

How we are different

OUR PARTNERSHIP BUSINESS MODEL

The John Lewis Partnership is the UK's largest employee-owned business and parent company of our two cherished retail brands: John Lewis and Waitrose.

HOW IT WORKS

OUR PARTNERSHIP

We are the largest employee-owned business in the UK and amongst the largest in the world. We are to all intents and purposes a social enterprise; the profits that we make are reinvested into the business – for our customers and our Partners. Our Constitution requires us to make sufficient profit to keep the Partnership going, not create the highest amount possible, and to put our customers and our Partners ahead of profit.



PROFIT



KNOWLEDGE



POWER

OUR RESOURCES

We have 80,800 Partners, 338 Waitrose shops, 50 John Lewis shops, 33 customer delivery hubs and distribution sites, five Partnership hotels, two international offices, five Waitrose cookery schools, two customer contact centres, one soft furnishings factory, one heritage centre, one Waitrose farm, one specialist plant nursery and one content production hub. These resources all implement our Partnership business model on a daily basis.



DESIGNING AND SOURCING



INSPIRING EXPERIENCES



UNIQUE PRODUCTS



GROWING AND CREATING



SELLING



DISTRIBUTING

OUR STAKEHOLDERS

The value and impact of our business and the decisions we make for all our stakeholders are important to us. Further information on how we deliver more for our customers, empower our Partners and support our producers and suppliers and the communities and environments we operate in are covered on pages 30 to 45.



PARTNERS



CUSTOMERS



ENVIRONMENT



LENDERS



PRODUCERS AND SUPPLIERS



COMMUNITIES

STRATEGIC LINK

IN OUR WORDS

IN NUMBERS

DELIVERING MORE FOR OUR CUSTOMERS

We work to build brand trust and loyalty and provide customers with increasingly personalised, unique and exclusive products and services that are authentic and inspiring. We are designing, sourcing and curating products and services that are ethically focused, that customers can trust, as well as creating experiences that help customers live healthier lives, enjoy their homes, and manage their finances.

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"Designing a new look for a room can be a lot of fun and a chance to express our personalities. However, customers tell us uncertainty about what new products will look like in their home can make decision-making hard. Our virtual reality experience, 'Visualise your Space', enables customers to be braver in their choices, and test technology that architects and interior designers have been using to visualise their designs in their home."

NICOLA WALLER
Partner & Head of Category Proposition Group for Home Furnishings

Gross sales decline
-1.5%
down from 1.0% growth in 2018/19.

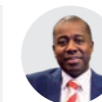
8/10
of our most loyal customers shop in both John Lewis and Waitrose.

328
John Lewis Click & Collect expanded and now available for pick-up at 328 Waitrose shops.

EMPOWERING OUR PARTNERS & TRANSFORMING HOW POWER AND KNOWLEDGE IS SHARED

We're more than employees, we're Partners, which makes the Partnership a better and different way of doing business. We share the responsibilities and rewards of employee-ownership through sharing profit, power and knowledge. By putting Partners first and empowering them, we believe we can better honour our commitment to not only offer our customers quality products and outstanding service but also support the communities and environments we operate within.

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"In what other business can a Partner at any level tell the Chairman how people are feeling? This is very unique."

MARK ANDERSON
Partner & Team Manager

Average hourly rate of pay for non-management Partners
£9.58
up from £9.16 in 2018/19.

Over 8,000
Partners have subscribed to the free mental wellbeing app Unmind.

Over 1,940
Partners enrolled in an apprenticeship since the scheme launched in 2017.

GENERATING MORE VALUE FOR OUR EMPLOYEE-OWNERS

The Partnership does not have external shareholders and this means we can invest in the business for the long term. Indeed, our Constitution requires us to make 'sufficient' profit, not the maximum amount possible from the trading operations of Waitrose and John Lewis. We are committed to driving value for our customers, Partners, producers and suppliers and giving back to the communities we operate within. We are also mindful of reducing our environmental footprint and further details can be found about our ethics and sustainability aims by visiting www.johnlewispartnership.co.uk/csr

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"Waitrose.com growth is rapid and we know there are many more new customers who would like to buy our products from us online. Acquiring a new customer fulfilment centre in Enfield, north London, is the latest in an exciting raft of operational investments we are making that will ensure customers have a really convenient, easy way to buy from us."

BEN STIMSON
Partner & Digital Director

Over £4m
donated through our Community Matters charitable giving scheme at Waitrose and John Lewis.

Waitrose committed to halving food waste by
2030

Profit per average full-time equivalent Partner
£3,500
down from £5,000 in 2018/19.