

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

WAITROSE
& PARTNERS



LET'S TALK ABOUT
INCLUSION

JLP REPORT 21-22



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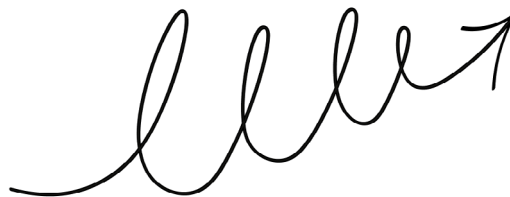

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1 ONE GOAL

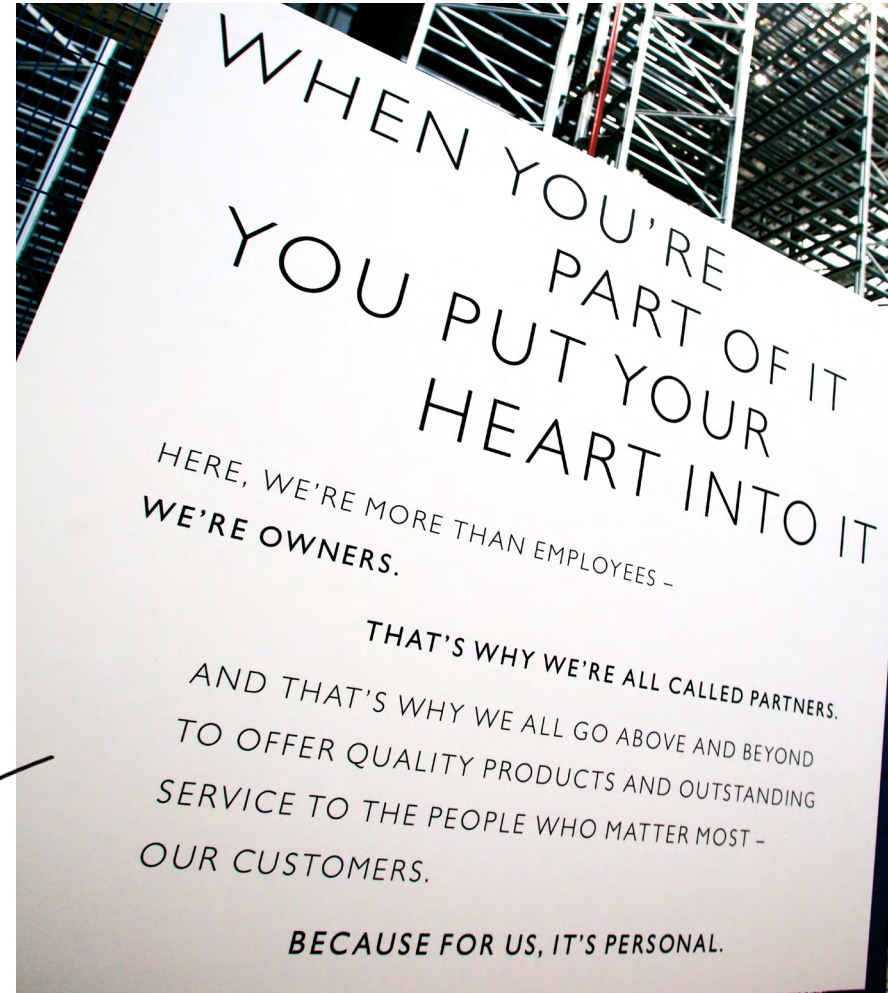
Our goal and ambition remain the same. We're aiming to be the UK's most inclusive business.

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 work with others who do the same.

We create an inclusive environment and celebrate diversity with our Partners, customers and the communities we serve. We're at our best when we all feel welcomed and free to be ourselves.

Since our last report, we've taken huge strides towards that ambition. Based on our priorities, which you'll hear about a little later in this report, we will use a number of indexes and lists that highlight the ways organisations are creating inclusive environments to help us understand how we compare to organisations like ours. For example, *The Times* Top 50 Employers for Women, our Disability Confident Leader status and more. We'll be looking at our own Happiness Survey scores from the perspectives of different Partner communities and also ensuring our pay gaps are closing. It's important to remember that we're all on this journey together, and this ambition takes commitment from us all.



2 TWO VOICES



SHARON WHITE

Partner & Chairman

In the last year, we've made some great progress in our mission to become the UK's most inclusive business. It remains a bold ambition and I'm excited to share this report, which highlights some of our key achievements.

I'm particularly proud to see an increase in the ethnic minority representation of our leaders and that, through our newly created Advisory Group, we're now able to hear about the experiences of transgender and non-binary Partners.

The last year has seen us celebrating each other more than ever before. I really enjoyed my time with Partners at London Pride and it was fantastic to see another brilliantly curated Black History Month exhibition for Partners and customers to enjoy.

We've also challenged ourselves to be better, learn more and use that learning to best impact for each other. From Cultural Intelligence to #IamRemarkable, there's an opportunity for every Partner and leader to access learning and opportunity to improve their understanding and knowledge.

All this and still there is so much more to do. We've got six areas of priority and we are absolutely committed to making a difference in these areas in the years ahead.

I hope you continue to share my determination for us to achieve more and feel inspired to play an active role in achieving our goal.



LISA CHERRY

Partner & Executive Director, People

In my first few months as a Partner, I feel energised and inspired by all I've seen in the area of Inclusion. This gives me huge confidence that we are making powerful strides towards becoming the UK's most inclusive business.

I'm really proud of the progress we're making and I can imagine the power of a Partnership where everyone feels they can be themselves and able to do their best work here. I'm also delighted that we are supporting care-experienced people through the 'Building Happier Futures' employment programme as this is a truly purpose-driven initiative.

It's a long road and while it's great to see the progress we're making, the next stages are going to need us to be even bolder and even more determined. We need to continue celebrating our successes and challenging ourselves hard.

Once you've read this report, I hope you feel as inspired as I do to be part of the change. There are loads of ideas here and inspiring stories that really do show what's possible.

A handwritten signature in black ink, consisting of a series of loops and an arrow pointing upwards and to the right.

3 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.
- Our gap is still driven by the higher proportion of female Partners in entry-level roles, differences in gender representation in different job functions and premium pay for anti-social hours. The total number of female Partners has dropped slightly compared to last year.

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.

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 DATA

	JLP 2022 %	JLP 2021 %	JLP 2020 %	JLP 2019 %	JLP 2018 %	JLP 2017 %	UK AVERAGE 2022 ¹ %	RETAIL AVERAGE 2022 ² %
MEDIAN PAY GAP	5.8	6.4	8.6	8.0	8.2	7.8	14.9	8.5
MEAN PAY GAP	7.9	9.0	10.4	13.0	12.7	13.9	13.9	13.5

¹Office for National Statistics provisional 2022 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures. Data taken from the reports in January 2023. www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables

²Office for National Statistics provisional 2022 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures. Data taken from the reports in January 2023. www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables

3 THREE STRANDS OF PAY GAP REPORTING

continued

GENDER BY PARTNERSHIP LEVEL

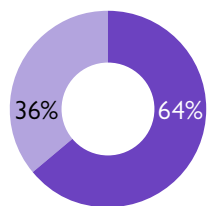
LEVEL	MALE %	FEMALE %
Executive/Director/Level 4	51.52%	48.48%
5	52.08%	47.92%
6	43.67%	56.33%
7	49.38%	50.62%
8	50.00%	50.00%
9	62.69%	37.31%
10	41.75%	58.25%
TOTAL	44.33%	55.67%

PERCENTAGE OF PARTNERS PROMOTED INTO NEW LEVEL BY GENDER

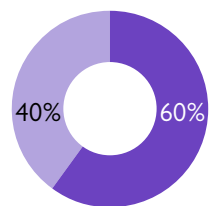
LEVEL*	MALE %	FEMALE %
Executive/Director/Level 4	58.3%	41.7%
5	47.9%	52.1%
6	47.3%	52.7%
7	47.3%	52.7%
8	52.5%	47.5%
9	49.7%	50.3%

*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.

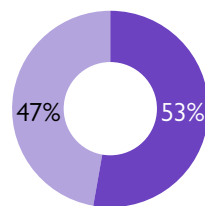
PAY QUANTILES The proportion of male and female Partners according to quartile pay bands.



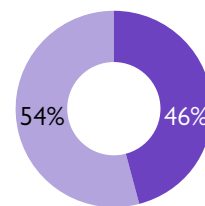
Lower Quartile



Lower Middle Quartile

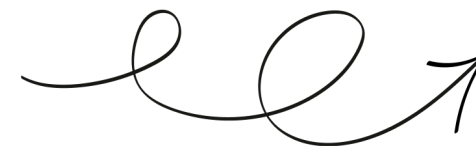


Upper Middle Quartile



Upper Quartile

MALE FEMALE



3 THREE STRANDS OF PAY GAP REPORTING continued

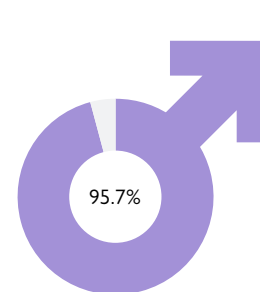
THE PROPORTION OF MALE AND FEMALE PARTNERS WHO RECEIVED A BONUS

Bonus pay gap

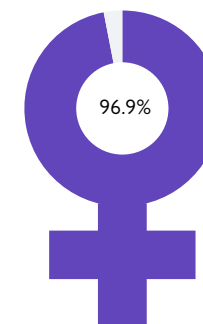
The Partnership did not pay a bonus in 2021 and so the bonus pay gap figures looked very different last year. In 2022, a Partnership bonus was paid and therefore the bonus gap figures have returned to similar levels as 2020.

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.

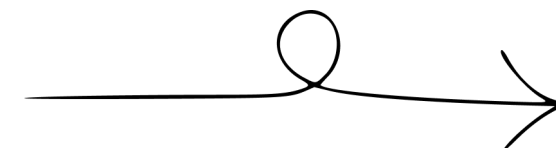
In our case, the vast majority of bonus pay is in the form of the annual Partnership Bonus. Last year, all of our Partners received a Partnership Bonus of 3% of their earnings, regardless of level or role. The methodology stated in the gender pay gap regulations requires us to report on the difference 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.



MALE



FEMALE



	JLP 2022 %	JLP 2021 %	JLP 2020 %	JLP 2019 %	JLP 2018 %	JLP 2017 %
MEDIAN BONUS PAY GAP	33.0%	0.0%	37.2%	38.8%	39.0%	41.3%
MEAN BONUS PAY GAP	24.9%	7.6%	27.0%	29.4%	29.1%	30.1%

3 THREE STRANDS OF PAY GAP REPORTING

continued

WHAT IS DRIVING OUR GENDER GAP?

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 all 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 WE ARE CLOSING OUR GENDER PAY GAP

- Promotions – we have seen an increase in female Partners being promoted into Level 5 and 6 roles.
- 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?

- Sustain our commitment to the progression of female Partners into Levels 5 and 6.
- Improve the opportunities of working parents, which will inevitably positively impact working mothers in the Partnership.



3 THREE STRANDS OF PAY GAP REPORTING

continued

SUMMARY: ETHNICITY

- For the first time this year, we solely used 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 has dropped from 95% to 67%. This will make it incomparable with previous years' reporting.
- At Executive, Director and Level 4 roles, ethnic minority representation has gone up by 2.5% on the year before.
- 9.89% of all Partners have self-identified as being an ethnic minority. Due to the way that we are reporting this year this figure is not comparable with the year before

HOW WE CALCULATE?

In the absence of any statutory formula for ethnicity pay gap reporting, we designed the methodology ourselves and used data taken from over 51,500 Partners in the John Lewis Partnership in the calendar month of April 2022. As a result, this data may not be comparable to future years (for example, if mandatory ethnicity pay gap reporting is introduced by the government).

WHAT IS DRIVING OUR ETHNICITY 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, 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 the ethnicity pay gap should not be compared directly to the gender pay gap. Our median ethnicity pay gap has increased slightly from last year for a couple of reasons. Firstly, we went through a change programme last year which reduced the number

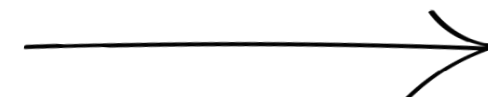
of Partners across the different levels. Secondly, we are now reporting solely using our current HR system's data, which is why we have gone from a 95% disclosure rate to 67%. Lastly, as with last year's report, median pay for ethnic minority Partners is higher than that for Partners not from ethnic minority backgrounds as a result of this demographic impact.

WHAT WE ARE DOING TO CLOSE OUR ETHNICITY GAP?

In 2022 we piloted an initiative called the Equity Programme, for senior ethnic minority Partners and their People Managers. A number ethnic minority Partners were taken through a programme led by an external provider Utopia, to continue the build on cultural intelligence, but also help our ethnic minority Partners work their way through potential barriers to progression.

OUR ETHNICITY PAY GAP

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



3 THREE STRANDS OF PAY GAP REPORTING continued

ETHNICITY BY LEVEL

LEVEL	ETHNIC MINORITIES	WHITE	NOT GIVEN	BLANK
Executive/Director/Level 4	6.9%	80.1%	2.5%	10.5%
5	4.1%	75.3%	1.2%	19.4%
6	7.8%	70.9%	1.1%	20.2%
7	8.3%	69.1%	2.0%	20.7%
8	8.0%	60.7%	1.2%	30.1%
9	8.6%	55.4%	1.8%	34.1%
10	10.4%	54.4%	1.5%	33.7%
TOTAL	9.9%	56.0%	1.5%	32.6%

PERCENTAGE OF PARTNERS PROMOTED INTO NEW LEVEL BY ETHNICITY

LEVEL*	ETHNIC MINORITIES	WHITE	NOT GIVEN	BLANK
Executive/Director/Level 4	8.3%	87.5%	0%	4.2%
5	3.4%	77.3%	0%	19.3%
6	9.8%	67.2%	1.5%	21.5%
7	7.2%	66.5%	2.3%	24.0%
8	8.0%	55.6%	1.3%	35.1%
9	9.8%	55.8%	1.5%	33.0%
TOTAL	8.5%	59.3%	1.4%	30.9%

*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.

3 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.

AGE BREAKDOWN BY LEVEL

LEVEL	16-25	26-35	36-45	46-55	56+
Executive/Director	0.0%	0.0%	32.8%	59.0%	8.2%
4–5	0.0%	15.7%	39.5%	38.1%	6.7%
6–7	1.8%	34.0%	32.4%	24.3%	7.5%
8	7.9%	33.8%	27.6%	21.9%	8.8%
9	8.8%	22.8%	20.4%	27.6%	20.4%
10	29.0%	13.0%	12.6%	19.6%	25.8%

PERCENTAGE OF PARTNERS PROMOTED INTO NEW LEVEL BY AGE

LEVEL*	16-25	26-35	36-45	46-55	56+
Executive/Director	0.0%	0.0%	50.0%	50.0%	0.0%
4–5	0.0%	36.0%	41.7%	20.1%	2.2%
6–7	3.9%	57.8%	27.6%	9.3%	1.4%
8	12.6%	42.5%	24.2%	16.3%	4.4%
9	28.6%	33.2%	16.5%	16.1%	5.6%

*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.

4 FOUR STEPS WE ARE TAKING TO IMPROVE OUR PAY GAP

1 CULTURAL INTELLIGENCE

This one-day course has been created to develop our people managers to confidently lead and create inclusive teams. We want Partners to feel a sense of belonging at work where they can express their differences. Inclusive leadership is central to our Purpose as we're at our best when we all feel welcomed and free to be ourselves.

“This was such a valuable day, hearing compelling stories and external experience which got me thinking very deeply about the actions I can now take to lead the Diversity & Inclusion agenda back in my area of the business.”

2 EQUITY PROGRAMME

In 2022 we piloted the Equity Programme, for senior ethnic minority Partners and their people managers, with the aim to continue to build on cultural intelligence, and also help our ethnic minority Partners work their way through potential barriers to progression and promotion.

“The Equity Programme has really made me reflect on my leadership style and really challenge my approach and fundamental assumptions on what's important.”

3 LIVING LEADER

Living Leader is an intensive and immersive programme building emotionally intelligent leaders who can connect and inspire their teams by creating high levels of engagement and performance. It's aligned to our Purpose to create the conditions for happier Partners, happier customers and a happier world, by making the connections personal and relevant to the situations in which we each work.

“I feel more able to be myself at work and to show my vulnerability, and that is really encouraging others to share more with me.”

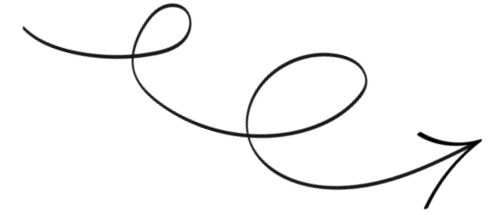
4 #IAMREMARKABLE

Many of us struggle when it comes to talking about our own accomplishments. Cultural and gender modesty norms, as well as impostor syndrome, can stop anyone from acknowledging their remarkable qualities and expressing their achievements with confidence. The aim of this Google initiative is to improve the motivation and skills of under-represented groups by challenging the social perception around self-promotion.

“The power of small gestures, the ability to be able to stand strong and talk about the good things within yourself and the compliments of others. Starting conversations with positive energy, and being able to feel confident enough to carry that on throughout.”

5

FIVE MEMBERS OF THE DIVERSITY & INCLUSION TEAM



LEONA SMITH is the Diversity & Inclusion Lead, responsible for the delivery of the Diversity & Inclusion Plan

“My role in the team is really important to me, and doing this work allows me to live my personal values every day. My lived experience and intersectionality also provide me with the confidence to keep challenging the status

quo. Every day there is a new problem to solve, or something new to learn that keeps us all on our toes. My proudest achievement this year has been launching the Equity Programme pilot. Progression in the Partnership means a lot to everyone, and we know how difficult that can be for ethnic minority Partners. Being able to do something different in this space has been very rewarding.”



KARL PATTERSON is the Diversity & Inclusion Manager

“Over the last year, the pace of cultural change needed to progress our diversity and inclusion agenda has accelerated. We are having more debates and conversations. We are seeing more restlessness and empowerment to intervene and get involved. We are making progress and continuing to strengthen our position as a business known

for wanting to be the best for its Partners, while being crystal clear that we will never be finished and still have significant ground to cover. It feels amazing to be part of a team that is making a real impact on our Partners’ lives.”



BEN MANNING is a Diversity & Inclusion Specialist

“Knowing that the work we do and the difficult conversations we navigate are going to improve Partners’ lives and experiences at work makes this the most fulfilling job I’ve ever had. I’m incredibly proud to bring my experience as a gay man to work every day and be an

active voice in the LGBTQIA+ community. I’d also like to thank the Partners who have educated me and openly shared their experiences so I can continue to champion better experiences for Partners with disabilities or special access needs. There are some incredibly exciting opportunities in 2023 – I look forward to sharing them with you all!”



JASON HENRY is a Diversity & Inclusion Specialist

“2022 was a year filled with milestones. The experience and stories of Partners have been key in everything I have had the opportunity to support and develop. The Inclusion Report highlights just some of the wonderful ongoing work we are doing with and for Partners. My journey mirrors that of every other Partner, as each day presents the

opportunity for us to learn something new and, at the same time, help others around us continue to be passionate about working for the Partnership.

“So many things are connected and impact on who we are and who we will become and that feeling inspires me to help shape the Partnership for now and the future.”



YOU are an honorary member of the Diversity & Inclusion Team; we cannot do this work without you. As a Partner, you have the opportunity to be a part of our team. Every time you share your story, become an ally or speak up for your fellow Partners, you’re playing your part. Just think about the impact you could make in your team or branch. In the ‘Ten Ways To Inspire’ section of this report, there

are some suggestions on how you might want to immerse yourself into this role. As the fifth member of the Diversity & Inclusion Team, what difference will you make today?

6 SIX INCLUSION PRIORITIES

1 PURPOSE PRIORITY: SUPPORTING CARE-EXPERIENCED PEOPLE TO THRIVE

To enable care-experienced people to thrive, our business seeks to end stigmatisation and promote a more positive view of outcomes of care experience. Actively listening and empowering lived experiences.

2 PROGRESSION OF ETHNIC MINORITY PARTNERS

To create an equitable approach to progression for all ethnic minority Partners. Showing more diverse role models and increasing representation at leadership level.

3 TRANSGENDER AND NON-BINARY INCLUSION

To improve the experience and available support for our transgender and non-binary Partners. Actively listening to the community to create an appropriate action plan.

4 CREATING GREATER CULTURAL INTELLIGENCE IN OUR LEADERS

Develop outstanding leaders who create the right conditions for Partners to be their best and belong. Shifting the confidence and capability of our leaders to create and lead inclusive communities.

5 IMPROVING THE EXPERIENCES OF NEURODIVERSE PARTNERS AND CUSTOMERS

To improve the support available for neurodiverse Partners throughout the Partnership. Explore options available to enhance the neurodiverse customer experience.

6 OPPORTUNITIES FOR WORKING PARENTS

Significantly improve the support, opportunities and experiences of parents. We will actively listen, to influence changes to our policies, creating a fair, consistent and welcoming place for parents to work, develop and grow.



Elliott Rae, founder of Music Football Fatherhood, pledging support for the Partnership's Making Parental Leave Equal campaign at the parliamentary discussion on equalising the parental leave pay gap. Gazette, 17 June 2022.

SEVEN PARTNER REFLECTIONS



CLAYTON ZATA – Shared Parental Leave

“ My experience of the shared parental leave has been quite pleasant. From a father’s point of view, I feel I have been able to spend time with my daughter and experience more of her early milestones. Being able to support my partner with everything she needed from when we went into labour to today has been awesome, with bathing,

changing and just creating moments with our little one. Sometimes as a father, you miss out on these really special moments but having the option to take an extended time away from work to be there is truly priceless.”

JOHN GOLDING – Partner & Care Experience Specialist

“ Launching the Care Experience Network is an ambition realised for me. This network will thrive for years to come, supporting the sharing of knowledge to the wider business and providing a real lived experience representation for our care-experienced Partners. It’s a place of learning, healing, growth and celebration of success. 2022 is the year the care experience has been seen.

The Care Experience Network has provided a lived experience lense on the Building Happier Futures programme by contributing to focus groups. The Networks input to the Care Experience team and wider Care Experience ambitions are key to ensure all we do is shaped by lived experience. The Care Experience Network has provided much-needed lived experience input into the outcomes of the Care Experience Team, for example being a part of focus groups. The network’s input to the team’s future work is key so that all we do is shaped by lived experiences.”

PREETI SUMAL – Equity Programme

“ I work in the Progression Programmes Team and am also a committee member of the UNITY network. I am passionate about ensuring Partners from all backgrounds can develop their skills and achieve their potential through inclusive progression programmes. This year I have been involved in introducing the pilot Equity Programme to the Partnership, which has brought people managers and Partners from an ethnic minority background together to identify meaningful actions for long-term change. This programme will play a significant role in helping to advance equity in the business, and I am proud to have been a part of it.”



SAINIKA BHARJ – Inclusion in Supply Chain

“ In September 2022 after a process, I secured a subsequent role as the Supply Chain Diversity & Inclusion Lead working with Ged Keogh-Peters and Mark Robinson supply chain Director. The ambition was to bring consistency to the work underway across our network and also to begin to form a long-term

strategy for diversity and inclusion. I was previously working on diversity and inclusion within my remit in Customer Fulfilment, was a part of Andrew Murphy’s Operations Diversity & Inclusion Steering Group and have been supported by Karl Patterson in the D&I team. I feel fortunate to have the opportunity to ensure no other individual endures the uncomfortable experiences I had to go through as I feel this role has enabled me to come full circle in my diversity and inclusion journey since 2019.”

SEVEN PARTNER REFLECTIONS continued



GREY TUCKER – Transgender and gender-diverse inclusion

“ Transgender and gender-diverse Partners have historically not felt included. The Partnership’s commitment to change this with the working group is an amazing step. Small language changes can make a world of difference to those in this group. The working group, in cohorts

with the PiPs Forum, will help to make sure transgender and gender-diverse Partners are at the centre of these conversations. I’m glad that the listening sessions resulted in a positive step in the right direction. I personally want to make sure anyone going through a gender transition finds it as smooth as possible.”

ANNA TOBIAS – Network Forum Trial Summer

“ 2022 saw two of our Partnership networks, Pride and UNITY, launching their Forums, allowing Partners from these networks to share their voice among their peers with full support from the Democratic Vitality team. Partnership Councillors are linked to each of these Forums and are able to bring relevant matters back to the third governing authority for debate. Although still in its early stages, this trial demonstrates our commitment.”



HUSAIN KHAN – JL Stratford Quiet Hour

“ In the summer, we launched the trial of a ‘Quiet Hour’ at Stratford between 10am and 11am (Monday to Saturday). During this hour, we reduce noise levels in store and consider the impacts of electronics and displays. This has been designed to create a calmer shopping experience for those with hidden disabilities,

such as neurodiversity. Developing this trial, we focused on three areas: creating safe spaces in the branch, educating Partners to raise awareness, and connecting to the local community and charity groups. The feedback from customers and Partners has been incredible and really demonstrates our Purpose in action - Happier People, Happier Business, Happier World.”



The E.P.I.C. (Engaged Partners Including Customers) Team members help trial Quiet Hour at JL Stratford. Gazette, 15 July 2022.

8 EIGHT PARTNERSHIP NETWORKS



1 GENDER EQUALITY NETWORK – Hannah Lewis Moore and Sainika Bharj

“As newly appointed co-leads, we will lead the committee to focus on male advocacy and allyship for female Partners to support their progression. Alongside this, we will continue to work with the Diversity & Inclusion Team to ensure our priorities are in line with our Purpose, which is really important to us. The GEN network is an interactive and thought-provoking space to talk about our experiences and our aim is to champion equal opportunities for Partners regardless of gender, because it’s culturally, morally, and financially the right thing to do.”

2 UNITY – Baiju Naik

“UNITY is really proud of its achievements this year. Two of our biggest successes are the formation of the UNITY Forum and UNITY leadership group. The Forum is the beginning of a journey that will enhance the voice of ethnic minorities and the issues they face in the Partnership. The UNITY leadership group is influential at removing the barriers that exist for ethnic minorities when it comes to progression within the Partnership, especially at senior levels.”

3 FAITH AND BELIEF – Rachel Croucher and Ameet Hundal

“We’ve continued our commitment in acknowledging and celebrating other faiths in the Partnership, and for the second year we have celebrated Eid and Diwali with our customers.

“In 2022, we ramped up the work we do during Inter Faith Week, which proved to be highly successful, with Partners enjoying being able to ‘Be Yourself. Always’ and feeling really supported in their work environment, engaging with others to bring their faith to life. In 2023, the network will continue to focus on its key objectives to educate, celebrate and influence the understanding of faith across the Partnership.”

4 ABILITY – Helen Jaggard and Phil Hobbs

“Our membership has continued to grow in 2022, with over 1,100 Partners now signed up. We’ve been involved in some great external workshops, a session with Evenbreak being a particular highlight for providing incredible insight into lived experiences. Following high interest, we have continued to run support sessions or safe space sessions in areas like special educational needs/disabilities and ADHD. We have also been running workshops on creating accessible documents and involved with changes to the layout and accessibility of Partnership Council. We continue to champion and advocate for issues raised by Partners in the community with relevant stakeholders and support teams.”

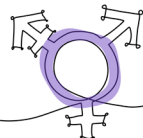
ABILITY NETWORK



FAITH & BELIEF NETWORK



GENDER EQUALITY NETWORK



CARE EXPERIENCE NETWORK



PRIDE IN THE PARTNERSHIP NETWORK



UNITY NETWORK



WORKING PARENTS NETWORK



LINKAGES NETWORK



8 EIGHT PARTNERSHIP NETWORKS continued

5 PRIDE IN THE PARTNERSHIP – Nicola Clifford-Goss and David Wright

“This year, we’ve focused on making space and time for our network members to share their lived LGBTQIA+ experiences to continue educating and raising awareness of key issues facing our community. With LGBTQIA+ hate crime increasing in the UK, we recognise now, more than ever, that we still have a lot to do for and with our community. We stand by the Partnership statement of support for our transgender and non-binary Partners, and will continue to challenge the Partnership to do more for all LGBTQIA+ Partners. Looking ahead, we will continue to focus on intersectionality and aim to implement a formal allyship programme. We also want to focus on creating successful relationships with external charities, to continue educational support but also to provide safe spaces for our Partners.”

6 WPN – Rebecca Candy and Leanne Chalmers

“2022 has seen the Working Parents’ Network really focus on the support pillar of our network. We have worked to improve our Buddy proposition, while also expanding the peer support groups that we offer to include pregnancy and baby loss, parent returners and LGBTQ+ families.

“We have continued to host invaluable events for our community with expert guest speakers. We faced into some sensitive but necessary topics during our Bumpy Road to the Parenthood event, where we explored baby loss and alternative routes to parenthood. This led to the creation of a new community – Pregnancy & Child Loss Support.

“Next year, we will continue to provide support to parent Partners, while collaborating around the returner journey of new parents following a period of equal parenting leave.”



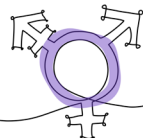
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8 EIGHT PARTNERSHIP NETWORKS continued

→ **7 CARE EXPERIENCE – Michael Ewins and Sarah Radley**
“Seeing this network brought to life brings me real pride and shows the value of being purpose-led. My aspiration is to encourage and support people with care experience to use their voice to influence strategy and policy, build greater understanding and assist people with care experience to realise their potential by breaking down barriers.” – Michael Ewins

“This network brings together two of my passions – working in retail and being a foster carer. I am honoured and excited to be a co-lead, creating space for conversations to influence strategy and policy – supporting carers and encouraging young care-experienced people to begin their careers with us. The network has a new and unique opportunity to make a real difference.” – Sarah Radley

8 LinkAGES – Frances Hill
“Our focus continues to cultivate awareness and build understanding about age diversity to encourage Partners of all ages to share their perspective about working in a multi generational business.

“To support age inclusive conversations through the business, this year LinkAGES has developed a Generation data tool working with the Ecosystem team to utilise accessible data held within Workday. The data tool combines generational data with other characteristics such as gender and ethnicity.

“We hope that this tool will offer the opportunity for both generational and wider conversations on inclusion by helping Partners and leaders understand what their local generational demographic is.

“In addition, LinkAGES has worked closely with the Wellbeing team and the Menopause – Lifting the Taboo community this year, running a number of listening sessions, surveys and campaigns which has supported the Partnership’s accreditation as a Menopausal Friendly Workplace.”



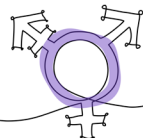
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LINKAGES NETWORK



9 NINE REASONS TO CELEBRATE

- 1 PRIDE 2022** – As part of London Pride’s 50th anniversary celebrations, more than 50 Partners from the LGBTQIA+ community and allies marched alongside the Partnership’s float in the parade in July.
- 2 BLACK HISTORY MONTH 2022** – This year’s BHM celebrations were Partnership-wide with individual areas connecting with their Partners during the month. The Black Partner Advisory Group also put on a fabulous exhibition in our flagship branch, John Lewis Oxford Street.
- 3 NOVEMBER 2022** – Throughout November, the GEN Committee focused on International Men’s Day and Movember to bring more awareness to the stigma that is attached to men talking about their mental health. Virtual sessions were held with both Health & Wellbeing and Nutrition teams.
- 4 CREATE NOT HATE** – The goal was to support under-represented young people to break into the creative industries by creating campaigns that represent the modern, diverse UK. Over 80 participants attended the workshops, and 75 JLP Partners were also given the opportunity to be creative mentors during the programme.
- 5 JOHN LEWIS CHRISTMAS ADVERT** – In a challenging year, we chose to use our John Lewis Christmas advert to spotlight care-experienced young people by sharing the story of Ellie as she met her foster carers for the first time. The advert sparked a huge positive reaction and highlighted our long-term commitment to care-experienced individuals through our Building Happier Futures programme. It also resulted in mentions in Parliament, coverage across national print, online and broadcast titles and most importantly it helped to spark the beginning of a national conversation and raise over £1.1m for our charity Partners.



'The Beginner' John Lewis & Partners Christmas Ad 2022.

9 NINE REASONS TO CELEBRATE continued

6 INTER FAITH WEEK – In 2022, the Faith and Belief network invited Partners to wear a branded badge during Inter Faith Week, to demonstrate to colleagues and customers that they were open to talking about their faith. This proved to be highly successful, with Partners enjoying being able to ‘Be Yourself. Always’ and feel really supported in their work environment, engaging with others to bring their faith alive.

7 HAPPINESS PULSE SURVEY – Over 45,000 Partners replied to both the full Happiness Survey in March and to the pulse survey in October – out of a population of 74,000, that is a response rate of 61%. It is encouraging to hear that, over the year, an increasing proportion of Partners (1% more than our March survey) felt like they had a work-life balance that worked for them. And a growing number of Partners reported that they felt their managers cared about their health and wellbeing.

8 A HOST OF CULTURAL EVENTS AND CELEBRATIONS were held in selected stores and PDRs in 2022. We celebrated Jewish, Muslim and Hindu events like Ramadan, Eid, Hanukkah, Diwali, Passover, Lunar New Year, Holi and more. The *Gazette* and *Currents* posts celebrated many excellent local events.

9 DIVERSITY OF PRODUCT RANGES – Our Eid celebrations and dedicated hub saw 60k customer visits to our online page, of which 75% were from potential new customers. We had great feedback via our social channels from customers, with one customer sharing: “Thank you, John Lewis, for embracing inclusivity and diversity. I hope that other companies will learn from you! I feel proud that I shop at John Lewis.”

One example of Eid’s continued success has seen Eid gift food grow by 77% over the short period it has been available.

Across the Partnership we saw more examples of diverse lines. We received great product reviews of Kemi Telford’s womenswear, which pays tribute to founder Yvonne Modupe Telford’s Nigerian heritage. We created our own premature babywear range, with 10% being donated to the charity Borne, and we have seen success with our multi-faith cards offer over the past few years.

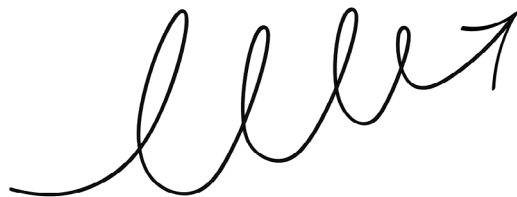


A range of multi-faith cards available at John Lewis.

10 **TEN THINGS TO DO**

Being more inclusive really is as simple as being curious, caring and being comfortable with sometimes being uncomfortable. We've got a few ideas for what might help...

- 1 TALK** to people you know who have experienced things differently to you. Listen to what they have to say, consider their point of view and respect different perspectives.
- 2 ATTEND** the Challenging Bias Virtual Classroom where you can explore bias, stereotyping and microaggressions and understand more about their impact.
- 3 READ** about things you don't know about – there are so many books, websites and articles with lots of information to share.
- 4 EXPLORE** the new 2023 Partnership Culture Calendar and think about what you can celebrate personally or with colleagues.
- 5 EXPERIENCE** The Garden. The Garden's purpose is to create a pan-Partnership innovation community where anyone – regardless of role, skill, or level – is free to express themselves in boundless new ways, and contribute innovative knowledge, approaches and perspectives.
- 6 ASK** questions even if you find it difficult. Think about your reason for wanting to ask, seek permission from the person you're asking and be respectful.
- 7 LEARN** from your mistakes – we are all bound to say or do the wrong thing at certain points. The important thing is to acknowledge when you're wrong, learn from that experience and be conscious not to make those same mistakes again.
- 8 NOTICE** who's around you? And who's not? How do you create diversity in your working and social environments? Explore this by reading *Managing Biases and Assumptions*.
- 9 WATCH** the second episode of the Partnership's *It's not OK* series, launching soon.
- 10 RESPECT** each other. We may not agree all of the time, but it's important to be respectful of our differences as well as finding comfort in our similarities.



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

Photography: David Cotter, James Mackenzie, Mark Mackenzie, Liam Salisbury, Mark Waugh, Kim Tobin.

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