

## Partner Data

Partner profile	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
<b>John Lewis Partnership</b>								
Total number of Partners	76,480	80,850	84,700	90,962	93,770	91,476	87,219	-4.7%
<b>John Lewis</b>								
Number of Partners	28,621	28,920	29,697	29,831	29,969	28,829	29,525	2.4%
Number of full-time equivalents (FTEs)	22,005	22,670	23,302	23,203	23,435	23,637	23,490	-0.6%
Full time (%)	60.7%	60.3%	61.1%	61.3%	62.3%	62.0%	61.5%	-0.5%
Part time (%)	39.3%	39.7%	38.9%	38.8%	37.7%	38.0%	38.5%	0.5%
Sickness rate	3.3%	2.9%	3.3%	3.4%	3.8%	3.9%	3.7%	-0.2%
Partner turnover	27.0%	25.6%	25.0%	25.9%	29.2%	28.6%	25.5%	-3.1%
<b>Waitrose</b>								
Number of Partners	46,527	50,631	53,334	59,227	61,822	59,697	55,714	-6.7%
Number of full time equivalents (FTEs)	26,599	28,845	30,181	30,999	33,903	34,385	32,688	-4.9%
Full time (%)	35.2%	36.1%	34.6%	33.5%	34.3%	35.0%	34.7%	-0.3%
Part time (%)	64.8%	63.9%	65.4%	66.5%	65.7%	65.0%	65.3%	0.3%
Sickness rate	3.0%	2.7%	3.1%	3.1%	3.4%	3.4%	3.5%	0.1%
Partner turnover	26.5%	27.1%	28.4%	27.9%	33.2%	37.7%	36.9%	-0.8%
<b>Group</b>								
Number of Partners	1,073	995	960	1,015	1,045	1,070	1,381	29.1%
Number of full-time equivalents (FTEs)	975	806	760	874	983	986	1276	29.4%
Full time (%)	80.8%	83.5%	77.9%	79.4%	80.3%	80.0%	80.5%	0.5%
Part time (%)	19.2%	16.5%	22.1%	20.6%	19.7%	20.0%	19.5%	-0.5%
Sickness rate	0.8%	1.0%	1.3%	1.3%	2.1%	2.0%	1.6%	-0.4%
Partner turnover	12.0%	10.7%	12.7%	14.6%	17.7%	16.0%	14.0%	-2.0%
<b>Partnership Services</b>								
Number of Partners	259	304	709	889	934	880	599	-31.9%
Number of full-time equivalents (FTEs)	250	292	579	821	898	839	579	-31.0%
Full time (%)	91.1%	93.0%	91.7%	88.9%	88.7%	88.0%	91.3%	3.3%
Part time (%)	8.9%	7.0%	8.3%	11.1%	11.3%	12.0%	8.7%	-3.3%
Sickness rate	not available	1.6%	1.7%	1.7%	1.6%	1.7%	1.3%	-0.4%
Partner turnover	15.3%	33.9%	14.8%	9.6%	11.8%	10.0%	9.1%	-0.9%

Partnership bonus	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Bonus as a proportion of pay	18%	14%	17%	15%	11%	10%	6%

Nature of contract	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Permanent Partner	95.1%	94.7%	94.7%	87.7%	91.0%	90.9%	90.1%	-0.8%
Temporary Partner	3.2%	2.5%	2.7%	10.9%	7.4%	7.2%	7.6%	0.4%
Partner pensioner	1.0%	1.2%	1.2%	1.4%	1.6%	1.9%	2.3%	0.4%
Consultant	0.7%	1.7%	1.4%	N/A	N/A	N/A	N/A	N/A

Partner ethnicity	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
White	83.8%	83.1%	83.5%	83.8%	83.8%	83.7%	83.4%	-0.3%
Asian or Asian British	6.8%	6.8%	6.6%	6.3%	6.2%	6.3%	6.5%	0.2%
Black or Black British	4.1%	4.5%	4.6%	4.7%	4.9%	4.8%	4.9%	0.1%
Chinese or other ethnic group	1.8%	1.7%	1.6%	1.5%	1.4%	1.4%	1.3%	-0.1%
Mixed origin	1.6%	1.8%	1.9%	2.0%	2.1%	2.2%	2.2%	0.0%
Not given	1.9%	2.0%	2.0%	1.9%	1.8%	1.6%	1.6%	0.0%

Ethnicity of senior manager population (Level 5 and above)	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
White	95.2%	94.3%	93.5%	91.6%	91.3%	91.2%	91.0%	-0.2%
Asian or Asian British	1.4%	1.2%	1.4%	2.0%	1.8%	2.1%	2.2%	0.1%

Black or Black British	0.3%	0.3%	0.2%	0.3%	0.2%	0.3%	0.5%	0.2%
Chinese or other ethnic group	1.1%	0.7%	0.5%	0.4%	0.5%	0.5%	0.4%	-0.1%
Mixed origin	0.0%	0.3%	0.5%	0.8%	0.8%	0.8%	1.1%	0.3%
Not given	2.0%	3.2%	3.8%	4.9%	5.3%	5.1%	4.9%	-0.2%

Age profile of Partners	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
18 and under	13.9%	12.8%	12.8%	13.6%	13.4%	12.7%	10.3%	-2.4%
19-29	28.7%	29.9%	30.6%	30.4%	30.3%	28.6%	27.8%	-0.8%
30-39	14.9%	14.8%	14.2%	13.9%	13.9%	14.5%	15.3%	0.8%
40-49	19.4%	19.2%	18.5%	17.7%	17.2%	17.1%	17.2%	0.1%
50-59	16.3%	16.5%	16.8%	17.2%	17.8%	19.0%	20.4%	1.4%
60+	6.8%	6.9%	7.1%	7.2%	7.5%	8.1%	8.9%	0.8%

Length of service	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Under 1 year	22.1%	20.7%	19.1%	18.2%	-0.9%
1-5 years	36.5%	38.0%	38.3%	37.1%	-1.2%
6-14 years	26.3%	25.5%	24.9%	25.1%	0.2%
Over 15 years	15.0%	15.8%	17.7%	19.6%	1.9%

Gender all Partners	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Male	43%	43%	43%	42%	-0.2%
Female	57%	57%	57%	58%	0.2%

Gender of senior manager population (Level 5 and above)	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Male	57%	55%	53%	55%	2.0%
Female	43%	45%	47%	45%	-2.0%

Gender of Directors and Management Board members	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Male	67%	71%	71%	71%	0.0%
Female	33%	29%	29%	29%	0.0%

Gender of Partnership Board	2013/14	2014/15	2015/16	2016/17	Change on last year (%)
Male	60%	60%	67%	63%	-4.5%
Female	40%	40%	33%	38%	4.5%

Number of leavers by gender	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Number change on last year
Female	10,607	11,195	11,940	13,374	16,277	9,988	17,717	44%
Male	9,096	9,489	10,111	11,099	13,317	8,236	14,378	43%
Total number	19,703	20,684	22,051	24,473	29,594	18,224	32,095	43%

Percentage of leavers by gender	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year
Female	53.8%	53.9%	54.1%	54.7%	55.0%	54.8%	55.2%	0.4%
Male	46.2%	46.1%	45.9%	45.4%	45.0%	45.2%	44.8%	-0.4%

Percentage of leavers by age range	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year
18 and under	26.7%	28.2%	24.7%	13.7%	24.9%	12.7%	15.8%	3.1%
19-29	51.6%	48.8%	54.4%	64.5%	53.4%	62.2%	60.0%	-2.2%

30-39	6.6%	7.3%	6.2%	5.8%	5.7%	7.9%	6.7%	-1.2%
40-49	5.8%	6.4%	5.7%	5.9%	5.7%	6.4%	5.8%	-0.6%
50-59	4.8%	5.8%	4.7%	5.4%	5.8%	6.3%	6.8%	0.5%
60+	4.5%	3.4%	4.2%	4.6%	4.4%	4.5%	4.9%	0.4%
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Partner Survey	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Change on last year
<b>Average % who agree/strongly agree with each question in these sections</b>							
We take responsibility for our business success	65%	64%	68%	68%	67%	67%	0%
We build relationships powered by our principles	72%	71%	73%	73%	72%	72%	0%
We create real influence over our working lives	75%	74%	76%	76%	74%	74%	0%
% agree/strongly agree to 'I would recommend the Partnership as a great place to work'	84%	82%	87%	87%	81%	79%	-2%
% agree/strongly agree to 'my job satisfies me'	71%	69%	74%	74%	71%	68%	-3%
% agree/strongly I value the range of benefits available to me	n/a	95%	94%	95%	92%	91%	-1%
% agree/strongly agree the Partnership respects individual differences (e.g. culture, backgrounds)	n/a	87%	87%	87%	88%	87%	-1%
% agree/strongly agree we manage change well in the Partnership	n/a	66%	65%	66%	63%	61%	-2%
% agree/strongly agree personal advice and support is available if I need it ,	79%	80%	79%	80%	79%	80%	1%
<b>Response rate</b>	90%	88%	88%	86%	87%	88%	1%
The Partner Survey is conducted annually in April-May.							