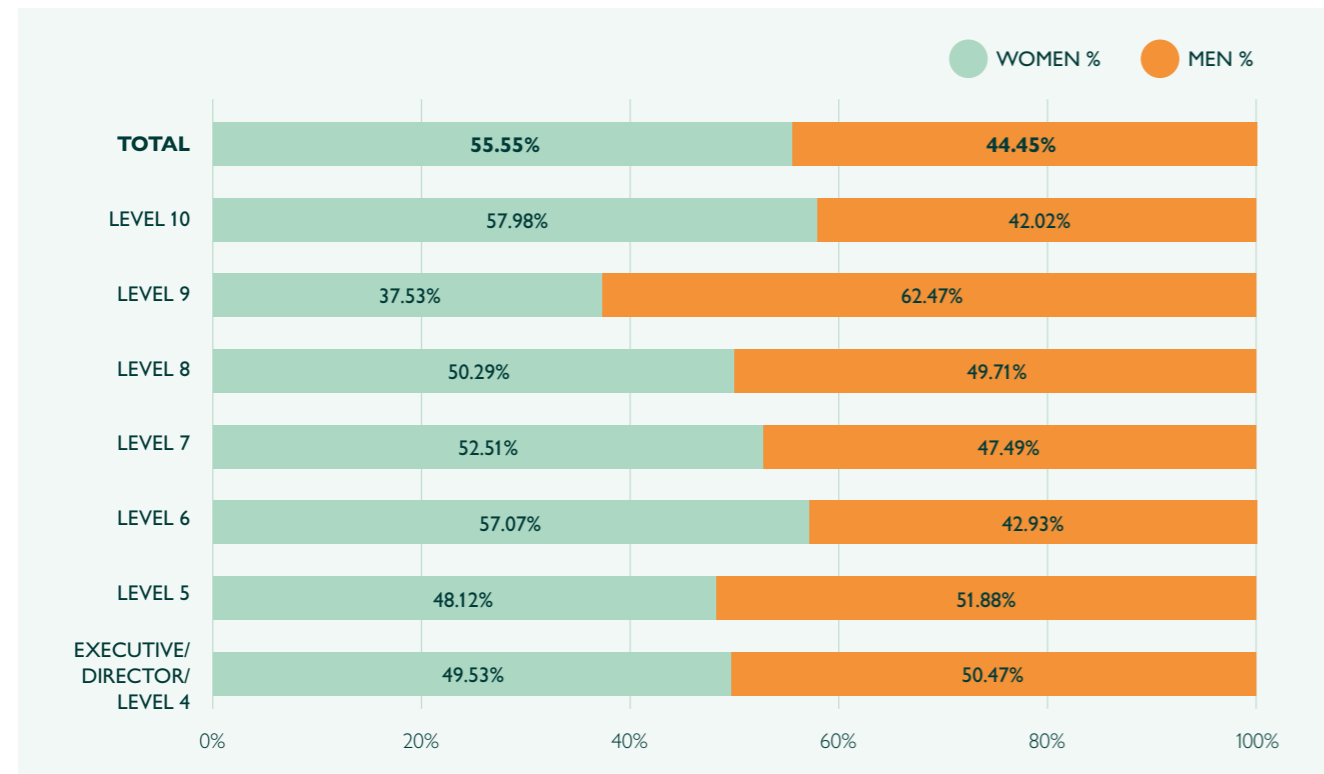


### Gender by Partnership level

LEVEL	WOMEN %	MEN %
EXECUTIVE/DIRECTOR/ LEVEL 4	49.53%	50.47%
LEVEL 5	48.12%	51.88%
LEVEL 6	57.07%	42.93%
LEVEL 7	52.51%	47.49%
LEVEL 8	50.29%	49.71%
LEVEL 9	37.53%	62.47%
LEVEL 10	57.98%	42.02%
<b>TOTAL</b>	<b>55.55%</b>	<b>44.45%</b>

#### How do we define levels?

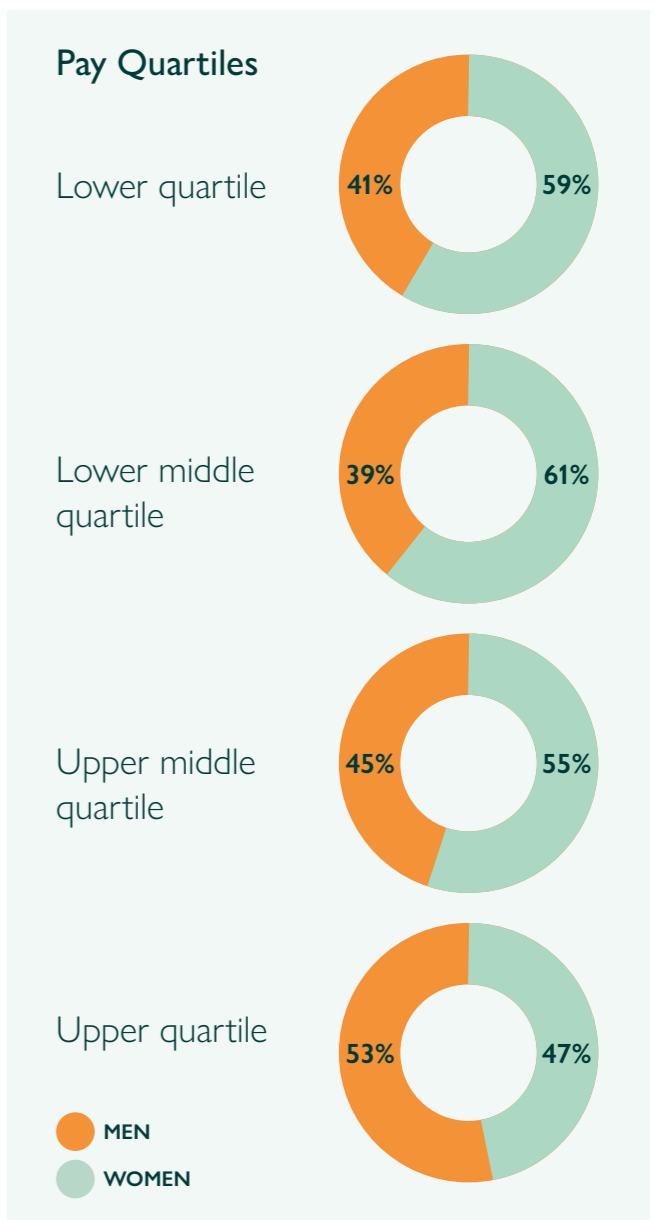
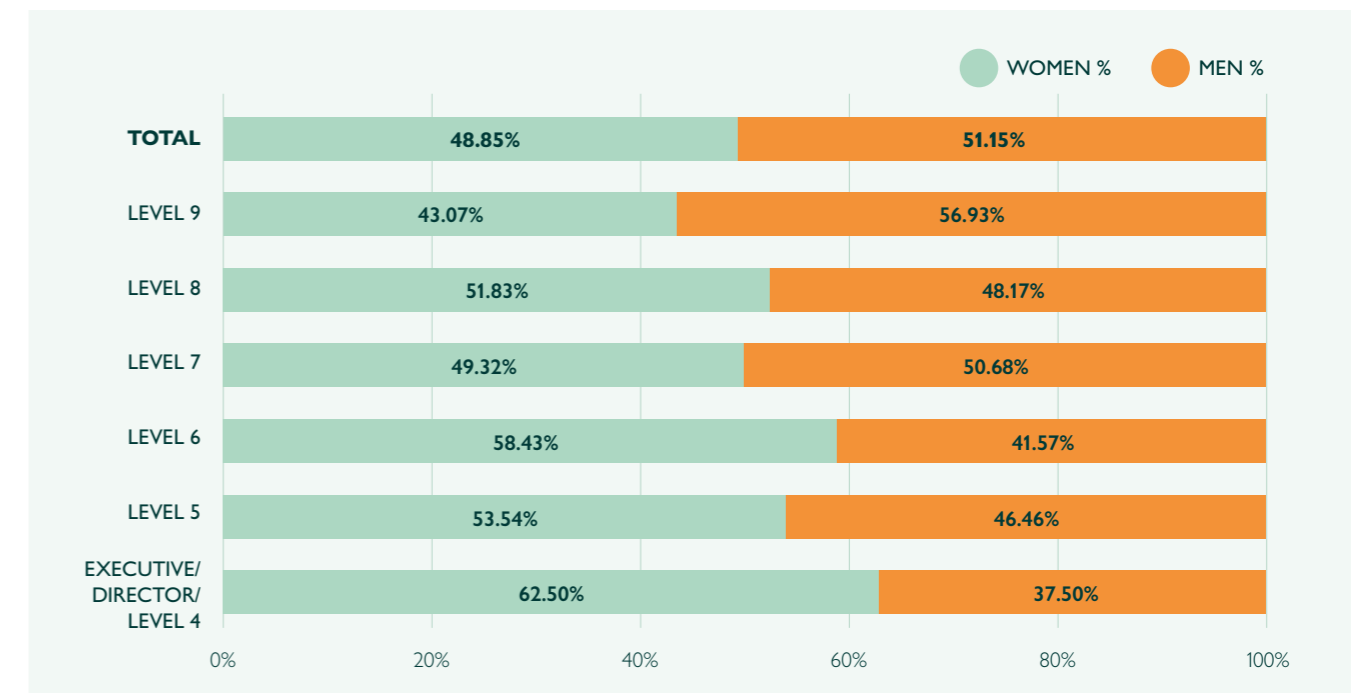
Job levelling enables different jobs to be measured based on their relative scale, impact and size and allows us to compare job levels in all different industry sectors in our business. We look at every individual role and not the person in the role to determine a level from Executive to 10 and consider 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 benefit to career development and progression.



### Percentage of Partners promoted into new level by gender

LEVEL*	WOMEN %	MEN %
EXECUTIVE/DIRECTOR/ LEVEL 4	62.50%	37.50%
LEVEL 5	53.54%	46.46%
LEVEL 6	58.43%	41.57%
LEVEL 7	49.32%	50.68%
LEVEL 8	51.83%	48.17%
LEVEL 9	43.07%	56.93%
<b>TOTAL</b>	<b>48.85%</b>	<b>51.15%</b>

\*Level 10 Partners not represented, as the data shows the percentage of Partners getting promoted into a level and not from that level. We do not have anyone promoted into a Level 10 role as that is our lowest level.



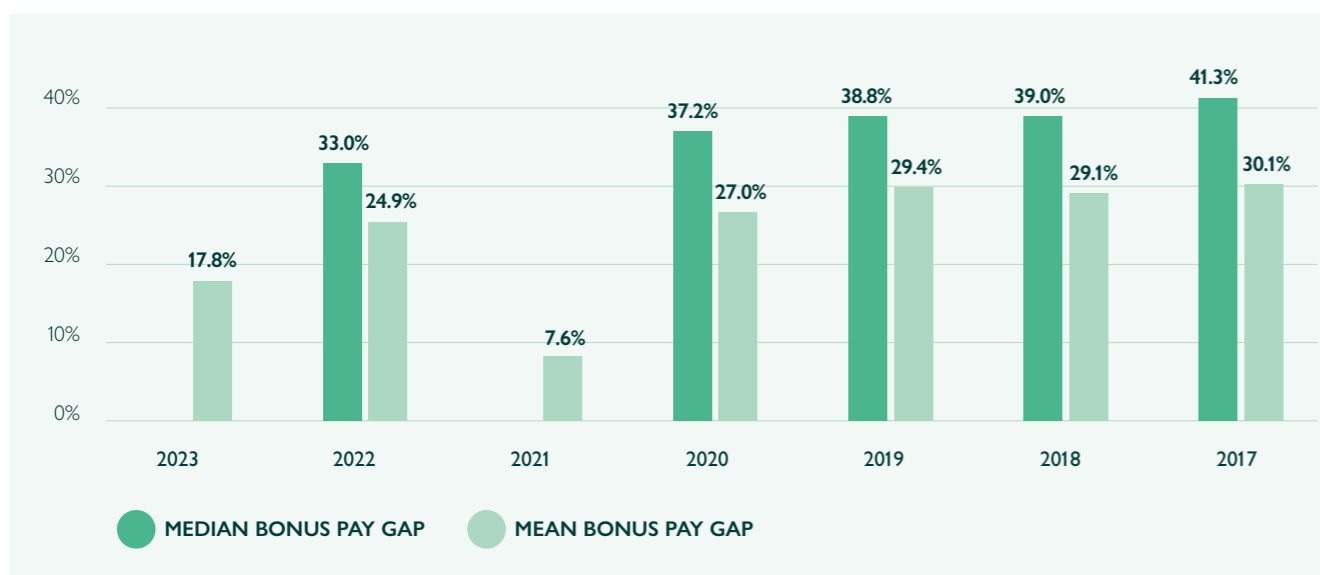
The proportion of male and female Partners who received a bonus

**Male: 9.1%**  
**Female: 8.6%**

Bonus pay gap

The Partnership did not pay a bonus in 2023 and so the bonus pay gap figures this year look a little different from 2022. The definition of bonus pay for the purposes of gender pay reporting includes any additional pay relating to profit sharing, productivity or performance, in the form of money or vouchers. This means that payments or awards we wouldn't normally describe as a bonus (but which we use to recognise outstanding contribution by our Partners) are included. These payments or awards are paid at a flat rate and are not influenced by the number of hours or pay that a Partner receives. This helps to explain why the mean gap has closed and there is no median bonus gap.

	2023	2022	2021	2020	2019	2018	2017
<b>MEDIAN BONUS PAY GAP</b>	0.0%	33%	0.0%	37.2%	38.8%	39.0%	41.3%
<b>MEAN BONUS PAY GAP</b>	17.8%	24.9%	7.6%	27.0%	29.4%	29.1%	30.1%



What is driving our gender pay gap?

Whilst we're delighted with the progress we've made this year, the underlying drivers of our gap continue to be:

- **Female Partners in Level 10 roles.** We have a large representation of female Partners in Level 10 roles, which are our lowest-paid positions.
- **Differences in gender representation in different job functions.** Our pay ranges are informed by the market and therefore differ by function as well as job level, meaning the gender split between functions also has an effect on our gender pay gap.
- **Premium pay for anti-social hours.** Gender pay gap calculations cover a number of other pay elements, which apply to some functions that may contain more of one gender than the other.

How are we closing our gender pay gap?

- **Promotions** – we have seen an increase in female Partners being promoted into Level 5, 6 and senior management roles.
- **Continued increase in our minimum rate of pay** – we now have more Partners on the same rate of pay for our entry-level roles rather than at different points in a pay range.

How will we continue to close the gap?

- After conducting listening sessions with working parents, we are dedicated to enhancing the opportunities available to them. We are proud to collaborate with the charity Working Families and engage in external benchmarking to identify areas for further improvement in our Partners' experiences.
- We will launch a new Carers network early in 2024. This network will provide support for all Partners with caring responsibilities, which should have a positive effect on working mothers within our organisation.
- We continue to look at our approach to pay strategy across all Partner levels and job types. We look at best market practice as well as fairness and transparency when making changes to our proposition.
- We are partnering with LEAD Network (Leading Executives Advancing Diversity), who offer support to attract, retain and advance women in the retail and consumer goods industry.
- Recruitment is one of the key areas of creating greater diversity in our organisation. We will be using an Inclusive Language tool to review our job adverts for biases that could attract or discourage different groups of applicants, including women.
- In our annual Partner Happiness Survey, we saw that women score higher than men in 'Growth' (e.g. Learning = my job enables me to learn and develop new skills; Mentoring = my people manager encourages and supports my development).



### Summary: Ethnicity

- This is the second year where we are solely using our current HR system to report on ethnicity, rather than supplementing missing details with data held in legacy systems (which is no longer readily available). As a result of this, our disclosure rate now stands at 75%; this is an increase on last year but not as high as former years where 95% of our data was complete. We continue to encourage our Partners to update their details so that we can provide a more accurate set of results.
- Ethnicity pay gap reporting remains a voluntary process. However, we are making changes to the way we report our data this year due to the introduction of new government guidance. We will be breaking down into further categories of ethnic minority populations for a more rounded picture of our ethnicity pay gaps. As this is the first year reporting in this way, we are unable to make an informed comparison with previous years, but moving forward, this type of data will be invaluable to help us identify any areas of concern.
- 13.2% of Partners have self-identified as being an ethnic minority, up on last year's figure of 9.89%.

### How do we calculate?

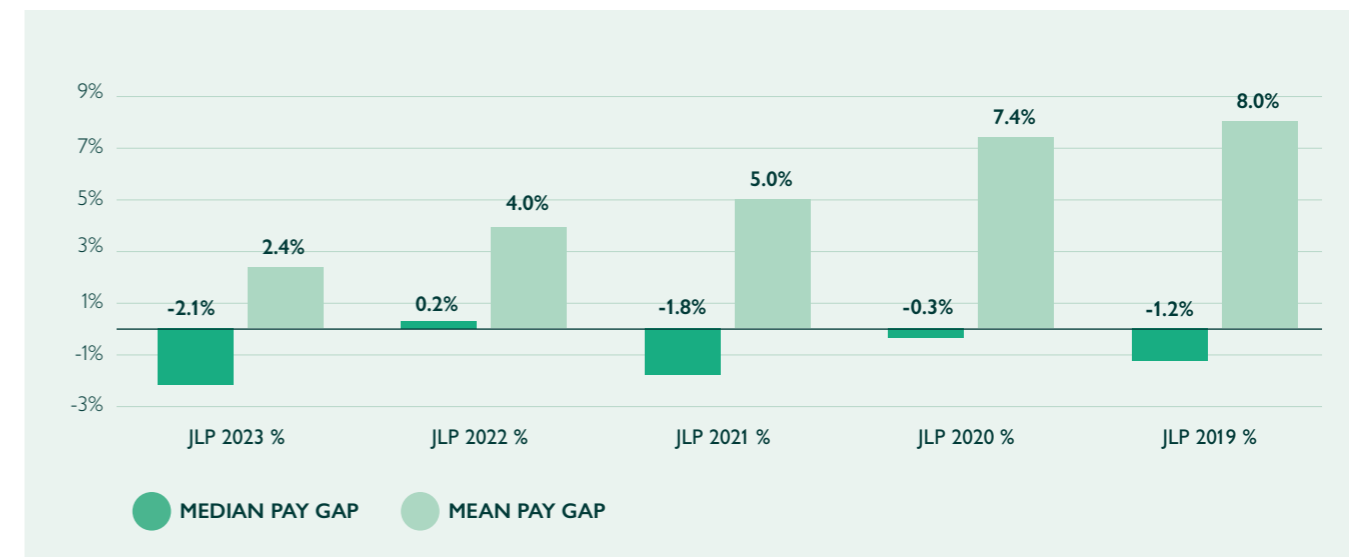
In the absence of any statutory formula for ethnicity pay gap reporting, which is available for gender pay gap reporting, we designed our own methodology and used data taken from over 67,000 Partners in the John Lewis Partnership in the calendar month of April 2023. Because of this, the data may not be comparable to future years, for example if mandatory ethnicity pay gap reporting is introduced by the government.

Unlike in previous years where we have reported our figures based on ethnic minority and white, we are now able to break this down into further categories to provide a more detailed picture of pay gaps within our ethnic minority representation.

### Our ethnicity pay gap (white vs ethnic minority)

## Ethnicity Pay Gap: -2.1% (2023 median)

	JLP 2023	JLP 2022	JLP 2021	JLP 2020	JLP 2019
MEDIAN PAY GAP	-2.1%	0.2%	-1.8%	-0.3%	-1.2%
MEAN PAY GAP	2.4%	4.0%	5.0%	7.4%	8.0%

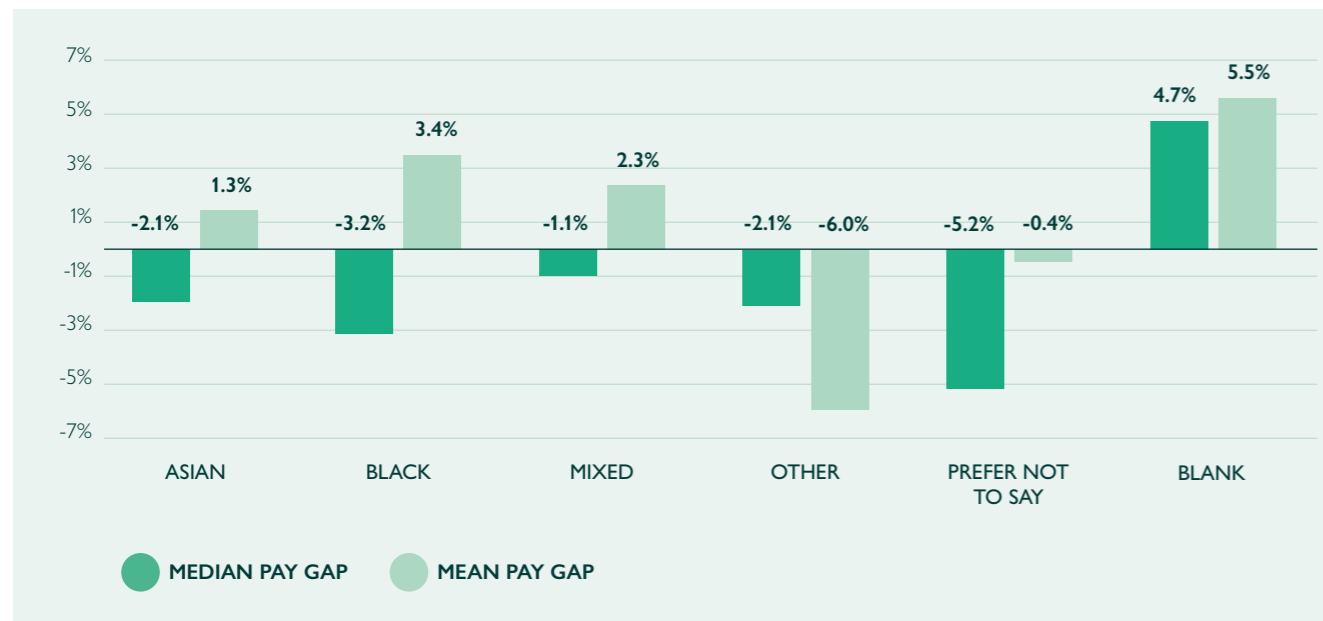




Our ethnicity pay gap (white vs each grouping)

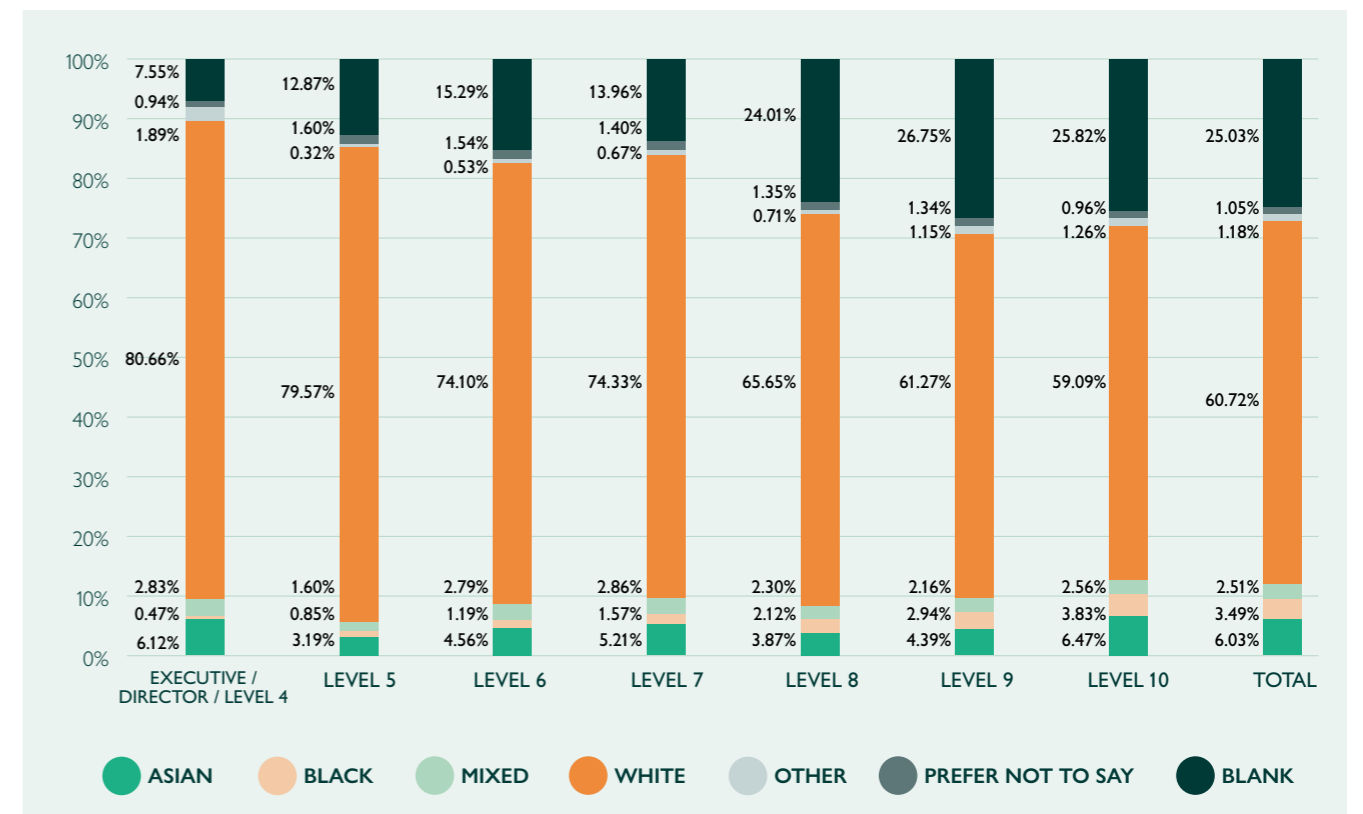
**Asian Pay Gap: -2.1%**  
**Black Pay Gap: -3.2%**  
**Mixed Pay Gap: -1.1%**  
**Other Pay Gap: -2.1%**  
 (2023 medians)

	ASIAN	BLACK	MIXED	OTHER	PREFER NOT TO SAY	BLANK
MEDIAN PAY GAP	-2.1%	-3.2%	-1.1%	-2.1%	-5.2%	4.7%
MEAN PAY GAP	1.3%	3.4%	2.3%	-6.0%	-0.4%	5.5%



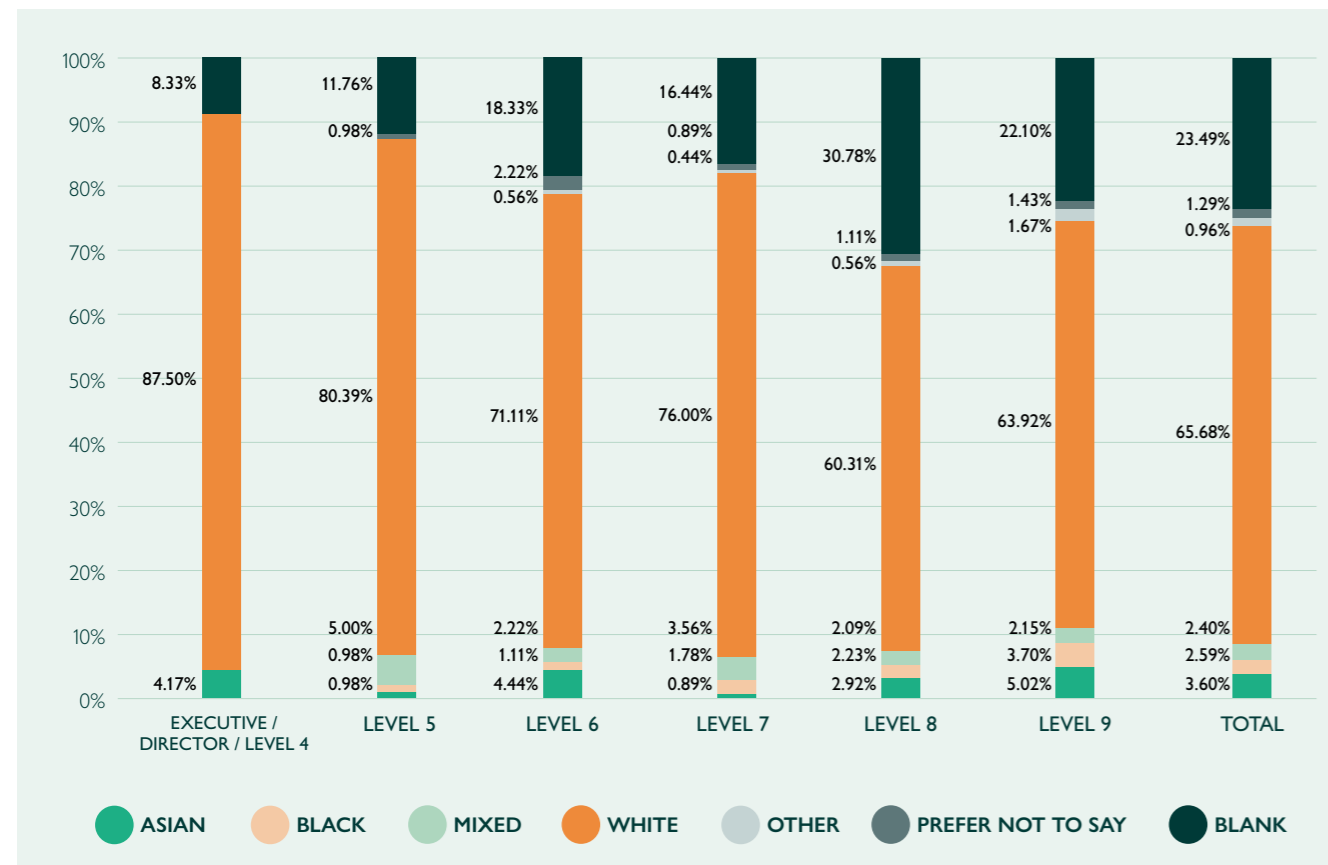
Ethnicity by level

LEVEL	ASIAN	BLACK	MIXED	WHITE	OTHER	PREFER NOT TO SAY	BLANK
EXECUTIVE / DIRECTOR / LEVEL 4	6.12%	0.47%	2.83%	80.66%	1.89%	0.94%	7.55%
LEVEL 5	3.19%	0.85%	1.60%	79.57%	0.32%	1.6%	12.87%
LEVEL 6	4.56%	1.19%	2.79%	74.10%	0.53%	1.54%	15.29%
LEVEL 7	5.21%	1.57%	2.86%	74.33%	0.67%	1.4%	13.96%
LEVEL 8	3.87%	2.12%	2.30%	65.65%	0.71%	1.35%	24.01%
LEVEL 9	4.39%	2.94%	2.16%	61.27%	1.15%	1.34%	26.75%
LEVEL 10	6.47%	3.83%	2.56%	59.09%	1.26%	0.96%	25.82%
<b>TOTAL</b>	<b>6.03%</b>	<b>3.49%</b>	<b>2.51%</b>	<b>60.72%</b>	<b>1.18%</b>	<b>1.05%</b>	<b>25.03%</b>



Percentage of Partners promoted into new level by ethnicity

LEVEL*	ASIAN	BLACK	MIXED	WHITE	OTHER	PREFER NOT TO SAY	BLANK
EXECUTIVE / DIRECTOR/ LEVEL 4	4.17%	0.00%	0.00%	87.50%	0.00%	0.00%	8.33%
LEVEL 5	0.98%	0.98%	5.0%	80.39%	0.00%	0.98%	11.76%
LEVEL 6	4.44%	1.11%	2.22%	71.11%	0.56%	2.22%	18.33%
LEVEL 7	0.89%	1.78%	3.56%	76.00%	0.44%	0.89%	16.44%
LEVEL 8	2.92%	2.23%	2.09%	60.31%	0.56%	1.11%	30.78%
LEVEL 9	5.02%	3.70%	2.15%	63.92%	1.67%	1.43%	22.10%
<b>TOTAL</b>	<b>3.60%</b>	<b>2.59%</b>	<b>2.40%</b>	<b>65.68%</b>	<b>0.96%</b>	<b>1.29%</b>	<b>23.49%</b>



What is driving our ethnicity pay gap?

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 with stores and customer fulfilment centres within the M25, 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. We have a minus figure for all our ethnic minority median pay gaps because median pay for ethnic minority Partners is higher than that for Partners not from ethnic minority backgrounds, as a result of this demographic impact. There are some mean pay gaps in the different categories which we will continue to monitor, especially now we are able to look at this data in more detail and track them in future years. Overall, when we look at the year-on-year calculations, we are pleased to see that the mean ethnicity pay gap continues to close (although we are unable to make a direct comparison with previous years due to the differing data sets used).

What we are doing to close our ethnicity gap?

We know there is more we need to do to reduce our mean ethnicity pay gaps:

- We were pleased to announce that in February we launched a Career Confidence Programme, scheduled to run for 15 weeks. This comprehensive programme is specifically designed for individuals at levels 9, 8, and 7 who hold managerial positions, aiming to enhance their skills and boost their confidence in the workplace. Through this programme, participants will gain access to valuable tools and information that will enable them to create a strategic action plan and determine the necessary steps for their future professional growth.
- We are also excited to share that during 2024, we will be implementing a progression programme focused on fostering opportunities for the career development of individuals at levels 5 and 6. This initiative specifically targets ethnically diverse Partners, with the ultimate goal of improving representation at levels 1 to 4 within our organisation.

\*Level 10 Partners not represented as the data shows the percentage of Partners getting promoted into a level and not from that level. We do not have anyone promoted into a Level 10 role as that is our lowest level.

THREE strands of pay gap reporting continued

Summary: Age

- Our Level 9 and 10 Partners remain the most evenly represented across all generations.
- Promotions into specialist and management roles continue to be most concentrated in the 26–55 age bracket.

Level 10 roles:

**16–25: 28.30%**  
**26–35: 12.73%**  
**36–45: 12.93%**  
**46–55: 18.52%**  
**56+: 27.52%**

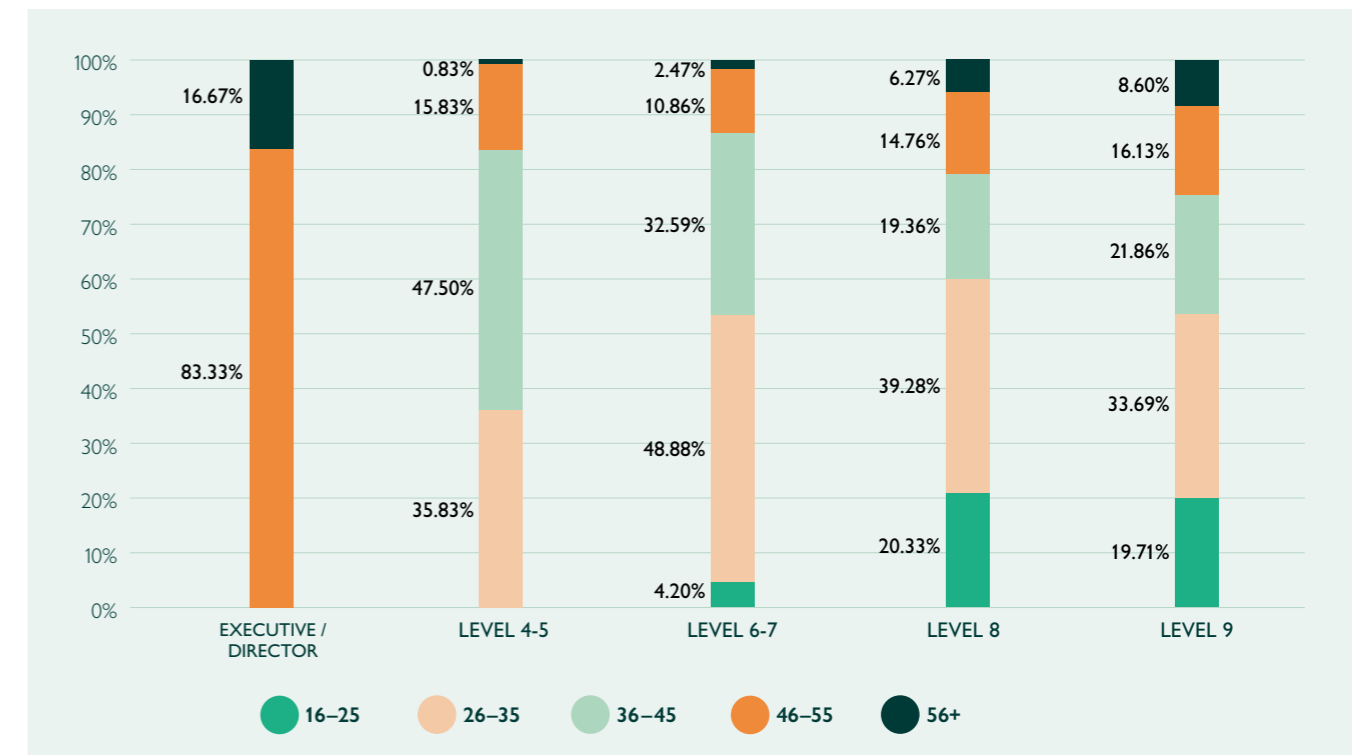
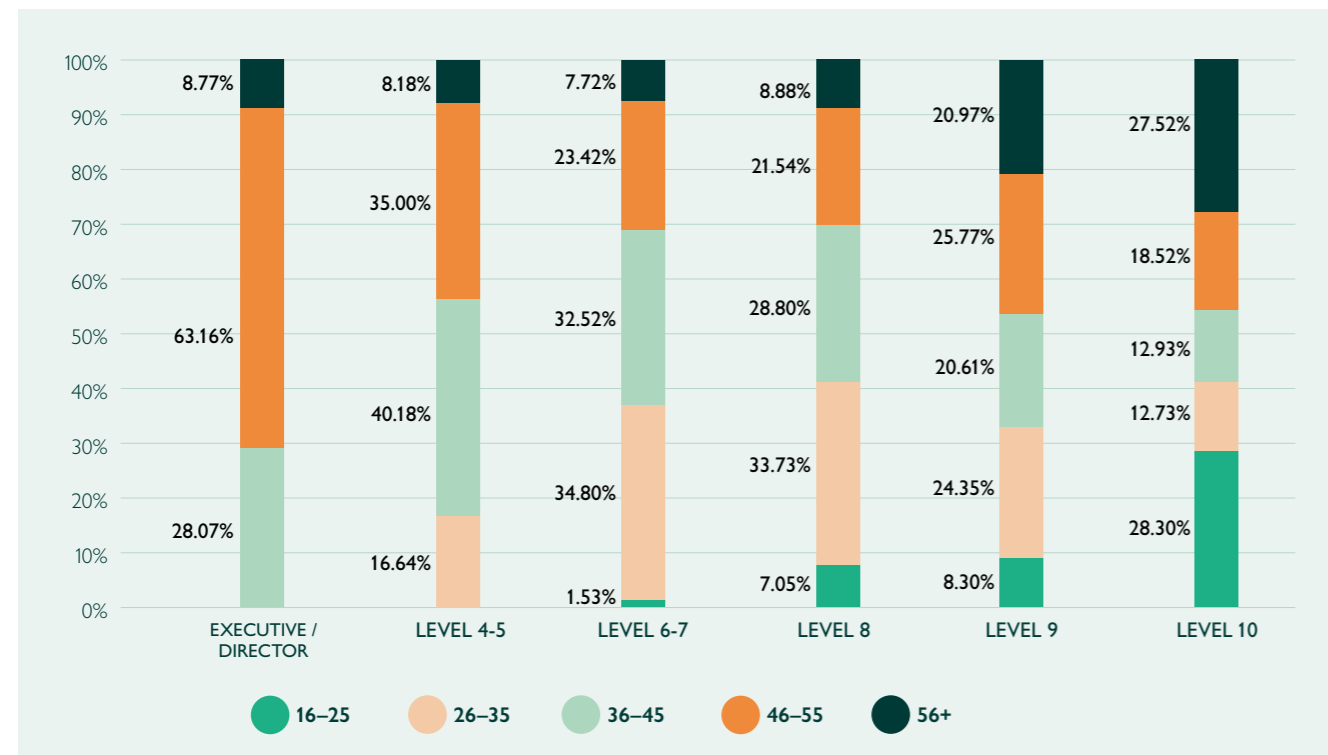
Age breakdown by level

LEVEL	16–25	26–35	36–45	46–55	56+
EXECUTIVE / DIRECTOR	0.00%	0.00%	28.07%	63.16%	8.77%
LEVEL 4-5	0.00%	16.64%	40.18%	35.00%	8.18%
LEVEL 6-7	1.53%	34.80%	32.52%	23.42%	7.72%
LEVEL 8	7.05%	33.73%	28.80%	21.54%	8.88%
LEVEL 9	8.30%	24.35%	20.61%	25.77%	20.97%
LEVEL 10	28.30%	12.73%	12.93%	18.52%	27.52%

Percentage of Partners promoted into new level by age

\*Level 10 Partners not represented as the data shows the percentage of Partners getting promoted into a level and not from that level. We do not have anyone promoted into a Level 10 role as that is our lowest level.

LEVEL*	16–25	26–35	36–45	46–55	56+
EXECUTIVE / DIRECTOR	0.00%	0.00%	0.00%	83.33%	16.67%
LEVEL 4-5	0.00%	35.83%	47.50%	15.83%	0.83%
LEVEL 6-7	4.20%	48.88%	32.59%	10.86%	2.47%
LEVEL 8	20.33%	39.28%	19.36%	14.76%	6.27%
LEVEL 9	19.71%	33.69%	21.86%	16.13%	8.60%



# FOUR ways to learn about inclusion

## 1. #IamRemarkable

This is a two-hour workshop which helps Partners to address cultural and social norms, as well as confidence issues, which can prevent us from recognising our own remarkable skills and qualities. In partnership with Google, #IAR has grown from its original aim of empowering women, to driving empowerment of all under-represented groups. We're seeing benefits within individuals' confidence and in Partners challenging social perceptions around self-promotion. The course teaches the importance of self-promotion in both a Partner's personal and professional life.

**'It really helped me to focus on highlighting my achievements, whereas maybe before I would feel a bit uncomfortable or as if I was bragging, or attribute it to a team success rather than my individual contribution.'**

**Jenny**  
Digital Product Lead



## 2. Oneplace Learning

Partners can also access a range of learning tools using the Workday and Oneplace platforms. Topics include inclusive language and respect at work, through to more specific learning on responding to microaggressions at work and unconscious bias. We're also able to offer various formats including activities, videos and podcasts, allowing Partners to access when and how it suits them. Workday provides recommendations and suggestions and Oneplace has 'focus on...' pages which include other resources and further context on topics such as neurodiversity and inclusion.

## 3. Cultural Intelligence

Inclusive leadership is key to unlocking the potential of Partners and creating a more collaborative and productive Partnership. By embracing diversity and promoting difference, we can benefit from a more engaged, creative team who bring their whole selves to work. We've offered over 3,000 spaces for leaders to attend our Cultural Intelligence programme, a one-day workshop which strengthens leaders' cultural competence and ability to create inclusive teams.

**'I found the course an interactive and thought provoking day with input from leaders across the business. I was able to consider what I could do differently in my leadership style and left with lots of ideas and practical takeaways.'**

**Louise**  
Waitrose Branch Manager



## 4. The Living Leader

The Living Leader is a three-day personal leadership programme offered to over 2,800 leaders. It helps Partners find their authentic leadership style and foster responsibility in others, two key elements of creating an inclusive team.

**'A really interesting and inspiring course, which made me reflect on my leadership style and what changes I can make to become an inspirational leader.'**

**Amy**  
Brand Experience Manager



# FIVE key stakeholders

## 1. PiPs forum

Since May 2023, our network for LGBTQIA+ Partners and allies, Pride in the Partnership (PiPs), has been trialling a new forum to elevate members' voices. Five elected representatives from our network take part in open and honest conversations in a safe space, sharing the views and sentiment of their constituents with senior leaders. The trial will run until January 2025.

## 2. UNITY forum

The UNITY network is our Partnership network for black, Asian and ethnically diverse Partners and allies. Views of members are represented by a formal forum of five elected representatives. The forum aims to improve future prospects for ethnically diverse Partners. Whilst also delivering a sense of belonging and a voice for UNITY's diverse population, they support the business to engage effectively with Partners.

## 3. U25 Council Advisors

In an experiment for one term, Partnership Council invited Partners aged 25 years old and under (U25) to join as Council Advisors, representing the views of younger Partners who are currently under-represented within Council. One of the three advisors, Jess, Product Specialist, says:

**'I strongly believe that age should never be a barrier to success. Giving opportunities to all age groups is vital to ensuring we're as inclusive and diverse as possible.'**

## 4. D&I Customer Accountability Group

The group's role is to agree inclusive, customer-facing propositions across our three key priorities: representation, celebration and inclusive product ranges. We formed the new Customer Accountability Group in October 2023, made up of Partners from our Commercial, Brand, Customer, Data & Insight, External Communications and D&I teams. They meet every two months to focus on specific priorities and gather insight from external guests and key stakeholders. Jillian, D&I Manager and Chair of the group, says:

**'It's important that we create an inclusive experience for our customers, as well as our Partners. This is the first time we're coming together to focus on our strategic customer priorities and our work will drive us towards becoming the UK's most inclusive retailer for our customers.'**

## 5. Diversity, Equity & Inclusion Committee

This Committee launched in 2023 and met for the first time in September. It focuses on diversity, equity and inclusion on behalf of the Partnership Council, working closely with the D&I team as a trusted sounding board. Their role is to inform, influence and support decision making, gathering opinion to help make sure the Partner view is understood. The Committee directs matters to the wider Council where they feel it necessary and help Councillors to understand and debate our D&I and inclusion proposition.



# SIX happiness insights

Our Happiness Survey ran from 22 March to 12 April 2023 and is an important part of us hearing Partner voice, which is core to our democratic principles. Our Partnership-wide online survey measures how Partners feel about their roles in the business. This includes their contribution to our success and their experiences of D&I, health and wellbeing, and transformation and change in the Partnership. The D&I score relates to the Partnership's efforts in supporting D&I. There is a separate Inclusiveness score, which focuses on the extent to which Partners experience a sense of belonging and can be themselves.

- 1.** The survey received over 9,000 D&I-related Partner comments, which we reviewed against our priorities to make sure we're responding to Partners' needs.
- 2.** Engagement scores for ethnically diverse Partners were above the Partnership's score overall. They were most satisfied with the recognition, reward, strategy, environment and growth drivers. However, scores for D&I and inclusiveness questions were lowest with ethnically diverse Partners. We'll be holding listening sessions with Partners from an ethnically diverse background in 2024 to understand why.
- 3.** Our analysis showed that shops most satisfied with D&I and inclusiveness in the Happiness Survey also had the best customer satisfaction scores. This suggests that being more inclusive has a positive impact on customer satisfaction in both Waitrose and John Lewis which supports being distinctively us.
- 4.** Overall engagement scores for leaders who have been on the Cultural Intelligence learning programme were higher when compared to the Partnership overall. This highlights the importance of these programmes and the positive impact they can have on leaders and their teams. Going forward, we'll look to understand whether it has a similar impact on their team's scores.
- 5.** Out of all business areas, John Lewis contact centres received the highest scores for D&I and inclusiveness. We'll look to understand how this can be replicated across all areas of the business.
- 6.** There is very little variation in D&I and inclusiveness satisfaction scores by age demographic. However, we do see higher satisfaction at each end of the age spectrum – Partners aged 20 and under and 65-plus. This suggests that we are age-inclusive.



# SEVEN Partner stories

**Del**  
Waitrose Regional Manager  
– Career Progression

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“I’ve been a Partner for 23 years and alongside my day job I’ve held various roles in the UNITY network, including my current role of Chair of our network forum. I look back so positively on times where leaders have helped me navigate my career. This has inspired me to be a mentor and help raise awareness of programmes we offer to help with confidence and progression.

“I’ve previously found it harder to align to role models from an ethnically diverse background and it makes me incredibly happy to hear about our newest progression programme to help with just that. I’m always humbled by the number of Partners who either want to know or do more when it comes to understanding and celebrating our diverse cultures within the Partnership. There are real opportunities to further connect with our diverse customer base and I’m really excited to see how we grow as a business in this space!”

**‘I look back so positively on times where leaders have helped me navigate my career. This has inspired me to be a mentor and help raise awareness of programmes we offer to help with confidence and progression.’**



**Lucy**  
Junior Copywriter  
– Inclusive Communications

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“As part of my inclusion work, I’m a member of the Ability network and test the use of captions and British Sign Language (BSL) at Partnership Council. I also facilitate deaf awareness training and write about being profoundly deaf in our internal and external publications.

“For me, the Partnership has been great with the big things, such as providing communication support and flexible working, but it’s about the little things too. Like a colleague offering to swap desks for better lipreading conditions, or another asking if I’d like tea in BSL.

“I’m proud of the work I do to help increase deaf awareness!”



**Donna**  
John Lewis Operations Partner  
– Black History Month exhibition

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“I got involved with inclusion work because I wanted to inspire Partners to make positive changes. I have worked in numerous groups, including the Partner Engagement Group, the UNITY network and the Black Partner Advisory Group, and I’m now a forum representative for the UNITY network. A highlight for me was helping to organise the Black History Month exhibition 2023 in our Oxford Street shop. By getting involved in this work, I’ve connected with some amazing Partners and it’s given me another purpose at work.”

**‘By getting involved in this work, I’ve connected with some amazing Partners and it’s given me another purpose at work.’**

**Hannah**  
Waitrose Branch Manager  
– Equal Parenthood Leave

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“In 2023, I was fortunate enough to spend 17 weeks with my family on parental leave. My wife and I welcomed our second child and it was a really different experience from our first. After four weeks, she was taken into hospital due to a health scare and it meant I could be there to look after my children without worrying about work. Once she was better, we were able to spend quality family time and the bond I created with my children was incredible!

“This equal parental leave policy supports our ambition to be the most inclusive business and separates us from our competitors. We should never lose what makes us different!”

### Sean

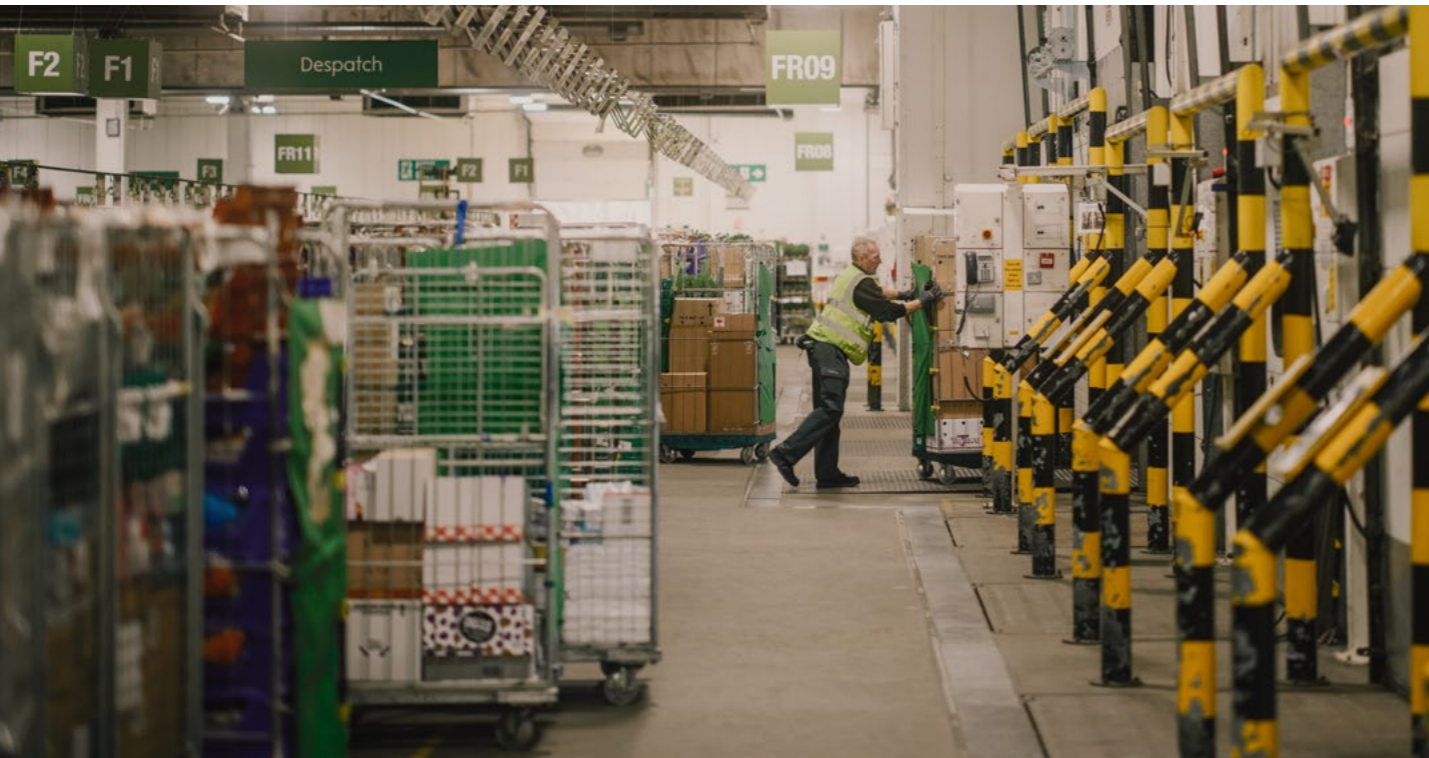
Distribution Support Manager – Using personal experiences to drive inclusion

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“Since starting my role in June 2023, we’ve run local events that aim to communicate, celebrate and educate our Partners around D&I. We’ve also led several campaigns including supporting neurodiverse Partners, ear health and hearing loss awareness, and East and Southeast Asian Heritage Month.

“D&I for me personally is an important topic as I have a hidden disability. There have been times during my career where I’ve been disadvantaged or judged because, whilst my disability is not obvious, I might find a physical task or action difficult compared with my colleagues. The Partnership has supported me to speak up about my disability and I’m now able to help others do the same.”

**‘I might find a physical task or action difficult compared with my colleagues. The Partnership has supported me to speak up about my disability and I’m now able to help others do the same.’**



### Kishan

Home Services Trainer – Baby Loss Awareness Week

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“I lead the Pregnancy & Child Loss peer support group, which is a safe space for Partners who have experienced loss of a child, during pregnancy or infancy. Unfortunately, hundreds of people suffer baby loss each day and it’s a difficult and emotional experience.

“Baby Loss Awareness Week (BLAW) runs every year from 9 to 15 October and this year we marked it by planting a memorial tree at Odney, which was incredibly special. This tree will provide a space for Partners to visit and remember those pregnancies and babies lost too soon.”



### James

Central Office – Support from people managers

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“Neurodiversity awareness is important because it allows managers to understand and adapt their leadership style for Partners who process information differently. I’ve benefited from a highly empathetic manager who’s put my wellbeing first and simplified information for me.

“I’ve had challenges around my mental health due to my condition so my manager encouraged me to use a coach. This has allowed me to grow my confidence and skills and enabled me to help others.”





# EIGHT reasons to celebrate

## 1. Receiving external recognition

### Partnership recognised with Working Dads Employer award

In June 2023, the Partnership brought home the Leadership and Culture Award from the Working Dads Employer Awards, which made us extremely proud! These awards were set up to celebrate and recognise employers that are carrying out great work to support working dads.

Standouts for us in this area are our equal parenthood policy, especially when compared with other businesses. The Working Parents network and the Dad Club (a Working Parents network peer support group) have also played an important part in embedding the family-friendly culture of the Partnership.

### FTSE Women Leaders

The FTSE Women Leaders Review is the independent, business-led framework supported by the government. Recommendations were made by them to improve the representation of women in leadership teams and on boards. The scope of the review was extended beyond FTSE 350 companies to include the largest 50 private companies in the UK by sales in the 2022/2023 review, which meant we were able to participate by submitting our data. In 2023, we were delighted to be ranked first, against 50 of the largest private companies in the UK. We were also ranked first across the retail sector in their FTSE 350 and Top 50 Private Companies sector analysis.

### JLP named Fostering Friendly Employer of the Year

In October 2023, we won Fostering Friendly Employer of the Year at the Fostering Excellence Awards. We were thrilled to be called an 'exceptional supporter' of the fostering community. Earlier in 2023, we also became the largest organisation to receive Fostering Friendly Employer accreditation by The Fostering Network.

After working closely with leading national charity Kinship, we announced the expansion of our foster leave policy to include kinship carers. Kinship care is when a child lives full-time or most of the time with a relative or close family friend, usually because their parents aren't able to care for them. Kinship carers now have the opportunity to take up to one week's paid leave, pro-rated within a 12-month rolling period.



## 2. Supporting Black Pound Day and Black History Month in John Lewis shops

Black Pound Day was founded by Swiss, a UK music artist and member of So Solid Crew. It encourages customers to make a conscious decision to support local black-owned businesses on the first Saturday of each month.

In October 2023, Swiss brought together 22 black-owned brands for a Black Pound Day pop-up shop at John Lewis Stratford. The selection included home products through to beauty and supported the shop's Black History Month celebrations.

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**'Stratford has a diverse local community and through this collaboration we were able to better meet their needs. We were also able to support black-owned businesses through selling their products. We had extremely positive feedback from customers, and Partners have expressed their pride in working in a shop that embraces D&I in this way.'**



**Marc**  
John Lewis shops



### 3. Transitioning at work policy and pronoun badges

We recognise it may be a big step for a Partner to share that they're considering transitioning at work or being open about a different gender identity.

We want to be able to offer the best support possible and consistency in our approach and guidance, so that all trans and non-binary Partners feel supported and welcome in the Partnership. Like other businesses, in December 2023 we launched the trans and non-binary inclusion policy, guidance and learning materials for Partners transitioning at work, their managers and colleagues.

In 2023, we also announced that Partners could order a name badge with their chosen pronouns.



### 4. Bullying, discrimination and harassment policy and 'It's never banter' video

In April 2023, our new film, 'It's never banter', was launched to raise awareness of what could be perceived as bullying, discrimination and harassment in the workplace.

By using the voices of our Partners, we shared some of the everyday experiences we could encounter, while creating a collective understanding of unacceptable behaviours.

The video was launched alongside the publication of our updated policy on bullying, discrimination and harassment and changes made to reflect Partner feedback.



**'Whilst the intended message was to highlight those words and behaviours that are not acceptable, it also encouraged Partners to ask others about their heritage, culture and traditions.'**

Jayesh  
John Lewis Selling Partner



### 5. Celebrating inclusion at John Lewis Norwich

As part of our Pride Month celebrations in June 2023, we hosted our first 'In Conversation with John Lewis Norwich' evening. This was an informal customer and Partner focus group with members from the LGBTQIA+ community. Due to its success, we organised another event in October for Black History Month.

Some of the actions put in place from our first focus group include:

- changing our opening and closing customer tannoy messages in the Norwich shop to be more inclusive - in 2024, the shop is planning to introduce further tannoy announcements to mark a range of celebrations, faith-based festivals and holidays and days of recognition.
- introducing 'Safe Space' inclusivity posters at all main entrances to the shop.

We've celebrated, reached out to various groups and worked on events such as:

- hosting a pop-up shop in support of Norwich Pride in July 2023
- working with local faith- and non-faith-based groups that work to create a sense of community for ethnically diverse women in Norwich
- Organising a beauty and fashion evening for ethnically diverse women, with a further spring event booked for 2024.

In 2024, we're looking at how we can:

- make our shop more accessible for those who are neurodivergent or live with disabilities
- offer 'Sensitive Styling' sessions, which is an inclusive term for styling sessions for those recovering from an eating disorder or living with a disability, those who are transgender or carers who need additional support.



## 6. John Lewis Leicester celebrating Vaisakhi in April 2023

John Lewis Leicester operates in an ethnically diverse area and has a variety of communities from all walks of life. We established 'Making the Connection', which aims to reach the hearts and minds of these communities, with a focus on making a real connection with the customer.

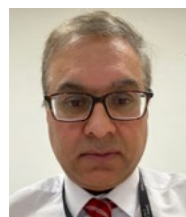
In April 2023, we made the connection with our Sikh community by appreciating and understanding Sikhism and celebrating Vaisakhi. The branch worked closely with the Gurdwara to develop this understanding which has been positively received. We hosted in-store events and attracted over 500 customers from all over the East and West Midlands who then shared their experiences on social media.

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**'Networking and developing relationships with external stakeholders is absolutely critical. These provide invaluable insight and advice and become our ambassadors, and without this engagement, 'Making the Connection' won't work.'**

**Bob**  
John Lewis shops



## 7. Raising awareness amongst Partners in Waitrose Hythe

We've been working hard to raise awareness of D&I amongst Partners locally. This includes giving care-experienced people interview practice and sharing some of their eye-opening journeys. Other conversations have included an energetic and informative chat around menopause. Partners shared their own stories of life both before and after hormone replacement therapy (HRT), breaking down myths and barriers.

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**'If even one Partner walks away able to make informed decisions about their own lives as a result of normalising taboo subjects, then we're making progress. Encouraging great conversations about subjects that carry risk or stigma in a safe environment is so important.'**

**Luke**  
Waitrose shops

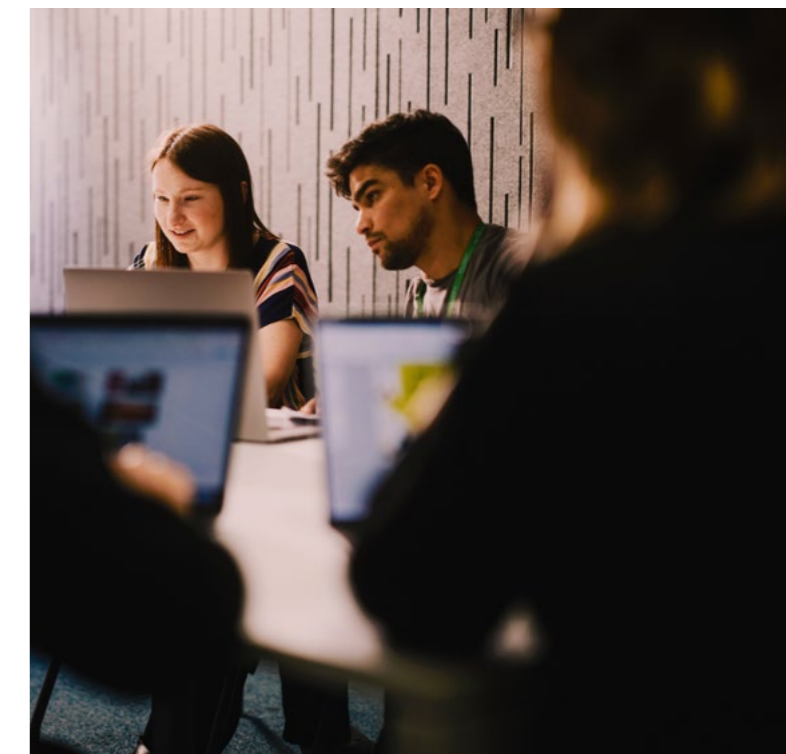
## 8. Piloting Digital Inclusion Learning

The pilot session for the Digital Inclusion course, led by the School of Service, was a big success. It was aimed at helping Partners overcome technology fears and promote digital literacy.

The session is interactive and includes hands-on activities and one-on-one guidance in a nurturing environment. It supports Partners to learn essential digital skills and build their confidence.

In developing this work, connections were made with the Ability and LinkAGES networks, ensuring there is a truly inclusive learning experience, and it has proven extremely rewarding for many.

The positive feedback from participants reaffirms the importance of this work, and we are making it part of our core learning offer in 2024 to support Partners in need of digital skills.



# NINE Partnership networks

## Ability

Helen and Phil  
(co-leads of the Ability network)

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“As part of our network vision, we champion ability and disability in everybody so we can be ourselves and feel included at work.

“In the past year, we’ve:

- collaborated with the Working Parents network and Autism Families Support Community to provide sessions offering a safe space to talk;
- worked with the Working Parents network to launch information on effective communication in a neurodiverse world;
- held virtual sessions on neurodiversity so Partners can have safe conversations and share experiences;
- hosted a Partner safety and discrimination session with the Director of Security & Central Operations. This raised awareness of reasonable adjustments in the workplace;
- held virtual and live sessions on neurodiversity with Distribution colleagues in Bracknell and Magna Park. We also supported monthly peer support sessions called ‘Let’s Talk Neurodiversity’, for the wider business;
- hosted an awareness session with Colostomy UK about stoma awareness;
- helped shape the introduction of video captions, transcripts and bionic reading for internal videos;
- influenced the introduction of British Sign Language at Partnership Council.

“Our focus in 2024 will be on mental health, deaf awareness, improving our Partner data on disability so we can provide better support, and marking Disability Pride.”

## Care Experience network

Michael and Sarah  
(co-leads of the Care Experience network)

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“This has been our network’s first year and what a year it’s been.

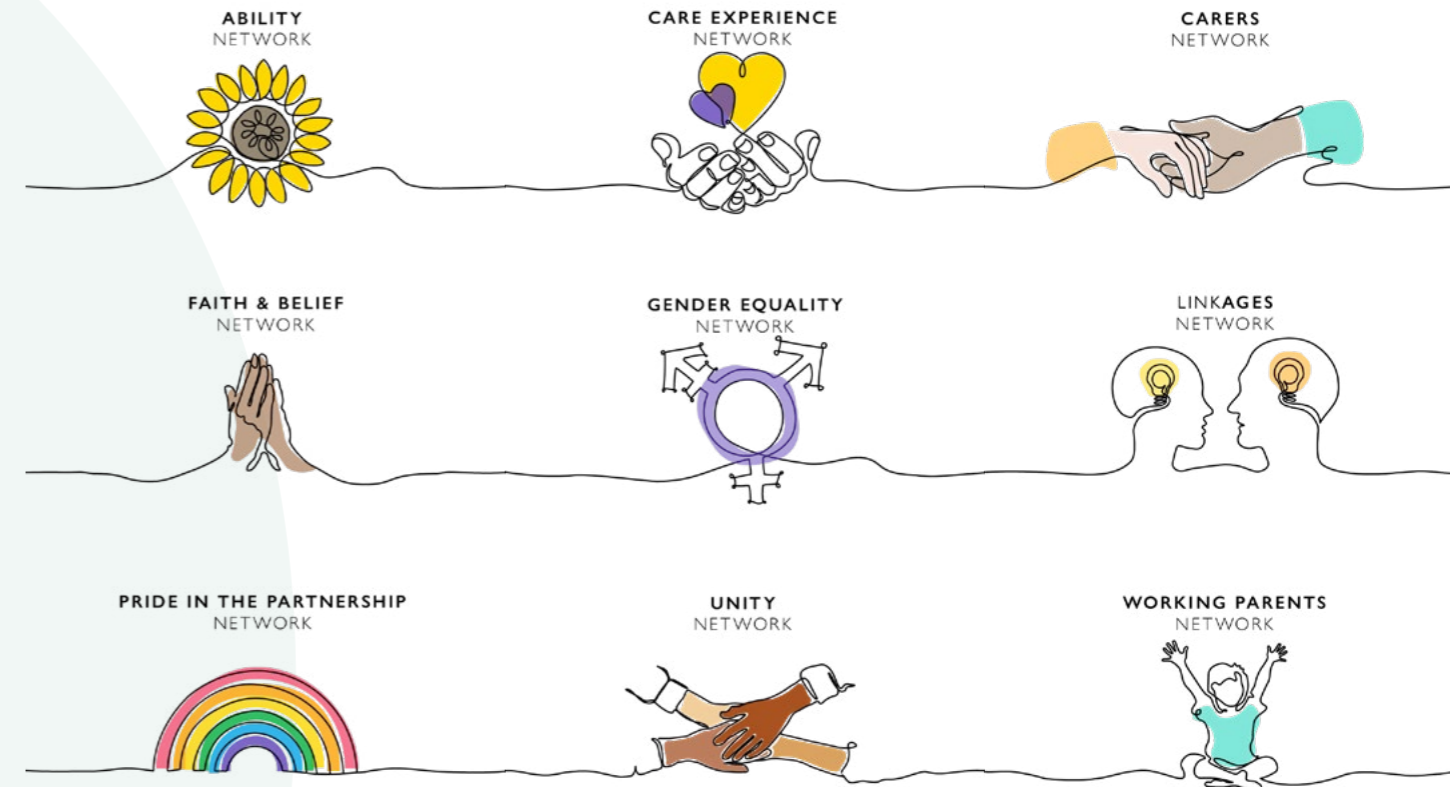
“Our highlights include:

- welcoming 11 Partners onto our committee;
- supporting the Building Happier Futures Advisory Group by providing input into their business strategy;
- helping to develop the new trauma awareness training;
- raising awareness through providing Partner stories and updates for social media and Waitrose Weekend, our free weekly newspaper for all;
- delivering input into our new foster carer policy where carers receive an additional paid week of leave;
- supporting events during Fostering Fortnight alongside The Fostering Network charity, for example, participating in their Foster Walk to raise awareness.

“In 2024, we will focus on increasing the visibility of our network. We’ll assign specific roles to committee members, run more events and provide support and insight to our Building Happier Futures programme.

“We’ve four priorities going forward:

1. Network – sharing experiences and positive stories of care-experienced Partners
2. Support – supporting care-experienced Partners
3. Influence – supporting flexible working for care-experienced Partners and influencing policy and procedure
4. Celebrate – sharing success stories of care-experienced Partners and allies.”



## Carers network

Anna (lead of the Carers network)

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The purpose of our new Carers network is to bring together Partners with caring responsibilities and their allies. It provides a way to share experiences, raise awareness of issues and motivate all Partners to empathise. The aim of our network is to create a safe space to respectfully share stories, discuss and learn from each other.

In 2024, our focus will be on preparation for the introduction of the Carer’s Leave Act. Whilst we already offer carer’s leave, we’ll be able to capture caring responsibility data for all Partners in our Core HR system. This data will provide invaluable insight on areas such as barriers experienced as a group, progression and benefit take-up, to name a few.

## Faith and Belief (FAB) network

Dominic and Meena  
(co-leads of the FAB network)

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“The FAB network aims to educate, celebrate and increase awareness of all faiths and beliefs. One of our priorities has been to improve multi-faith rooms across the Partnership.

“We also want to tailor our products to represent Partners and customers that celebrate faith-based events within the communities we serve. This work will continue into 2024.”



### Gender Equality network (GEN)

Hannah and Sainika  
(co-leads of GEN)

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“The aim of GEN is to champion equal opportunities for Partners regardless of gender.

“In 2023, our key achievements were supporting the Partnership in celebrating International Women’s Day and attending the Women’s Work Summit 2023 with our Chairman, Sharon White. We also began our work on male allyship and advocacy by gathering Partner opinion across the business and continued our collaboration with the Wellbeing team on men’s mental health and menopause. Over the past year, we have begun educating Partners and sharing leadership role models that support gender equality.

“Our priority for 2024/2025 is to work towards reducing the gender pay gap. We’ll look to achieve this by focusing on progression for women. We’ll also support the D&I team with work on ‘Men as Allies’ and ‘Women’s Health’.

“We consider a number of factors when assessing where the changes need to be made, including learning and development, progression, policy and procedures, culture and communication and leadership role modelling.”



### LinkAGES

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LinkAGES is a network dedicated to raising awareness of being a multi-generational workforce, celebrating the benefits it brings and creating opportunities for Partners to share their experiences and perspectives in relation to age with each other.

The LinkAGES network is here to:

- cultivate awareness
- build understanding
- promote involvement around age D&I.

Highlights include our network being instrumental in supporting the addition of three Under-25 Advisors at Partnership Council to ensure the thoughts of younger Partners are heard.

The Partnership has also collaborated with 55/Redefined, an organisation that champions for the over-50s and advocates for age diversity, positivity and inclusion across all areas of life. Going forward, we’ll work with them to achieve accreditation as an age inclusive employer by ensuring our learning offer and recruitment and retention processes are giving Partners of all ages an effective voice. In 2024, the network will also look to provide support to Partners approaching retirement age, as well as education around ageism and what this means.

### Pride in the Partnership (PiPs)

David and Nicola  
(co-leads of the PiPs network)

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“We want Partners to feel able to be themselves at work and have access to resources so they can find acceptance in themselves and become better allies to Partners and their loved ones.

“Our focus for 2023 is centred around education. This included information for all Partners and celebration days.

“We also had a successful education campaign for both LGBTQ+ History Month and Pride Month with materials on Oneplace used by many.

“Our priority for the coming year is to continue the energy from 2023.”

## UNITY

Baiju (lead of the UNITY network)

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“Our priority in 2023 was setting up the UNITY network forum to drive engagement with democracy. So far, we’ve been able to bring the voice of Partners and customers successfully to Partnership Council. We’re really proud of this step forward!

“A key focus for us is providing a safe space for Waitrose leaders from ethnically diverse backgrounds to discuss issues around career progression that have been experienced. We continue to input into work across the Partnership to ensure the needs of ethnically diverse Partners and customers are reflected.

“It’s also been wonderful to see the UNITY committee celebrating cultural moments such as Black History Month, South Asian Heritage Month and World Cultural Day.

“Our priorities for 2024 include supporting:

- the internal progression of ethnically diverse Partners
- the cultural education of leaders
- the completion of Partner ethnicity data and using this to create equity.”



## Working Parents network (WPN)

Leanne and Rebecca  
(co-leads of the WPN network)

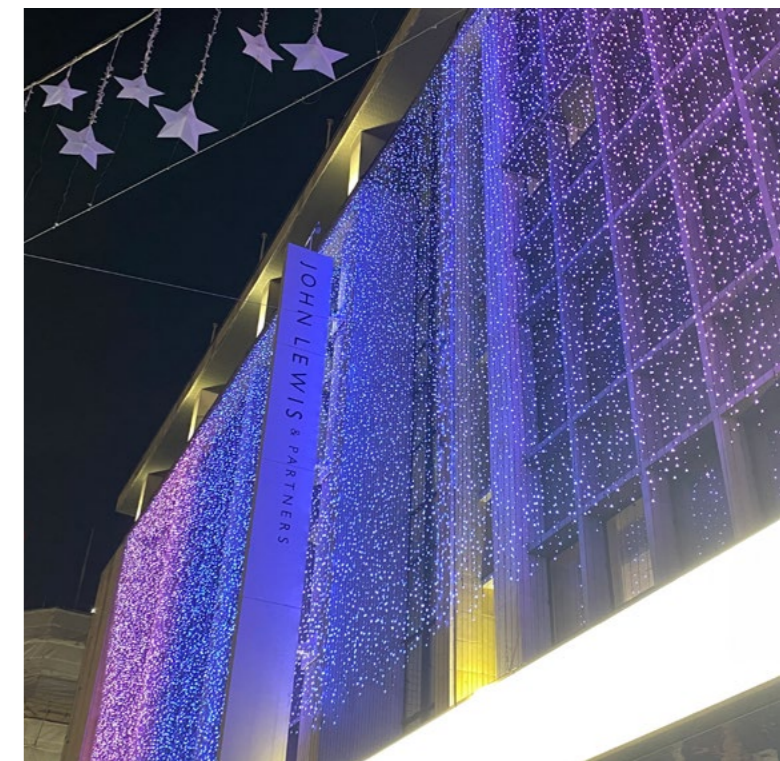
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“We’ve continued to focus on supporting parents and carers by growing our Peer Support Group proposition to ten specific areas. This now includes carers, fertility, solo parents and the Dad Club, which has had a series of guest speaker events, covering a range of topics such as father and child bonding in the early years and managing the impact of fatherhood.

“Baby loss awareness and support is a significant topic for our network. As part of Baby Loss Awareness Week, the Working Parents network funded a memorial tree at Odney and the Partnership lit up John Lewis Oxford Street and John Lewis Leicester in pink and blue.

“We were also privileged to have guest speaker Zoe Clark-Coates MBE join us, speaking about family bereavement and pregnancy and infant loss.

“As we look ahead, it’s crucial for us to continue to actively listen to Partners and make a difference where we can. We’ll also ensure that we’re aligning our strategy with the D&I priorities for 2024.”



# TEN D&I priorities

We've doubled our priorities so that all Partners can see themselves in our work. There are currently 72 activities on the D&I plan connected to each of the ten priorities.

1. Allyship
2. D&I learning for all Partners
3. Progression and representation for ethnically diverse Partners
4. D&I policies and standards
5. Celebrating Pride and creating safe spaces
6. The voice of younger Partners and understanding the needs of older Partners
7. Religious celebration
8. Improving accessibility
9. Improving experiences for carers
10. Customer representation, ranges and celebration



# Director statement

This report covers employees (Partners) of John Lewis PLC, the employing entity of the John Lewis Partnership. The report covers Partners at all levels, including the Executive Directors. As Partner & Chairman of the John Lewis Partnership, I, Sharon White, can confirm that the information contained herein is accurate.



A handwritten signature in black ink, appearing to read 'Sharon White'.

**SHARON WHITE**  
Partner & Chairman

John Lewis Partnership PLC  
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Incorporated and registered in England & Wales, under Company no. 00238937



JOHN LEWIS

WAITROSE