

*John Lewis Partnership*

# A clear view

CORPORATE SOCIAL RESPONSIBILITY  
REPORT SUMMARY 2011



Read more in our full CSR report at  
[johnlewispartnership.co.uk/csrreports](http://johnlewispartnership.co.uk/csrreports)

John Lewis | Waitrose

# What makes us different?

We are one of the UK's leading retail businesses. But our business is different – our values, our co-ownership model and our culture set us apart.

Continued commercial success requires a real commitment to doing business responsibly. For us, our commitment to corporate social responsibility (CSR) is not only driven by good economics, but also by the Partnership spirit and our sense of doing the 'right thing'.



**76,500\***

employees, called  
Partners



**£367.9m**

profit before Partnership  
bonus and tax in 2010/11



**23**

new shops opened  
in 2010/11



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\*as at July 2011.

## Our business

**Waitrose:** 259\* shops; an online shop, [waitrose.com](http://waitrose.com), and a cookery school

**John Lewis:** 28\* department stores; four\* John Lewis 'at home' shops; a John Lewis Home outlet in Swindon; an online store, [Johnlewis.com](http://Johnlewis.com); and an online provider of life and general insurance, [johnlewis-insurance.com](http://johnlewis-insurance.com), and [broadband internet access and telephone services](#)

**Partnership Services:** shared services division. Currently consisting of Financial Processing and Procurement, but soon to encompass other support functions. Delivers joint governance framework for the entire company, meeting the needs of Partners through simple and efficient services and processes

**Herbert Parkinson:** manufacturing business in Lancashire producing furnishings and fabrics for John Lewis

**Leckford Estate:** 4,000-acre estate including a farm, plant nursery and water garden

**Corporate:** sets Partnership strategy, policy and governance. Also provides some shared services to support trading divisions.

\*as at July 2011.

## Key CSR issues


- ▶ Employing and retaining people of ability and integrity
- ▶ Engaging our Partners and customers to promote sustainable living
- ▶ Dealing fairly with our suppliers and selling responsibly sourced, quality products
- ▶ Making a positive difference to our local communities
- ▶ Responding and adapting to climate change
- ▶ Minimising the impact of our built operations
- ▶ Minimising waste, and maximising recycling and reuse

## 2010/11 CSR highlights

- ▶ Established the John Lewis 'Bringing Quality to Life' and 'the Waitrose way' visions to underpin our commitment to selling responsibly sourced, quality products and helping customers make more informed and sustainable choices
- ▶ Developed our 10-year carbon reduction programme and set a target to achieve a 15% absolute reduction
- ▶ Contributed £8.8 million to charities and community groups and undertook a Partnership-wide review of our community programmes
- ▶ Created a Leadership Team Development Programme and invested around £90m in benefits to our Partners



## Our people... our uniqueness

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**18%**

of annual salary paid as a bonus  
to Partners



**89%**

of Partners participated in the  
2010 Partner Survey

### The Partnership view

Our Partners are the heart of our business. Investing in them means investing in our long-term success.

“Unlike other companies whose shareholders are outside the business and only own shares for a short time, our shareholders work in the business. They spend, in some cases, their whole careers with us.”

**TRACEY KILLEN, DIRECTOR OF PERSONNEL,  
JOHN LEWIS PARTNERSHIP**

**In 2010, we aligned our Partner Survey with our three Partner Commitments and used the results to set three Partner Strategy priorities.**

#### **Helping Partners to be the best that they can be**

We offer various training opportunities and many of our in-house programmes lead to accredited qualifications. In the coming years, we will also establish key career paths and launch a national apprenticeship programme.

#### **Inspiring leadership**

Having high-calibre managers leading the Partnership helps maintain our market position. We have created a Development Programme for senior leaders who are identified as having potential for greater responsibility. Looking ahead, we intend to better support line managers in identifying and developing their Partners' potential.

#### **Rewarding performance**

We invested around £90 million in benefits to our Partners in 2010/11. Our long-term aim is to develop a Partnership-wide performance framework that reflects our Partner commitments.



## Our environment... our investment



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**81%**  
of Partnership's operational  
waste diverted from landfill



**20%**  
reduction in Waitrose's refrigeration  
and cooling direct emissions  
since 2008/09

### The Partnership view

It's clear that securing a sustainable environment will help to ensure the continuity of future generations and of our business.

"For our business, the evidence is compelling enough and we know that we cannot continue as we are – we must find more ways to be less wasteful and more respectful of our planet as a whole."

**NIGEL KEEN, DIRECTOR PROPERTY SERVICES,  
JOHN LEWIS PARTNERSHIP**

**We have set a target to achieve a 15% absolute reduction in our operational carbon dioxide equivalent emissions by 2020/21, against a 2010/11 baseline. Our carbon reduction plan includes aims and initiatives to:**

- develop renewable energy generation centres at our shops and continue to improve our energy efficiency
- minimise our refrigeration and cooling direct emissions
- explore alternative fuels for our transport and distribution
- monitor and manage water consumption
- reduce waste to landfill.

Our responsible development programme, which complements our carbon reduction plan, has led to greater understanding of the environmental impact of our construction work. For example on average in 2010, we recycled 95% of our construction waste and scored 35 out of 40 under the Considerate Constructors Scheme.



## Our customers, products & suppliers... our responsibility



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**25%**

palm oil used in Waitrose own-brand products from RSPO-certified sources, great progress towards our 2012 target



**100%**

John Lewis own-brand paper and card packaging made from recycled or FSC-certified materials

### The Partnership view

Our customers want to know where our products come from and how they have been produced.

“The sustainability of our products is especially important to us, and is essential for our ongoing business success. Our customers rely on our commitment to selling responsibly sourced, safe, quality products.”

**CHARLIE MAYFIELD, CHAIRMAN,  
JOHN LEWIS PARTNERSHIP**

**Waitrose and John Lewis consolidated their CSR strategies into two visions: ‘the Waitrose way’ and ‘Bringing Quality to Life’. They underpin our commitment to selling responsibly sourced, quality products and helping our customers to make more informed and sustainable choices.**

#### **The Waitrose way covers:**

- championing British
- living well
- treading lightly
- treating people fairly.

#### **Bringing Quality to Life covers:**

- a better way of doing business
- encouraging sustainable living
- community links.

We will continue to build up the activities encompassed by these two visions during 2011/12.



## Our communities... our commitment



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**£8.8 million**

Partnership-wide charitable and  
community contributions in 2010/11



**24,000+ hours**

spent by volunteers on Golden Jubilee  
Trust secondments

### The Partnership view

Our community vision is to be truly public spirited, bringing people together to create happier and healthier communities.

“Being a force for good in the community has always been part of the Partnership’s commitment to being a ‘better form of business’. Our Partners like to get practically involved at a local level where they can make a real difference and benefit from the experience by learning new skills.”

**GEMMA LACEY, HEAD OF CSR,  
JOHN LEWIS PARTNERSHIP**

**In 2010/11, we reviewed our community strategy. This review has been invaluable and will support us in developing and strengthening our community programme over the coming years.**

Our shops are a part of the communities they are based in. That’s why we look to build strong relationships with our neighbours and to recruit local people into fulfilling jobs.

For example, the Partnership is playing a key role in the East London regeneration programme. We are developing flagship low-carbon John Lewis and Waitrose shops adjacent to the Olympic Park in Stratford. Together, they will create up to 930 jobs.

Looking ahead, we intend to create more opportunities for our Partners to get involved in community activity.

## Working and engaging with others

Our key stakeholder groups are:

- ▶ Partners
- ▶ customers
- ▶ suppliers
- ▶ government and regulators
- ▶ NGOs and campaign groups
- ▶ local communities
- ▶ media

**We seek open dialogue with our stakeholders to help us to understand their views on issues that impact our business. Read highlights of our stakeholder engagement in 2010/11 in our [full CSR report](#).**

## Looking forward

The Partnership will be exploring new employee volunteering opportunities to enable greater Partner involvement in our communities, and is looking at how we can more accurately measure the value and impact of our community activity.

In addition to implementing our carbon reduction plan to meet our 2020/21 target, we will look to progress the sourcing of sustainable palm oil, soy and

cotton. We also recognise the important part we can play in helping our Partners and customers live more sustainably and will work proactively on this.

We have ambitious plans to grow our business, but one thing is clear: the Partnership is committed to achieving this growth responsibly. Building on what we have learnt so far, we will continue to invest in responsible, sustainable ways of doing business.

## Contact us

Further information about CSR at the John Lewis Partnership and our full CSR report are available online at [johnlewispartnership.co.uk](http://johnlewispartnership.co.uk).

If you have any comments regarding this report, please contact:

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