

# BELONGING

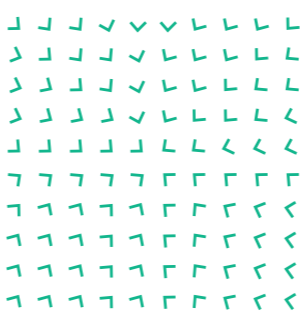
AT JLP REPORT 2025



# CONTENTS

OUR GOAL .....	3
OUR LEADING VOICE .....	4
OUR MOTIVATION .....	5
LOOKING BACK .....	6
Improving customer representation, celebration and ranges .....	7
Robust and inclusive policies and standards.....	13
Building diverse teams.....	18
Culturally competent leaders and people managers.....	24
An inclusive working environment.....	27
LOOKING AHEAD.....	39





# OUR GOAL

Our business is better when we foster diversity, belonging, and inclusion. At the John Lewis Partnership (JLP), we are aiming to be the UK’s most inclusive business, and we recognise that inclusion is not just about having a diverse mix of Partners, but also about creating an environment where every Partner feels valued, respected and included.

We’ve continued to make progress towards this ambition over the past year in supporting and encouraging our Partners to proudly be themselves. We’re constantly challenging ourselves to understand what more we can do to make our business more inclusive. It runs through everything we do, so much so that Inclusion and Belonging is now a key metric in our business scorecard. We’re using this to track the progress of our strategic plan and ultimately our Purpose, Working in Partnership for a happier world.

Throughout this report, we’ll highlight examples of work from across the business where Partners have worked hard to create a greater sense of belonging, moving us even closer to our ambition to become the UK’s most inclusive business. We’ve marked cultural moments across the year, as well as creating more specialist peer support communities and safe spaces for Partners who need them. There have been new career progression and development programmes and policies and events, all of which have the aim of creating a more inclusive place to work.

‘On the whole I suspect that everything that increases variety tends to increase general vitality, general energy.’

John Spedan Lewis

IN REFERENCE TO DIVERSE TEAMS. RETAIL TRADING, 63.



# OUR LEADING VOICE

**JASON TARRY**  
(Partner & Chairman)

Since joining the Partnership as Chairman last year, I've been really encouraged by the progress we're making towards becoming a more inclusive business. As society and consumer behaviour continues to change, now more than ever we want to attract and welcome talented people from all backgrounds. Bringing in a wider range of perspectives is not only essential to being an appealing place to work, but also helps us to better understand and meet the needs of our customers.

I've seen lots of passion amongst Partners who want to make positive change, and I feel proud of everyone who has played their part in helping to achieve the progress reflected in this report. From launching allyship learning to creating new support communities for Partners, there have been many important activities happening over the past year that have each contributed towards creating a greater sense of belonging for our Partners.

To highlight a few successes, we topped the list of the top 50 private companies in the UK for the number of women in leadership roles. We launched a new Elevate programme, designed to increase representation of ethnically diverse Partners in our leadership teams. And pleasingly, our Partners were recognised in many ways too, receiving multiple nominations at the British Diversity Awards, and being named joint Employer of the Year at the Mariposa Awards, which specifically acknowledged the work of our Pregnancy and Child Loss Support Community.

Creating a diverse and inclusive workplace is a core part of what our Partnership stands for, and is intrinsically linked with our Purpose, Working in Partnership for a happier world. We've made good progress against our ambitions, but we still have work to do. We're committed to our plans for the coming year, which I'm sure will help us make even greater progress.



# OUR MOTIVATION

With the progress we've made this year, we're taking steps towards our ambition to become the UK's most inclusive business, but why does that matter for the Partnership and for every Partner?

Inclusion isn't just a goal, it's a driver of stronger teams, deeper trust, and better outcomes for everyone. Our Partner Engagement Survey gives us vital insight into how our efforts are landing, whether Partners are personally impacted or standing in solidarity as allies. It helps us understand what's working, what needs to improve, and how we can keep building a culture where everyone feels they belong.

In the past year, we have received thousands of comments from Partners relating to our diversity and inclusion efforts. Partners have told us that:

- They feel valued and respected regardless of their background. They welcome the presence of diversity and inclusion advocates and initiatives, such as neurodiversity webinars and cultural celebrations, which is seen as a positive step, and alongside JLP's zero-tolerance policy on discrimination, creates a safe and welcoming workplace.
- They appreciate efforts to promote diversity through policies, training, and recognition of different cultures and religions. There's positive sentiment around fairness and equal treatment, with many

feeling that Partners from all backgrounds are generally treated fairly. They often feel respected and included and that diversity and inclusion is taken seriously across teams and the Partnership.

- They stress the importance of maintaining and strengthening these efforts, with many calling for continuous improvement. Some worry that any move away from diversity and inclusion would harm culture and job satisfaction. Ensuring all Partners feel safe, respected, and valued is a recurring theme.

Partner satisfaction with our inclusion efforts is improving and even more significantly, Partners who feel more connected to our inclusion initiatives report higher levels of engagement. In fact, engagement scores are up to 0.2 points higher among those who actively engage with our inclusion content, events, or networks.

Our data is beginning to reveal an even more powerful story and when combined with lived experience, ensures our propositions are not only meaningful for Partners but also measurable and impactful for the Partnership.

We're far from complacent; in fact, we have ambitious plans to go further. While we know we're not perfect, we're deeply committed to continuous progress. Our priorities for the year ahead are focused, and designed to deliver real, lasting change.



# LOOKING BACK

Our plans have been simple but ambitious, and we've continued on the path to becoming the UK's most inclusive business. This has led to the completion of a number of pieces of work and activities which sit under each of our five strategic pillars.

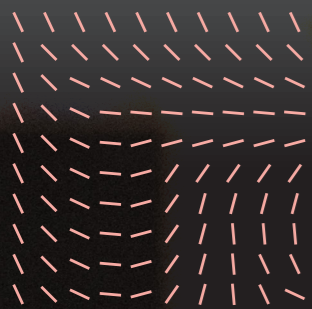
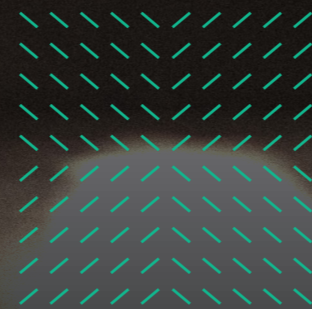
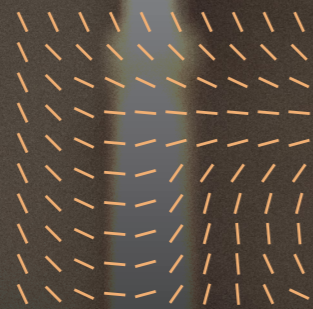


LOOKING BACK

# IMPROVING CUSTOMER REPRESENTATION, CELEBRATION AND RANGES



PROUD TO BE OURSELVES  
PROUD TO BE PARTNERS

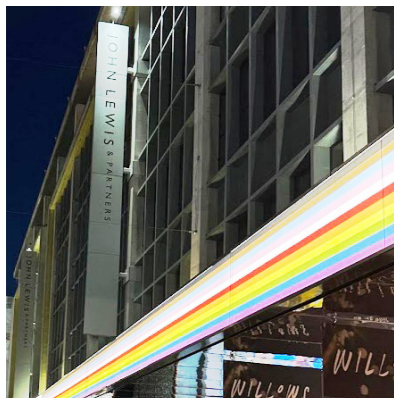


**We want to ensure that our entire customer base feels valued, understood, and represented by our brands. We're committed to ensuring we have the products and ranges that meet our customers' diverse needs and showcasing these at key moments in the year.**

# PRIDE 2024

We know we're at our best when we're free to be ourselves. Whoever we are and whoever we love. That's why John Lewis and Waitrose marked Pride Month in their own unique ways. Our shops displayed celebratory signage including posters, easels, door and till wraps and floor stickers. In John Lewis, we also had vibrant window displays in shops with close proximity to the Pride parades and held local events such as charity fashion shows. In Waitrose, we shared engaging editorial content, including some wonderful Pride recipes on our own channels.

We really loved the rainbow strip right around the front of our Oxford Street shop.



'We are really proud to celebrate Pride Month, and at the John Lewis Partnership, we believe in celebrating individuality and fostering a sense of belonging for everyone all year round. Pride Month is a key moment for us to demonstrate our unwavering support for the LGBTQIA+ community, both our customers and Partners. We're committed to creating an inclusive environment where everyone feels welcome, respected, and free to be themselves. In 2024, we saw some wonderful activities taking place, including those across our shops, online and social media.' – Rosie, Brand Director



# BLACK HISTORY MONTH 2024

We began Black History Month 2024 by sharing a 'Proud to be Ourselves' statement on our corporate website and social channels. This described the work we've done and looked ahead to what was coming up.

Waitrose took the message on the road, with Black History Month campaign graphics added to some of their fleet trailers and vans. We also created editorial content; for example, in the October 2024 edition of *Waitrose Food* magazine, chef Marie Mitchell wrote about her Caribbean heritage. John Lewis supported 2024's Black History Month theme, 'Reclaiming Narratives', by highlighting black beauty products in-store and online and by holding in-store events.

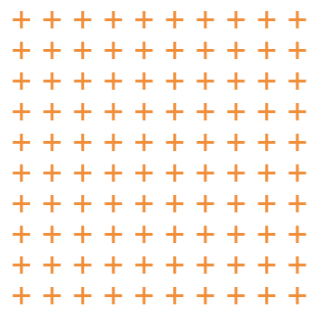
Following Black History Month, John Lewis Leicester celebrated a big win in November at the very first Pukaar Group Black History Month Awards, which recognise the excellence of black individuals and organisations across Leicestershire. The shop received the Special Events Award after a month of activities which included exhibitions (working with Serendipity Institute for Black Arts and Heritage) and professional artists who performed in the store to support the Black History programme. This was part of an ongoing 'Community Connection' initiative where a range of cultural moments are recognised and celebrated throughout the year.



'I was really pleased the shop received this award and proud of everyone involved. It's so important that we participate in Black History Month, and through this store-led initiative, we worked with key partners in our local area to create two in-store exhibitions that had a great response from customers.'

– Bob, Head of Branch



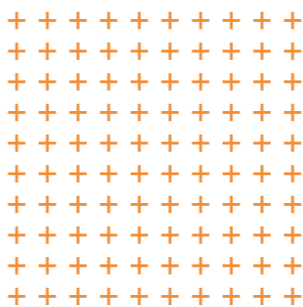
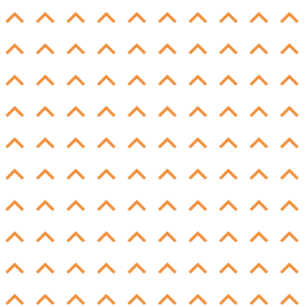
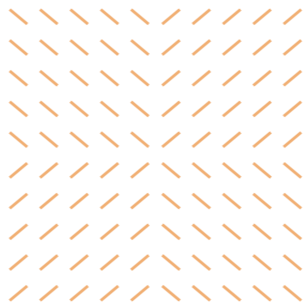


# DIWALI

Diwali celebrations took place in October and November across the Partnership. In select John Lewis branches, activity took place in the run-up to Diwali, including at John Lewis Brent Cross, with complimentary henna art, music performances, Rangoli Sand Art workshops for children and pop-up shops from local businesses. John Lewis Cheadle also hosted a henna artist, alongside a local children’s community dance group, while John Lewis Leicester welcomed a Rangoli sculpture and dance performances.

In Waitrose, shoppers enjoyed inspiration and recipes to help food lovers celebrate Diwali in style.

In the October issue of *Waitrose Food* magazine, chef Ravinder Bhogal shared her Diwali-inspired menu.



# CELEBRATING IWD IN JOHN LEWIS

International Women's Day (IWD) 2024's theme was 'Inspire Inclusion'. This theme highlighted the importance of women's participation in society and the need to create inclusive spaces for all.

To celebrate IWD, there was a host of activities, both customer-facing and for Partners. It was a moment in time to shine a light on female-led businesses and Partners, past and present, from across the Partnership who have inspirational stories to tell. We rebranded as John Lewis & Sisters, celebrating female change makers who have been pivotal to our history and help shape our future. We launched a marketing campaign with impactful advertising murals across the UK, celebrating the women who make our brand, plus held in-store events, live music and offers for our customers.

We launched a competition call for female-owned businesses, giving them a platform to sell in our shops during the Christmas gifting period. The campaign generated over 35 pieces of media coverage and 1.1 million views and had 79 per cent positive sentiment. The competition had over 340 entrants, and the top three winners joined us in store this Christmas, selling their products and driving awareness of their brands to John Lewis customers.

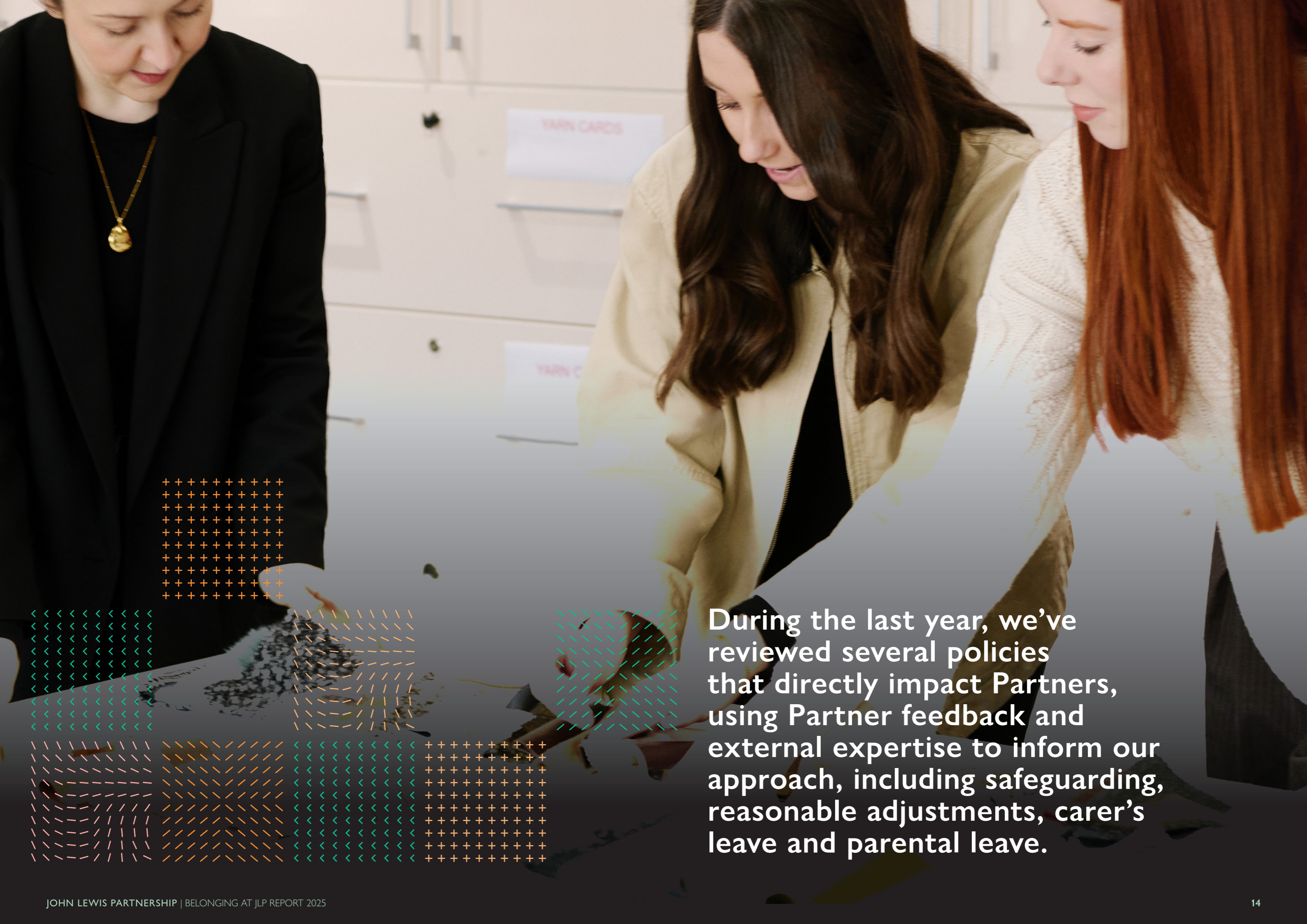
A huge success is that one of the winning businesses, homeware brand By Hope, is launching in John Lewis this spring.



LOOKING BACK

# ROBUST AND INCLUSIVE POLICIES AND STANDARDS





During the last year, we've reviewed several policies that directly impact Partners, using Partner feedback and external expertise to inform our approach, including safeguarding, reasonable adjustments, carer's leave and parental leave.

JOHN LEWIS PARTNERSHIP | BELONGING AT JLP REPORT 2025

14

# FERTILITY POLICY

We launched our updated fertility policy, which outlines the support available to Partners attending fertility appointments, receiving treatment and recovering from any side effects during a medically assisted fertility journey. The policy includes information and guidance for people managers to help build knowledge on the experience and know how to best support their Partners.

This was supported by the fertility peer support group (part of the Working Parents Network) sharing their experiences and collating the support already on offer. We also launched a new fertility support community on our Intranet to share relevant news and information and to create a safe space for discussion.



‘For some Partners, a medically assisted fertility journey may be their only route to starting a family without adoption. Hearing Partners’ feedback about their different experiences brought to life the positive impact this policy could have and the difference it would make to Partners in this situation. The fertility policy drew together the support we already offered and gave it an appropriate platform for Partners and people managers to understand how the Partnership can support them and how they can support other Partners. The feedback we’ve received since the launch has been humbling and overwhelmingly positive – and it’s something we’re really proud of.’ – Ali, Policy and Benefits Manager

# WORKER PROTECTION ACT 2023

In October, new legislation on protecting employees came into effect. This legal duty mandated that employers need to take reasonable steps to prevent sexual harassment of their employees, including harassment by third parties. A working group was established, and the group collaborated to support the implementation of the new legislation.

We already had robust policies in place and a zero-tolerance approach to all unwanted, inappropriate behaviour or unfair action, but used this as an opportunity for a refresh. We introduced a new standalone sexual harassment policy and updated other people policies, as well as a short mandatory video in November 2024, which will be replaced with more comprehensive training later in the year for all Partners.



# FOCUS ON SIGNIFICANT LIFE EVENTS

Partnership Councillors (who form the Partnership Council, one of the Partnership's three governing authorities) asked the business to review the support available to Partners experiencing a significant life event. This included reviewing policies and guidance provided to Partners and their people managers, specifically focusing on three significant life events: long-term caring responsibilities, bereavement and medically assisted fertility journeys.

With the support of the network leads and committee members, the outputs from the review included:

- refreshing the existing carer's leave policy and guidance
- launching a compassionate leave policy, highlighting the support available to Partners experiencing significant life events
- launching the fertility policy to collate the support already available to those on a medically assisted fertility journey into one policy





LOOKING BACK

# BUILDING DIVERSE TEAMS

# IMPROVING VISIBILITY

## Improving the visibility of our Partner population through new personal information questions

A key part of our strategy includes understanding who our Partners are and the communities they belong to. We worked with external experts, such as Carers UK and Working Families, to update the personal information fields in our HR system and offer three new categories for Partners to complete:

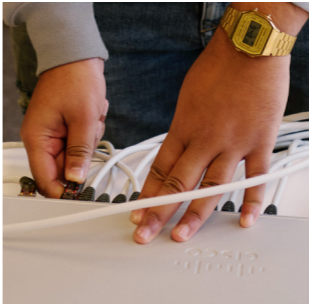
- Do you have a dependent child/ dependent children?
- Are you a carer?
- Do you identify as being care-experienced?

This increase in the breadth of data will help provide the insight into existing Partners to ensure our strategic diversity and inclusion initiatives are data-led and effective. The information shared is never seen at an individual level by the Partner's people manager.



## Talent Acquisition – Visibility of questions in advance of interviews

In March 2024, the Talent Acquisition team decided to improve the hiring experience for candidates by making the interview questions visible ahead of interviews for all candidates. This was a big step in making our recruitment process more accessible and neurodiverse-friendly, allowing all applicants to perform to their full potential.



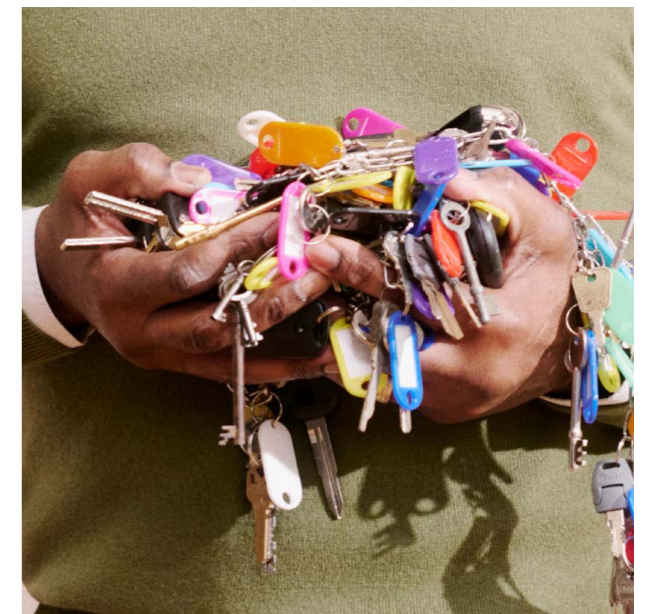
# UK BLACK BUSINESS SHOW

In October, JLP exhibited at the UK Black Business Show for the first time, as part of the business's Black History Month activity. Welcoming visitors to the stand at Excel London, there were workshops on both the Creative Stage and the Careers Stage. They focused on what a creative career within the Partnership looks like and how to create authentic campaigns with Rosie, our Brand Director.

'Presenting at the UK Black Business Show was an incredible experience. It was inspiring to share my journey and connect with so many talented individuals. I hope I was able to offer some helpful insights into carving out a successful creative career within JLP.' – Louis, Store Designer



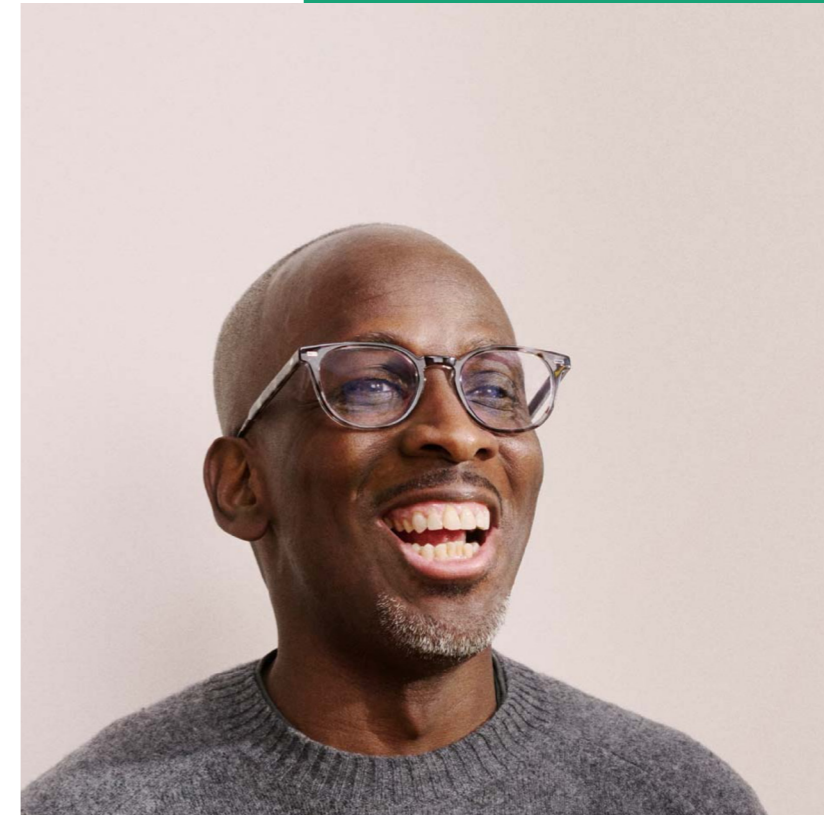
'This was our first time at the show. The impact of being there blew me away. Not only did it give us direct access to a wealth of new talent, but many Partners commented on how it gave them a greater sense of belonging. It was a brilliant day, but we know there is more work to be done to ensure we are truly representative as a business across all areas.' – Ceira, Head of Learning, Inclusion and Belonging



# LAUNCH OF ELEVATE PROGRAMME

In September 2024, we launched 'Elevate', a pilot 12-month development programme designed to increase representation of ethnically diverse Partners in our leadership team and take us further towards our ambition to be the UK's most inclusive business.

The pilot is primarily aimed at those from ethnically diverse backgrounds who are aspiring to progress to a senior leader role. Over the course of 11 deep-dive sessions, learners are developing career confidence skills through personal assessments and focused projects, supported by attending leadership meetings and Partnership Council.

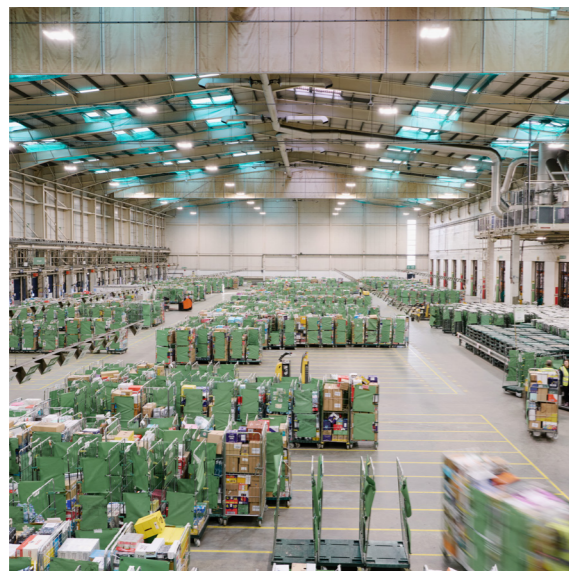


'The Elevate programme has brought me together with a group of brilliant people where we've been able to share our experience and challenges. The support has given me the accountability I need to focus on my development and I'm really grateful for the effort that's been put into it and the chance to shape the programme as we go.' – Gamal, Customer Care

# CAREER CONFIDENCE

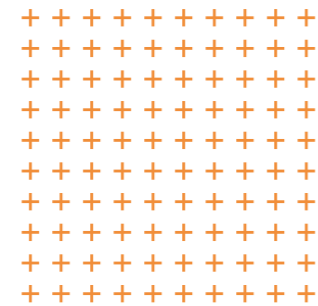
In summer 2024, over 80 Partners graduated from our Career Confidence programme, designed to empower ethnically diverse Partners. Graduates emphasised the importance they place on personal growth through skills building, mentorship and developing a supportive network. It highlighted the value of representation and relatable role models in inspiring others, and contributing to a diverse range of perspectives within the Partnership.

Open to first-line people managers, the programme helped participants develop the confidence and skills to thrive. Graduates spoke about overcoming their fear and learning from diverse experiences, emphasising that persistence, planning and self-belief are essential for both personal and professional success.



'I was able to meet and network with like-minded individuals and share relatable experiences. The sessions were specifically tailored for development and growth but it also established trust. I was particularly fond of the role modelling sessions. Hearing the lived experiences from keynote speakers was inspiring; it provided varying perspectives and food for thought, whilst aiding the energy, focus and motivation to challenge myself. I would encourage others to explore all opportunities available to them and to be proactive in taking the lead in driving their development.' – Sabrina, Team Manager

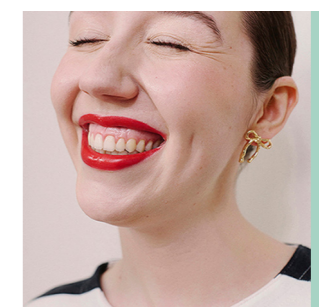
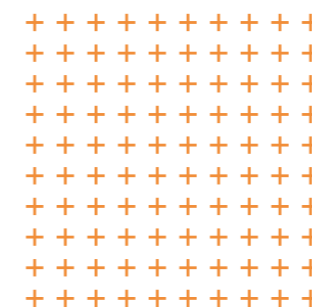
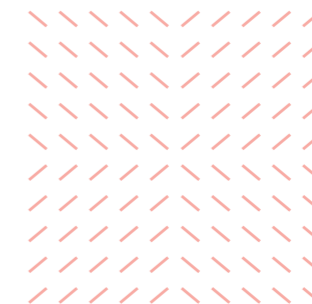




# JLP TOPS WOMEN IN LEADERSHIP LIST

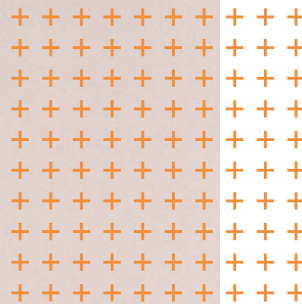
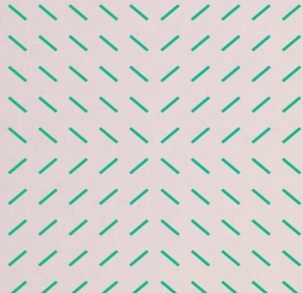
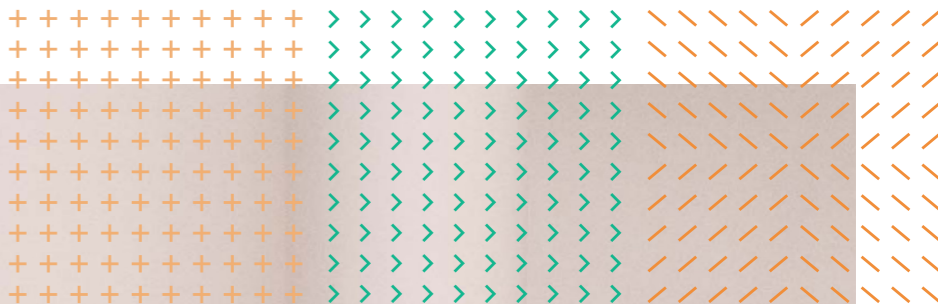
In March 2024, JLP topped a list of the best performers for women in leadership roles across the UK's top 50 private companies. The list is part of the annual FTSE Women Leaders Review, an independent, business-led framework that sets recommendations to increase the representation of women at board level and in senior leadership positions of the FTSE 350 and private companies. We reported 62.3 per cent of women in leadership roles.

'I'm very proud of this result and it is a great endorsement of the work we are doing to become the UK's most inclusive business. We recognise there is much more to do, and will continue to focus on supporting all areas of our business to become more diverse.' – Ceira, Head of Learning, Inclusion and Belonging



LOOKING BACK

# CULTURALLY COMPETENT LEADERS AND PEOPLE MANAGERS

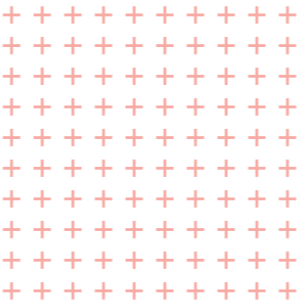


# NEW INCLUSION AND ALLYSHIP E-LEARNING AND WORKSHOP



We launched a new bitesize inclusion e-learning and a virtual workshop on the topic of allyship. The new learning explores why inclusion is essential, the different types of discrimination and bias, cultural dynamics and allyship. Partners of all levels are encouraged to complete the learning and build their knowledge in these areas, including people managers and leaders.

We know, from our Partners and through conducting external research, that inclusion and allyship are essential to our future success, both in terms of what we stand for and in driving better business results, as they'll help us harness the strengths in what makes each of us unique. Over 500 Partners have attended the virtual allyship session (at the time of publication). Of the Partners who completed the allyship workshop, 90 per cent described the learning experience as very effective. With the combination of theory and activities, 82 per cent of Partners feel they can put into practice at work what they learnt during the workshop.

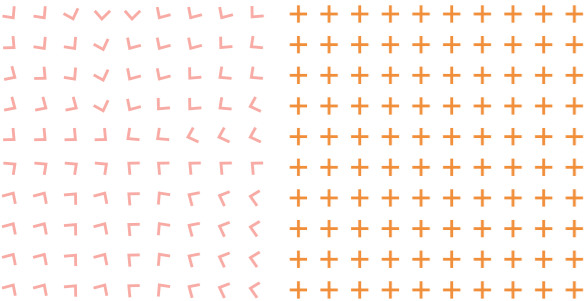
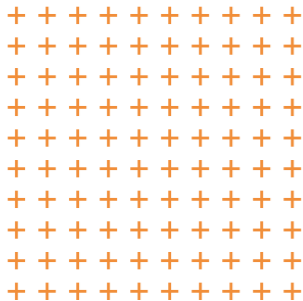
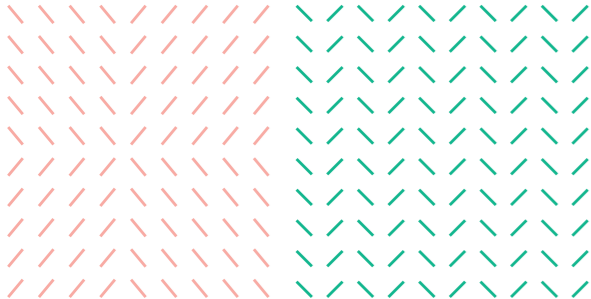
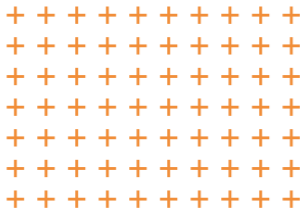


‘We often talk about the work the Partnership needs to do to foster an inclusive environment – in reality, we all own it and therefore it comes down to every Partner taking responsibility, being an authentic ally, and supporting each other at work. Doing so is essential to our Partnership’s future success, both in upholding our values and in driving improved business results.

‘Our allyship programme was developed through close collaboration with our networks, benchmarking against other businesses, listening to Partner feedback, and working closely alongside our Diversity & Inclusion team. The result is a brilliant programme, shaped by Partners, which supports Partners’ understanding of what it means to be an ally, and how to advocate for others from marginalised and underrepresented groups.

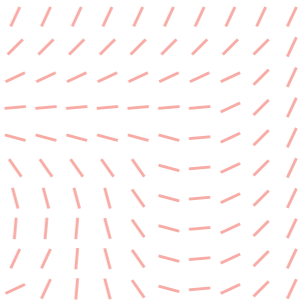
‘I’m incredibly proud of the learning programme we’ve designed and the team who deliver the workshops. It’s fantastic to see the positive impact it’s already having, and I encourage every Partner to sign up and invite their peers to do the same.’  
– Toby, Learning and Development Specialist





# INCLUSION IN THE PARTNERSHIP – PEOPLE MANAGER ‘TOOLKIT’

We refreshed our Inclusion in the Partnership pages on Oneplace, our one-stop place for people information guidance, where Partners can get information about the work we’re doing to make the Partnership more inclusive. Here, people managers can get guidance on how to manage their teams inclusively. For example, there is information on why we collect diversity and inclusion data and how it is used to help us become more inclusive, as well as quick links to relevant policies via specific frequently asked questions.



LOOKING BACK

# AN INCLUSIVE WORKING ENVIRONMENT



# FOCUS ON OUR NETWORKS

Our networks are a place where Partners who have a common ground, and their allies, can come together and share their experiences. They're a supportive forum where Partners can express their feelings, celebrate and raise awareness. Networks are critical in the delivery of this pillar of our diversity and inclusion strategy.

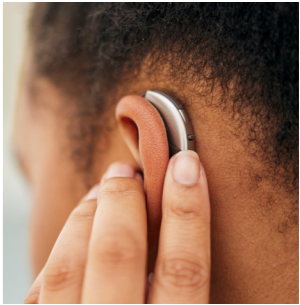
Over the past year, the Ability Network has launched three new peer support groups for its members:

- D/deaf\* and hard of hearing: For all Partners who are D/deaf or hard of hearing and their allies for chat, support and to foster a feeling of togetherness
- Dyslexia, dyscalculia and dyspraxia: A supportive forum for Partners with dyslexia, dyscalculia and/or dyspraxia and their allies to share experiences and support each other
- Hidden & Seen Hub: A supportive forum for Partners with visible and invisible disabilities and their allies to come together to deepen understanding, support and signpost resources.

\*The Business Disability Forum explains that 'Deaf' with a capital D is used to refer to people who have severe hearing loss or no hearing since birth, or before they started to speak. Sign language is often their first language. On the other hand, 'deaf' with a small d is used to describe severe hearing loss and can be a broader term used to describe people who identify as part of the hearing community and may use speech or lip reading to communicate.



The groups provide a way for Partners to connect with others in their community, share experiences and help each other find suitable support. They create a sense of belonging and community for Partners, helping them feel less isolated in the Partnership. The Ability Network also celebrated International Day of Persons with Disabilities by sending purple socks across the Partnership to network members and key allies, including the Partnership Board and the Executive team, using this as an important opportunity to start conversations about ableism, accessibility and allyship.



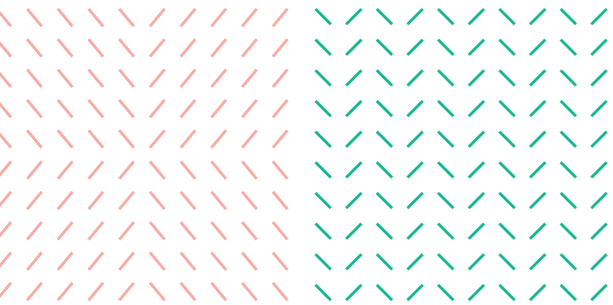
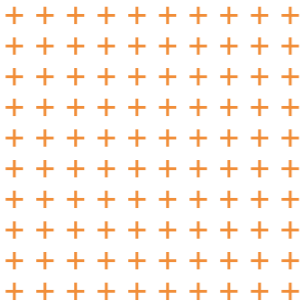
The Care Experience Network (CEN) held an exhibition of personal biographies and portraits of Partners with lived care experience, which were displayed at our conference centre in Odney during October.

They were seen by Partners attending Partnership Council and the Building Happier Futures celebration. Building Happier Futures is our transformative programme dedicated to empowering care-experienced people as they navigate the often challenging journey from the care system into the realm of fulfilling employment opportunities. CEN also created a video sharing who they are and how they support making the Partnership more inclusive for Partners with lived care experience, encouraging them and allies to join and support. They have set up a monthly foster parent peer support group.

‘As a Care Experience Network, we wanted to find an opportunity to celebrate the care experience community and allies of the community in the John Lewis Partnership, as well as increase awareness.’ – Mike, co-lead of CEN



‘It was great to be involved in making the video where passionate Partners from across the Partnership came together to raise awareness of the good work that CEN does and inviting more Partners to join our network to make a real difference by making it more inclusive for care-experienced Partners.’ – Amit, Leadership sponsor of CEN



Our newest network, the Carers Network, has set up a carers support group, led by Partners. It provides a forum for Partners with caring responsibilities to talk openly about their experiences and help them feel like they aren't alone in their caring journey. The group has a weekly virtual pop-in meeting where Partners grab a drink and have a chat.

Last year, the Faith and Belief Network launched an exciting opportunity for Partners to share their favourite family recipes from celebrating cultural events – in this instance, Diwali. Winning submissions were prepared in a live cook-off at the Waitrose Cookery School in King's Cross. Winners worked alongside our Development Chef, Mark, to create step-by-step recipe guides, enabling Partner café teams to serve these dishes to Partners during Diwali celebrations. The initiative added a personal touch to the festivities, showcasing the rich culinary traditions of Diwali. Additionally, Diwali packs were distributed to ensure all Partners could join in the celebrations, reflecting the inclusive spirit of the season.



‘Councillors tucked into the delicious food in the October meeting in Odney. All in all, the Partners who cooked enjoyed cooking and everyone else involved enjoyed eating it.’ – Meena, FAB Network co-lead



Our Gender Equality Network (GEN) had a week-long campaign of activity to mark International Women’s Day last year. It celebrated and honoured key women across the Partnership who lead with equality in mind, and whose aim is to inspire others with their progression stories and how they’ve overcome barriers. The strapline for this activity was ‘They Advocate: We Progress’.

Key activities included showcasing portraits of these women at our conference centre in Odney, hosting John Lewis and Waitrose ‘In conversation with’ events to discuss inspiring inclusion, and running an Intranet IWD campaign where Partners could nominate inspiring women.

The network has also launched a new support community for Partners who are childless not by choice following feedback from Partners that there wasn’t a safe space where they could come together with others for peer support.

Over the past year, the LinkAges Network has worked with the third-party groups 55/Redefined and WiHTL (a collaboration community devoted to increasing inclusion across Hospitality, Travel and Leisure) to gather insight into age and the workplace. The network lead attended and contributed to Diversity in Retail (DiR) and WiHTL’s Maximising Multigenerational Teams Webinar as one of the guests on the panel.

Pride is an important moment in our calendar. In 2024, our network for LGBTQIA+ Partners and allies, Pride in the Partnership, was really pleased to be able to take part in more Pride events than ever before. In total, 58 Partners attended three Pride parades, in Cardiff, Edinburgh and Manchester.



‘Such an awesome atmosphere with everyone celebrating who they are!’ – Tony, Head of Branch

The UNITY Network, our network for ethnically diverse Partners, brought the Black History Month exhibition back for a fifth year. For the first time, it went on tour, visiting the Odney Club in Cookham for Partnership Council, our Bracknell and London central offices and the School of Service at John Lewis Stratford City throughout the month.

The network also marked both South Asian Heritage Month and East and South East Asian Heritage Month, providing an opportunity for Partners to celebrate, acknowledge and learn about cultures, histories, and communities. Throughout these months, there were interviews in our internal magazine, the Gazette, along with leader vlogs and an information pack for all Partners so that they could mark this locally in their business areas.

‘Over the summer of 2024, the UNITY Network and its Forum put together safe space listening sessions in response to unrest in parts of the country. These sessions were put in place to allow all Partners (allies and those with lived experience) to voice how they were feeling about the unrest and how it impacted them and their ability to work.

‘Leaders from around the business were able to gain a better understanding of how the unrest impacted Partners – their fears about their physical safety, their concerns about how to talk about racism with their families and friends and their opinions on the Partnership’s response.’ – Evlyn, UNITY Network co-lead, and Sach, Supplementary Role Councillor for UNITY



In October, a number of Partners from around the business attended the Diversity and Inclusion in Grocery LIVE! conference in London. It was a great day with a jam-packed agenda, which included keynote speakers, speed networking sessions, live labs showcasing what other organisations are doing to drive equality, diversity and inclusion and much more. One of our co-leads from the Working Parents Network took part in the speed networking event and hosted a brilliant session. Here they spoke to a large number of delegates from different organisations about the Working Parents Network, sharing the successes and challenges of the network, as well as the many ways we support working parents in our business.

‘It was an amazing opportunity to attend the Diversity and Inclusion in Grocery LIVE! conference, hosting a speed networking session and representing the Partnership and our award-winning Working Parents Network. We must continue to use conferences like this going forward to share externally all the great work that is going on in our networks and wider diversity and inclusion space – attending this event and getting such great feedback from other businesses made me realise just how much we are actually doing.’ – Leanne, co-lead of the Working Parents Network





In May, the Working Parents Network (WPN) and Care Experience Network teamed up to launch the first joint peer support group from the Partnership networks, Adoptive Families. The WPN also created a combined new parents and returners peer support group.

For Baby Loss Awareness Week 2024, the WPN lit up John Lewis Oxford Street in pink and blue, took part in the Global Wave of Light and became official Sands Champions. It also hosted external guest speakers, shared Partner stories, previous event recordings and podcasts and visited our Baby Loss tree at our Odney conference centre. Kishan, a member of the Pregnancy and Child Loss Working Group, said: ‘It was very emotional and it gave me time to reflect on the amazing work the Partnership has done to support Partners who have suffered loss.’ The Partnership’s support for Partners affected by pregnancy and baby loss has seen John Lewis being named joint Employer of the Year in the Mariposa Awards.



# VETERANS AND MILITARY FAMILIES SUPPORT COMMUNITY

Feedback from Partners who are veterans or part of military families identified an opportunity for the Partnership. Partners expressed a strong desire for a dedicated space where they can connect with colleagues who share similar experiences within the military community. Their feedback emphasised the importance of cultivating a sense of belonging among our Partners with military backgrounds, acknowledging the unique challenges and experiences that come with military life.

In response to the feedback received, we've demonstrated our commitment to veterans and military families by launching a dedicated Veterans and Military Families Support Community, coinciding with Remembrance Day. This community aims to create a safe space for connection, shared experiences, and mutual support among Partners who have served in the armed forces or have family members who have served.

Since the launch of the community, we've also implemented a number of other initiatives, including:

- Veterans, Reservists and Cadets Peer Support Group
- Military Families Peer Support Group
- Veterans, Reservists and Cadets Buddies
- Military Families Buddies



'Military families face challenges that are unique to their community. For example, constant house moves, being located away from their partner/loved one, concern regarding deployments and uncertainty/lack of control. The Veterans and Military Families Support Community aims to provide a safe space for Partners who have a family member serving in the military to come together, share experiences, and seek advice and support from others who understand their situation. In providing this safe space, it is hoped that we can support our Partners to juggle their life challenges alongside their work to the benefit of all, creating Happier People in line with our Partnership Principles' – Louise, Senior Legal Counsel



# FIRST INCLUSION CONFERENCE AND INCLUSION FORTNIGHT

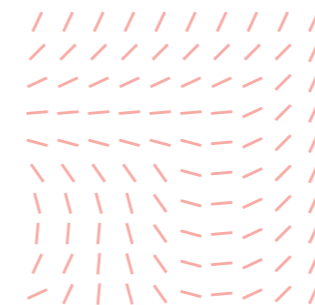
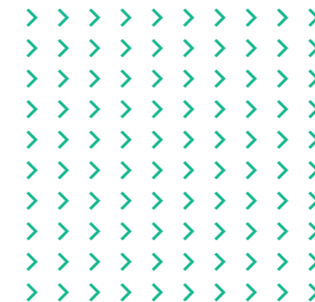
In March 2024, we held our very first Inclusion Conference at our conference centre in Odney. It was a day of celebrating our Partners and their achievements, as well as challenging ourselves to think about what more we could do. On the day, we heard about why inclusion is so important and Partners shared their inspiring stories. There were also panel discussions with Partners from across the business and workshops on topics including allyship and unconscious bias. We also had external speakers who were able to give us a different perspective on inclusion. Each of our Partnership networks also participated in a mini exhibition over the lunch period. The day ended with an awards presentation to recognise those who had done outstanding work as a changemaker, inclusion trailblazers and allies and for work done in community engagement and innovation.

Inclusion Fortnight ran from Monday 26 February to Friday 8 March, and was an opportunity for us to highlight the importance of inclusion, celebrate diversity, and raise awareness. We ran a variety of activities, talks, resources and workshops so that Partners could learn more about inclusion and understand how we can all make a difference. These covered a variety of topics including how to make recruitment more inclusive, age inclusion, deaf awareness training and how to use the Engagement Survey insight to create a sense of belonging.

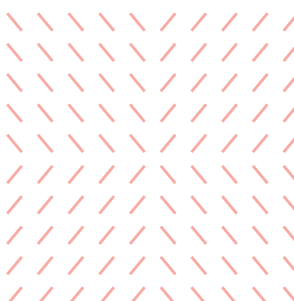
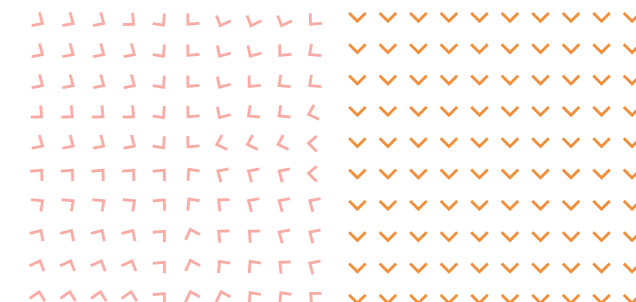


# DIVERSITY & INCLUSION CHAMPIONS PILOT

The Champions Pilot established a network of 36 Partner 'Champions' who educate and support their peers and enable everyone to celebrate our differences and the richness they bring. The roles were supported by a clear specification and induction along with access to tools to equip them for success. Over the past year, they've participated in regular group meetings and network upskilling events, and utilised resources such as event/celebration materials and their dedicated toolkit, as well as connecting with each other via the Hub. Feedback from the Champions has suggested that more activities, events and participation have taken place across branches and regions compared to the previous year. Champions have also contributed valuable insights and knowledge, particularly for customer-facing activities. Retail and brand teams have leveraged this network of Partners to enhance their work and align with our inclusion goals.



'As a Diversity & Inclusion Champion, I am passionate about creating an inclusive environment where everyone feels valued and heard. I lead by example, fostering open conversations and encouraging my team to embrace different perspectives. Through promoting key initiatives, celebrating cultural awareness days, and addressing challenges around inclusivity, I aim to influence others to recognise the power of diversity. This role has helped me grow as a leader, enhancing my ability to support and advocate for my colleagues. By driving positive change, I have seen firsthand how inclusivity boosts team morale, collaboration, and overall engagement, inspiring others to do the same.' – Kristine, Team Manager



# INCLUSION IN PARTNERSHIP DEMOCRACY, FORUM AND COUNCIL

In 2024, the Partnership Council made significant strides toward greater inclusivity for its members, visitors and Partners. British Sign Language (BSL) interpretation and captions were consistently provided during live streams and, for the first time, were included in recordings to ensure equal access for all Partners.

At our Odney conference centre, a working room was established to facilitate collaboration, alongside quiet and prayer rooms, catering to the diverse needs of Partners and visitors.

For the first time, network co-leads and committee members were invited to participate in Council meetings as Network Advisors, bringing the unique perspectives of their communities to the discussions. The networks have begun a rotating presentation schedule to Council and visitors, showcasing their work and encouraging Partner engagement. We are continuing to look at how we can increase the voice of networks.

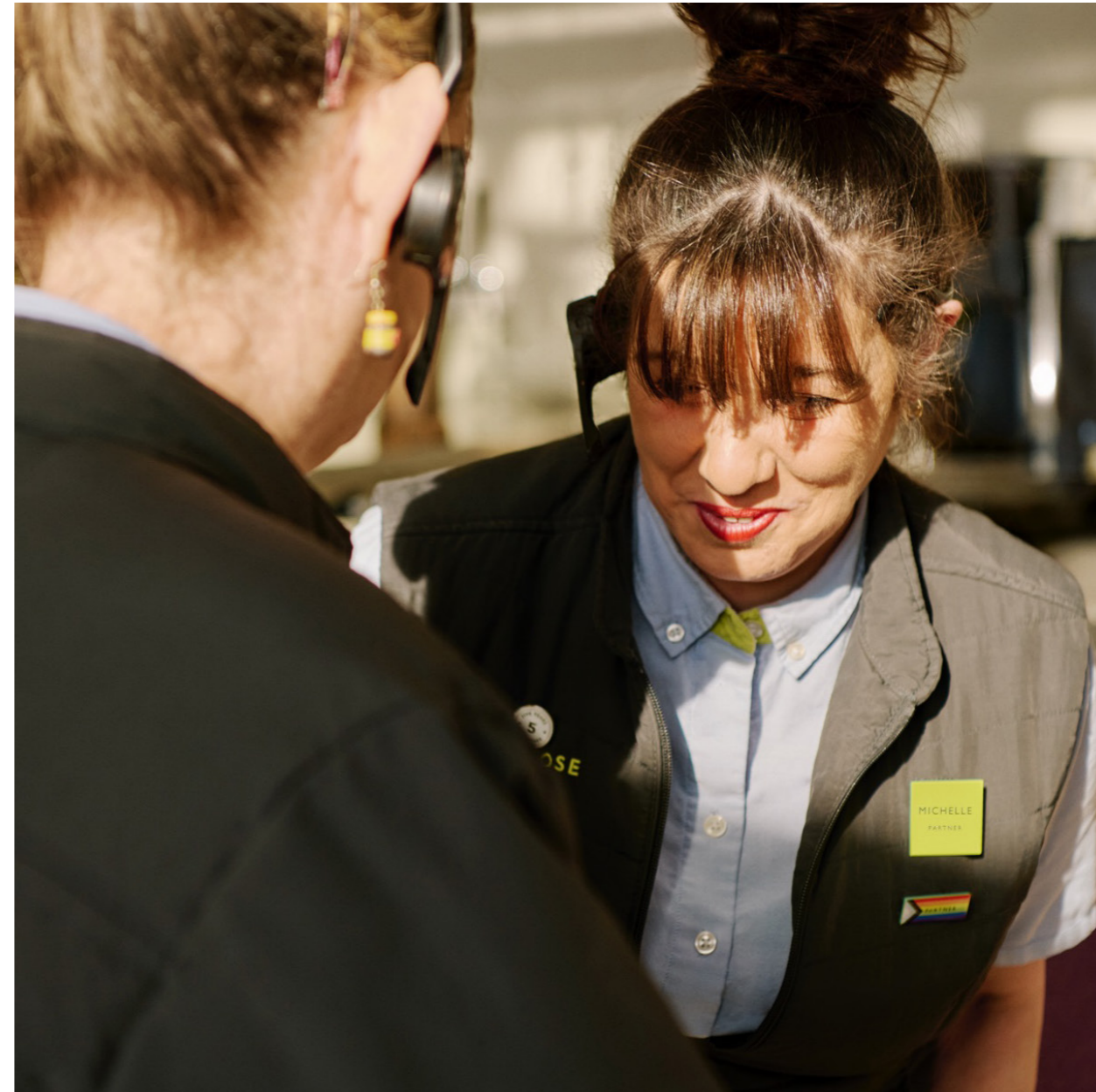


Our UNITY and Pride in the Partnership Network Forums have continued to thrive with formally elected Forum representatives. The success of this experiment will be continued into the new Forum and Council terms in 2025 with increased formal representation of networks through Forums, also aligning with the Democracy For All project goals on representation and distinct voice.



# CARERS UK MEMBERSHIP

In June, at the start of Carers Week, we announced our new membership with Carers UK, giving Partners who are carers access to a range of support tools and resources including digital resources for carers, such as e-learning and support on topics like health and wellbeing and financial planning.



# LOOKING AHEAD

As a purpose-driven organisation with inclusion at the core of our purpose, we remain committed to enhancing our diversity and inclusion strategy and will prioritise this initiative in 2025. This strategy continues to be a vital part of our Partnership Plan, and by concentrating on the focus areas outlined in this report, we will build upon the successes achieved in 2024.



Following successful trials of new learning programmes in 2024, which were developed to support our objectives, we look forward to the expansion of our Elevate and Career Confidence programmes for new cohorts and leveraging the insights gained from the test groups.

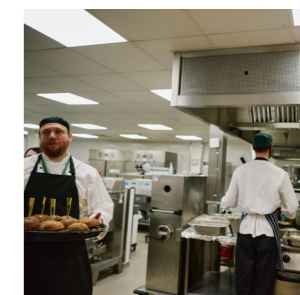
We take great pride in the diverse networks that support our Partners and promote allyship among various demographics. In 2025, we will continue our focus on expanding connections between Partners by creating active communities, such as the Veterans and Military Families Support Community, which was launched in November 2024.

We invite all Partners to register through Workday (our internal HR system) to join our networks and contribute to their ongoing success and growth. This involvement will provide valuable opportunities to educate and raise awareness about how we can enhance inclusion within our local business areas.

Additionally, we're preparing for forthcoming legislative changes and are actively benchmarking our policies with external standards to identify strategies for improving equity and inclusion for our Partners.

Soon, we will receive the outcome of a diagnostic report that was announced at Partnership Council in January 2025, which will inform our plans and create new opportunities that will help move us even closer towards fulfilling our diversity and inclusion ambitions.

Alongside this, we will continue to enhance our work by gaining a deeper understanding of our Partners' needs. To facilitate this, we encourage everyone to complete their personal information on Workday. This confidential information is used alongside insight from the Engagement Survey, to understand how Partners feel at work and any further support they may need. This initiative will further our inclusion agenda, ensuring that we remain inclusive for all.



**‘The Partnership exists to prevent avoidable privilege. It therefore takes no account of age, sex, nationality or mere length of service. It looks solely to the quality and quantity of the Partner’s services.’**

[EXCERPT FROM LECTURE ‘PARTNERSHIP ON THE SCALE OF MODERN INDUSTRY’ 14 MAY 1941, PRINTED IN THE JOURNAL OF THE ROYAL SOCIETY OF ARTS, VOL LXXXIX, NO 4596, 19 SEPTEMBER 1941]

**John Lewis Partnership PLC**  
1 Drummond Gate, Pimlico, London SW1V 2QQ  
Incorporated and registered in England & Wales, under Company no. 00238937

