

JOHN LEWIS
PARTNERSHIP

JOHN LEWIS
& PARTNERS

WAITROSE
& PARTNERS

GURU MANEYO GRANTH GURDWARA
ਗੁਰੂ ਮਾਨਿਓ ਗ੍ਰੰਥ ਗੁਰਦੁਆਰਾ

INCLUSION 20-21 REPORT A YEAR IN NUMBERS

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ONE GOAL

We're aiming to be the UK's most inclusive business. Achieving this goal will take a lot of commitment from us all and a shared understanding of what inclusion in the Partnership means.

To be truly inclusive is to value and celebrate what makes us different in a way that enables everyone to succeed. We are aiming to create a feeling of belonging, in a Partnership where we can all be ourselves without fear or judgement, no matter our background, identity or circumstances.

To become the UK's most inclusive business, we will need to improve the cultural knowledge and capability of our leaders and Partners, make sure our policies and practises are fair, and create an environment where we all feel safe, understood, and respected.



Alice Topson, Customer Support Didsbury and Ciaran Lynch, Home Services Didsbury shared their experiences of having disabilities and working in the Partnership. *Gazette*, 26 November 2021.

TWO LEADING VOICES



SHARON WHITE
Partner & Chairman

In 2020 we made a public commitment to become the UK's most inclusive business – a bold but achievable goal.

For our Partners, being truly inclusive means being comfortable being ourselves, celebrating the things that make us different, and creating opportunities to listen and learn from each other.

Being an inclusive business means that we need to deepen our connections with – and be more representative of – our customers and communities. In doing so, we will be more able to engage with our customers on the things that matter most and create products and services that best meet their needs. The work we have done on creating bolder assortments and campaigns in both brands during Eid, Ramadan and Diwali are positive steps and need to be built upon over the coming year.

As you read this report, you will see that we have made good progress over the past 12 months. Our 'Create not Hate' development programme, which helps under-represented groups into creative retail roles, the launch of our market-leading Equal Parenthood policy, and the creation of our Inclusion Committee are a few examples of where we've taken tangible action.

But we know that there is much work still to be done – we need to redouble our efforts to improve the representation of ethnic and minority groups at all levels of the business; create more opportunities for leaders and Partners to build a deeper understanding of the importance of being more inclusive, and be clearer on our stance on diversity and inclusion related topics.

I hope that on reading this report you are as encouraged by our progress as I am, but also restless for us to achieve more and willing to play an active role in achieving our goal.



NIKKI HUMPHREY
Partner & Executive
Director, People

Being inclusive matters. It matters because we're all different. Our backgrounds, beliefs and life experiences all define who we are. If we aren't

feeling we can be ourselves, we can't be our best. Not for our customers. Not for our colleagues. And not to those who matter most to us at home.

That's why we are working towards making ourselves the most inclusive businesses in the UK.

That's why we're making ourselves one of the most inclusive businesses in the UK.

I'm really proud of the progress we're making. But there's still a lot to do. Until all 80,000 Partners truly feel included and belong here, we won't have finished. We'll need to be bolder than we ever have before.

Once you've read this report, I hope you feel as inspired as I do to be part of the change. What will you do to make a difference?

THREE STEPS TO CREATE INCLUSION

BUILD, GROW then SOLVE

Achieving a sense of inclusion for everyone means making sure we know about and understand the experiences of each and every Partner.

We see inclusion as having three building blocks:



FOUR REASONS FOR INCLUSION

Inclusion is vital in every element of our business. It shows up in everything we do and in all that makes us different. It ensures we:

1 LIVE OUR PURPOSE

At the heart of our Purpose is a commitment to making sure that we're all happy, meaning a happier business and a happier world. This happiness is rooted in the power of diverse and inclusive teams and in being a workforce that represents the communities we serve.

2 CONNECT WITH OUR CUSTOMERS

Being inclusive leads to greater diversity of thought, which means a better connection to our customers. As an inclusive workforce, we can respond to the needs of our customers more authentically and drive our commercial success.

3 BRING OUR VALUES TO LIFE

Our values are the centre of our commitment to how we work together and the basis upon which we know we are doing the right things, in the right ways. Our values clearly call out the importance of respecting difference and helping people feel free to be themselves without fear of judgement.

4 LISTEN TO THE VOICE OF PARTNERS

Being inclusive means we listen to a diverse and representative voice of Partners and take their views into account in how we run our business and how we work together.



Ndey George and Claire Thomas, Waitrose Stourbridge. Gazette, 2 July 2021.

FIVE ACTIONS YOU CAN TAKE

1 TELL US ABOUT YOURSELF

By filling in our personal information in Workday, we all help create a true picture of the diversity of our Partnership. This will make it possible for us to understand if all of our Partners are experiencing an inclusive Partnership. It will show us where there is more we could be doing to achieve our goal and whether our actions are making a difference. Remember, even if you don't want to share, it helps us if you complete the 'prefer not to say' option.

2 JOIN THE CONVERSATION

Our Partnership networks are a great way to join a conversation – or start one! Whether you want to share your experience, show your support as an ally or are just interested in learning more, please join in. Remember, our Partnership networks need to be safe spaces and it's up to all of us to create these conditions. We must always respect each other so that we create the sense of inclusion we are aiming for.

3 SHARE YOUR THOUGHTS AND FEELINGS

There are a number of ways to share your voice and nothing tells us more about your experiences than our Partnership Happiness survey, which will be with you in March. Please take the time to participate. Being able to understand more about how Partners are feeling is critical for delivering our diversity and inclusion plan.

4 KNOW WHAT'S COMING UP AND WHAT'S GOING ON

We are committed to celebrating cultural and awareness events throughout the year. To make it easy to see how much there is to get involved in, learn about or experience, you can download our interactive calendar from the diversity and inclusion section of the Intranet. You're able to add cultural awareness activity to your Google Calendar to ensure that you don't miss out.



Partners celebrate Pride week at John Lewis Chelmsford with 'Pride Attire' dress-up days. Gazette, 25 June 2021.

5 TAKE THE LEAD

Last year we celebrated more cultural and awareness events than ever before, and this year we'd love to see even more activity. We want everyone to feel supported to create their own local events and activities without the need for permission. Take the lead by celebrating what is important to you, your fellow Partners and the communities you serve. Encourage others to join in and enjoy celebrating and learning together.

SIX REASONS TO CELEBRATE

With so many events celebrated, 2021 was a year to truly remember. Whilst there were more than we can acknowledge here, we wanted to reflect on a selection of celebrations that were bigger than ever and encourage everyone to help build on these for 2022!

1 CREATE NOT HATE

In 2021 we worked in collaboration with the charity Create Not Hate to run a development programme for young people from under-represented groups to give them real-life experience of working in roles within the creative industries. Participants attended workshops to develop ideas and took part in three insight sessions, including career stories with Partners and industry talks from some of our advertising agencies. We are now at the final stages of the programme, with the successful group working with experts to bring to life their creations and the best performers will move to paid placements within our teams.

2 EQUAL PARENTHOOD

We became the first UK retailer to introduce paid equal parenthood leave. Equal parenthood leave offers up to 26 weeks' paid leave to care for a child, whether a Partner is an adoptive, biological or intended parent or co-parent. Eligible Partners now receive

normal earnings for 14 weeks and 50 percent of normal earnings for the next 12 weeks. It's inclusive of statutory leave and pay, with any entitlement above this automatically given. Partners can also phase their return to work over four weeks, working 80 percent of their contractual hours with full contractual pay.

3 BLACK HISTORY MONTH

Our Black Partner Advisory Group (BPAG) worked with our marketing teams across both brands for Black History Month 2021 to showcase that we are 'proud to be ourselves', within and outside of the Partnership. Our aim was to engage all Partners by encouraging them to educate each other on black history, celebrate cultural space and diversity, and highlight what that means to us across the Partnership and beyond. We also shared Partner stories on our social media channels and in Waitrose alone, Instagram and Facebook reached 4.54 million people and saw 5,600 likes across the content we pushed out. Our YouTube full video had 10,600 views with 217 comments, which is fantastic engagement.



Trephena Thomas, Felix Akuoko and Donna Ferrance with the Partner-curated exhibition for Black History Month. *Gazette*, October 2021.

SIX REASONS TO CELEBRATE continued



Neha Sinha, Merchandising Manager, India Sourcing Office, shares what Diwali means to her in the *Gazette*, 13 November 2020.

4 MENOPAUSE AWARENESS

We are proud to be a menopause-friendly workplace and want all Partners to feel comfortable talking about the menopause – whether they will go through it, are going through it now or are supporting someone else. Partners can find guidance and support on the Menopause Partner Intranet page, which includes resources, information about menopause from a clinical perspective, advice on nutrition and lifestyle, links to useful resources, and much more.

5 EID AND RAMADAN

Celebrated by a huge number of Partners, in 2021 Eid and Ramadan were big! The work to create a great customer offer first started in October 2020. It involved a group of Partners from Waitrose and John Lewis brands, in collaboration with the Faith, Belief and Religion and UNITY networks. During Ramadan, 34 Waitrose shops, waitrose.com, ten John Lewis stores and johnlewis.com were given an assortment specific to Ramadan, closely followed by a similar proposition for Eid celebrations. Being able to use the experience and passion of our Partners to support an offer for our customers brought to life the strengths and values of our business and highlighted true co-ownership.

6 DIWALI

Diwali, the festival of light, is celebrated by thousands of Partners in the Partnership. It was amazing in 2021 to see an inspiring exhibition put on for Partners, by Partners at John Lewis Brent Cross. This event was designed to celebrate, educate and showcase all things Diwali. We sent facilitation packs to branches and business units, catering to both those with and those without PDRs, meaning all had the potential to get involved. There was also a virtual immersive session which any Partner and their family could attend with a live link to the exhibition, which was of course hosted by our fabulous Partners.

SEVEN PARTNERSHIP NETWORKS



The Partnership's network leads. (L-R): Ameet Singh Hundal, Christopher Woods, Frances Hill, Akrum Soliman, Lizzie Berry, Leanne Chalmers, Hannah Davies, Becky Candy, Connor Lennon, Baz Naik.

Our Partnership networks have grown in engagement and membership over the last year. During 2021, we increased our membership across the networks by 3,000 Partners, which is a fantastic achievement. Our networks each have an Executive Sponsor, co-leads and working groups to support the network. They also work closely with the Diversity and Inclusion team to provide a platform for Partners to share and celebrate.



ABILITY

From Mental Health Awareness Week to Partners offering support to one another, 2021 was a great year for the Ability network. We saw our membership numbers increase by over 300 to over 1,000 and the network has been more active than ever. In partnership with an external partner, Open Inclusion, we also conducted a survey to understand how we can support our Partner population identifying as disabled or those with accessibility needs. The network played a key role in shaping the survey and will be working closely with the Diversity and Inclusion team to ensure the Partnership is as inclusive as possible in the future.



FAITH AND BELIEF

We've taken a giant leap forward in 2021 in acknowledging and celebrating other faiths in the Partnership. It's been the largest Partnership celebration of Eid and Diwali, including dedicated customer product ranges. Our Partners brought to life and celebrated Diwali through a wonderful exhibition at Brent Cross and we were united through a virtual candle-lighting ceremony to celebrate Hanukkah. It was the second year we have participated in Inter Faith Week, and encouraging Partners to fully bring themselves to work and breaking the old taboos of talking about faith with our colleagues have been liberating for so many Partners.



GENDER EQUALITY NETWORK (GEN)

In 2021, GEN launched our first summer campaign, which was a huge accomplishment. We interviewed Partners from across the business, hosted external events and also held listening sessions →



SEVEN PARTNERSHIP NETWORKS continued

to raise awareness of issues relating to gender equality. Our committee also successfully lobbied for the parental leave policy and was heavily involved in the work looking at the experience of part-time Partners. We now have over 1,500 members in our Google Currents community and a very proactive committee. And we wouldn't be here if we didn't have the passion and the voice of our Partners, pushing us to be differential and special as a Partnership.



LINKAGES

Our focus this year has been to cultivate awareness and build understanding about age diversity and its impacts, by sharing inspiring stories of how age diversity enriches our collective experience. We have also worked hard to bring age-related information to life, making it more accessible and relatable to Partners than ever before. We ran a six-week campaign, sharing weekly infographics packed with fascinating facts and statistics about the five generations of Partners who work in the Partnership. This initiative started a positive conversation in the network's Currents community, prompting Partners to share their perspective about age demographics in our business.



PRIDE IN THE PARTNERSHIP (PIPS)

As a network representing LGBTQIA+ Partners, we've had many successes in 2021: the launch of our Pride inclusivity badge and entering the Stonewall Workplace Equality Index. We recognise now, more than ever, that we still have a lot to do for and with this community. This year, reporting of LGBTQIA+ hate crime increased in the UK astronomically. We believe there is a real opportunity for the Partnership, to give more support

to our transgender and non-binary Partners. Looking ahead, we will also be continuing to focus on intersectionality and aim to implement a formal allyship programme for the LGBTQIA+ community.



UNITY

During 2021, the UNITY network grew its membership by 500 Partners. We are a truly multicultural hub of the Partnership, proud to be welcoming to everyone. We encourage all Partners to share their experiences and questions, so others can be curious and supportive. We are still learning how to do this well, which was brought to life during the Middle East crisis. Through this, we learned a lot about how having uncomfortable conversations, and knowing when to stop them can challenge the sense of inclusivity Partners feel. As a result of this, we supported the Partnership in updating its internal social media guidelines and ran listening sessions.



WORKING PARENTS NETWORK (WPN)

2021 was monumental for the Working Parents Network with the announcement of our new Equal Parental Leave package. This is something which the network has been passionate about for many years and is proud to have influenced. Partners working virtually has opened doors for the WPN and it has seen us reaching parents across the Partnership for events on topics such as bullying, being a dad and faith. We've had a real focus on supporting parents through what have been some of the most challenging times and did this through the introduction of peer support groups, our buddies and our wonderful, vibrant Currents community.



EIGHT PARTNER STORIES

Our Partners are at the heart of everything we do and everyone has a story to tell. Our data helps us to understand more about the diversity of our Partnership, but your stories bring to life how inclusion impacts and unites us all.

Getting to hear from our Partners is a privilege not to be taken for granted, as they are personal insights into our lives and experiences inside and outside of the Partnership.

If you've got a story to tell, why not share it with your teams, the Partnership networks or the Diversity and Inclusion team so we can build a library of real and relatable stories!



EIGHT PARTNER STORIES: GENDER

SUMMARY: GENDER

- We continue to see a higher proportion of female Partners in entry roles (Level 10), however, the total number of female Partners has dropped slightly by 0.6% this year.
- Our median pay gap has reduced by 2.3% whilst our mean gender pay gap has reduced by 1.4%, showing an improvement on both figures.
- We have seen an increase in female Partners in senior and middle management roles – 3.8% at Level 6 as well as a 0.6% increase at level 5.
- We have seen a 1.3% increase in female Partners in our Executive, Director and Level 4 roles.



YOLANDIE RICHARDSON

Partner & Team Manager, Projects and Cases, People Policy Advice

“ Having been within the network committee, when the opportunity to become a co-lead for the Gender Equality Network came up, it felt like the next natural step for me. In my day job, I work within the People Policy Advice (PPA) team and this sees me facing a number of interesting conversations relating to diversity and inclusion. My day job and co-lead role complement each other beautifully and I personally feel like I’m really able to make a difference in both aspects.”

GENDER* BY PARTNERSHIP LEVEL

LEVEL	FEMALE	MALE
Executive/Director/Level 4	44.8%	55.2%
5	47.3%	52.7%
6	53.8%	46.2%
7	53.7%	46.3%
8	50.9%	49.1%
9	45.1%	54.9%
10	57.8%	42.2%
TOTAL	56.0%	44.0%

*This data is by sex only. Our ambition next year is to report our gap by Gender Identity.

PERCENTAGE OF PARTNERS PROMOTED INTO NEW LEVEL BY GENDER

Women made up nearly two thirds of promotions into our most senior roles in the business and, while we still have work to do, a greater proportion of our senior leaders are women versus last year.

LEVEL*	FEMALE	MALE
Executive/Director/Level 4	61.9%	38.1%
5	42.5%	57.5%
6	53.8%	46.2%
7	56.8%	43.2%
8	57.9%	42.1%
9	51.2%	48.8%

*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 Partner entry level.

EIGHT PARTNER STORIES continued

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.

PARTNERSHIP LEVEL	ROLE LEVEL
Executive	Chairman and Executive Director
Director	Director
4	Head of Branch/ Head of Department
5 and 6	Leadership, Specialist and Senior Specialist
7, 8 and 9	Specialist Partner and Junior Management
10	Partner entry roles

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.

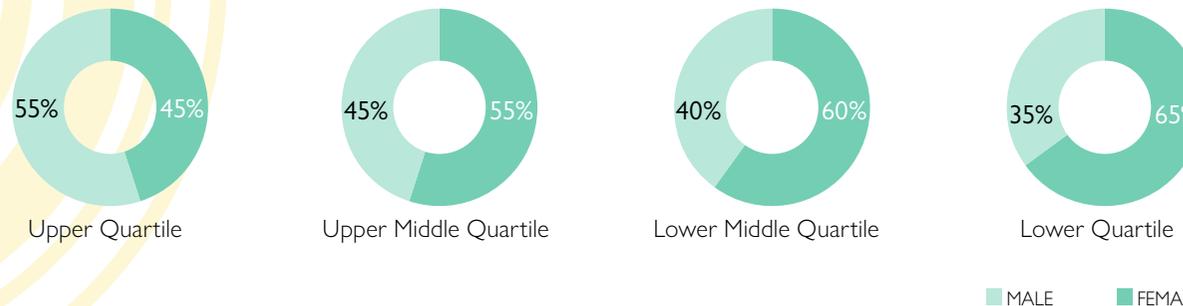
Mean pay gap: The mean gender pay gap is the difference in average hourly pay between men and women. The average hourly rate of pay is calculated by adding up all of the hourly pay of every female Partner and dividing it by the total number of female Partners. The same is done for male Partners.

OUR GENDER PAY GAP DATA

	JLP 2021	JLP 2020	JLP 2019	JLP 2018	JLP 2017	UK AVERAGE 2021*	RETAIL AVERAGE 2021*
MEDIAN	6.3%	8.6%	8.0%	8.2%	7.8%	15.4%	7.5%
MEAN	9.0%	10.4%	13.0%	12.7%	13.9%	14.9%	11.8%

*Office for National Statistics 2021 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsasgenderpaygaptables

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



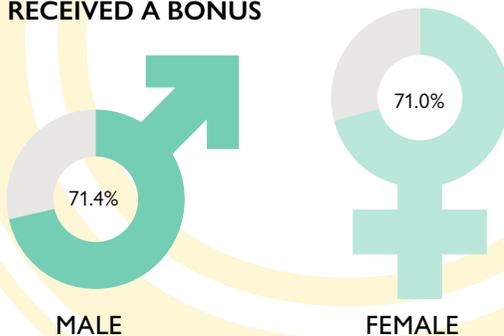
EIGHT PARTNER STORIES continued

OUR BONUS PAY GAP

The Partnership did not pay a bonus in 2021 and so the bonus pay gap figures this year look a little different. 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. This means that [in addition to one-off special contribution bonuses] payments we wouldn't normally describe as a bonus are included, for examples the 'Thank You' payment that was awarded to Partners at Levels 10, 9 and 8 during the pandemic and the One Step Beyond award. These payments or awards are paid at a flat rate and are not influenced by the number of hours or pay that a Partner receives. This helps to explain why the mean gap has significantly closed and there is no median bonus gap.

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

THE PROPORTION OF MALE AND FEMALE PARTNERS WHO RECEIVED A BONUS



Hannah Davies, Operating Model Lead, shares her thoughts on gender equality at the Partnership. *Gazette*, 5 March 2020.

EIGHT PARTNER STORIES continued



Ellie Laughton, Regional Manager, shares her experience of being a part-time Partner in the Gazette, 29 January 2021.

WHAT IS DRIVING OUR GAP?

We're delighted to report that our 2021 pay gap has shrunk by over 1% in both the median and the mean calculations. We continue to see greater levels of female progression and appointments into more senior roles, which is really encouraging and testament to our focus on creating fair opportunities. The result is that we now have a higher proportion of women in almost every level of our organisation than we did a year ago.

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**
As well as basic pay, gender pay gap calculations cover a number of other pay elements, which apply to some functions which may contain more of one gender than the other.

EIGHT PARTNER STORIES continued

HOW WE ARE CLOSING OUR GENDER PAY GAP

Our long-term goal is to reduce our gender pay gap through achieving equal gender representation across all job levels. We have committed to the following:

- Research shows the most significant reason for the gender pay gap is childcare falling disproportionately to females as the primary caregivers. Recognising this can be a real challenge to female progression, we've made our parenthood leave offer equal to all, enabling all parents to take an equal share in childcare, and reduce the burden and financial penalty of only one parent.
- We're working with consultancy Green Park to review the way we progress, recruit and attract from a diversity and inclusion lens. We know there is work to be done to make sure we appeal to everyone.
- Our relationship with Diversity in Retail has led to a number of women taking part in development programmes and we're also working on progression programmes of our own.
- We are working with LEAD (Leading Executives Advancing Diversity). Through LEAD, we have joined a mentorship programme and have various Partners acting as ambassadors for the ultimate goal of a more inclusive workplace. We will also be using the LEAD diversity and inclusion benchmarking tool to help us improve our inclusive maturity.
- Since its recent launch, Partners using equal parenthood leave have told us about the importance of co-parents having time off to bond with their child and for both parents to be 'in it together'.

CASE STUDY

CHRIS POWELL-THOMAS

Team Manager, Waitrose Saltash

Chris and his wife, Heather, are parents to Florence, who was born on 13 November 2021. Chris is taking 14 weeks of equal parenthood leave.

“ Being at home has made me realise how tough it must be for the partner normally when the father or co-parent goes back to work after two weeks. You're very much learning the basics at that point, so having more time is so good because you can bond with the baby and get to see all the changes. After a couple of weeks they start to make out who you are, they recognise your voice and start smiling. I've been able to see all of that whereas normally I would hear it from my wife and I'd be feeling really down about missing it. Having equal parental leave means Heather and I can share the load, and through the night, where they wake so frequently, when one of us is tired the other one can take over. Equal parenthood leave has been such a massive thing for us and we're so grateful. It really is a pioneering benefit. Being given this time off to be with family has definitely given me the time to think about what's important to me in order to be truly happy and I've realised through the flexibility of the partnership that I am able to balance my career and home life perfectly without compromise on both parts. A reason to be proud to be a Partner.”

- With more male Partners now taking extended leave, there's an opportunity for greater empathy and understanding of the challenges when returning to work and some of the barriers to progression. This has mostly been the experience of females until now.

EIGHT PARTNER STORIES: ETHNICITY

SUMMARY: ETHNICITY

- 14.9% of all Partners have self-identified as being an ethnic minority, down 0.5% on the year before.
- As with last year, a greater proportion of ethnic minority Partners were promoted to first line and middle management roles, with a smaller proportion promoted at more senior levels.
- At Executive, Director and Level 4 roles, ethnic minority representation has gone up by 1.5% on the year before.



MARC VALACE

Partner & Deputy Branch Manager,
John Lewis Stratford

“ I lead the Black Partner Advisory Group and co-chair the UNITY Partnership network. I'm passionate about developing myself and others, through education, sharing experiences and networking across.

Over the last year, the Black Partner Advisory Group has been more strategic. Our biggest success was collaborating with Marketing to deliver the 'Proud to Be' Black History Month campaign.

It was an honour to create a Partner- and customer-facing exhibit in our flagship branch in London's Oxford Street, which then went on tour to our Liverpool and Manchester JL shops.”

For the third year running, we have decided to report our ethnicity data voluntarily and before it becomes mandatory because we know this transparency is valued by our Partners. Diversity and pay data does not tell the whole story but is a useful starting point for understanding what action we need to take to ensure all Partners have an equal opportunity to progress in our business.

ETHNICITY BY LEVEL

This data is based on 95.8% of partners who self-declared their ethnicity. The remaining 4.2% preferred not to say or did not respond.

LEVEL	ETHNIC MINORITIES	WHITE
Executive/Director/Level 4	4.4%	92.6%
5	5.3%	93.4%
6	8.5%	90.6%
7	9.6%	88.8%
8	10.4%	88.7%
9	12.8%	85.4%
10	15.9%	79.2%
TOTAL	14.9%	80.9%

OUR ETHNICITY PAY GAP

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

EIGHT PARTNER STORIES continued

HOW WE CALCULATE

To calculate this, we designed the methodology ourselves and used data taken from more than 70,000 Partners in the John Lewis Partnership in the calendar month of April 2021. Because of this, this data may not be comparable to future years, for example if mandatory ethnicity 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. We have a minus figure for our median pay gap because 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

We know there is more we need to do to reduce our mean ethnicity pay gap.

- During 2021 we partnered with Diversity in Retail, taking part in an ethnic minority future leadership programme.
- We are planning a review of our recruitment processes in 2022 which will look at bias in the process and the impact this may have on ethnic and other minority groups.

- We piloted ‘#IamRemarkable’, a Google initiative empowering women and other under-represented groups to celebrate their achievements in the workplace and beyond.
- Our Black Partner Advisory Group has helped to keep our Partnership honest, ensuring our senior stakeholders understand how programmes, changes and events will impact the community and help to make sure we are representative.
- The D&I focus group of Partnership Council has also supported, working on the wider Council’s behalf to ensure ethnic as well as other representations are considered and that we hold ourselves accountable for improvement.

PERCENTAGE OF PARTNERS PROMOTED INTO NEW LEVEL BY ETHNICITY

LEVEL*	ETHNIC MINORITIES	WHITE
Executive/Director/Level 4*	4.8%	90.5%
5	5.5%	93.2%
6	6.6%	92.5%
7	9.1%	90.9%
8	11.8%	87.5%
9	14.7%	82.4%
TOTAL	11.9%	86.2%

*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 Partner entry level.

EIGHT PARTNER STORIES continued

SUMMARY: AGE

- The age breakdown across the Partnership remains broadly the same as in previous years.
- At Levels 1–3 we have seen a 5.5% increase in representation in the 36–45 age group and a 3% increase in the 56+ age group, showing a more diverse split in representation than in the previous year.
- 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.



FRANCES HILL

Partner & Project Manager, Group Change Projects

“ Being a project manager in my day job, I am all about meaningful change and this is one of my main motivators for being involved with the Partnership networks so I am always striving to ensure the Partnership remains honest and true to Partners.

I’m keen that Partners of all generations share their voices and pursue ways they can learn about one another, to not only build and strengthen relationships but ultimately strengthen the Partnership with a diverse workforce and leadership.

To that end, we have recently changed the leadership structure of the LinkAGES network, which I co-lead, so that it is more reflective of the Partnership’s make-up. We now have three co-leads, with two Partners in their twenties, doing a role share which offers wider representation and opinion.”

AGE BREAKDOWN BY LEVEL

LEVEL	16-25	26-35	36-45	46-55	56+
Executive/Director	0.0%	0.0%	33.3%	54.4%	12.3%
4–5	0.1%	14.7%	40.1%	37.3%	7.8%
6–7	1.6%	33.7%	32.4%	24.6%	7.7%
8	4.8%	34.4%	27.2%	23.8%	9.8%
9	12.2%	29.0%	19.9%	23.8%	15.1%
10	29.8%	14.6%	12.6%	19.5%	23.4%

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%	40.0%	60.0%	0.0%
4–5	0.0%	27.0%	43.8%	24.7%	4.5%
6–7	2.9%	54.6%	26.5%	13.9%	2.1%
8	12.8%	54.2%	17.2%	10.8%	5.1%
9	30.8%	38.4%	11.1%	13.3%	6.4%

*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.

EIGHT PARTNER STORIES: FAITH



AMEET SINGH HUNDAL

Partner & Group Functions Senior Business Continuity Manager

“ As a practising Sikh, my faith is very visible; from my turban and beard you’ll notice me as a Sikh first before Ammeet the person. For me, the two are so interconnected. Therefore I’m immensely passionate for Partners to feel they

can bring themselves to work (who wants to be juggling multiple versions of themselves? It’s exhausting, I’m sure!). I’ve felt my personal and professional worlds intertwine so beautifully this year. Volunteering for a Sikh arts organisation that hosted an exhibition in the Library of Birmingham focusing on the ‘journey of the mind’ allowed me to be part of something that brought communities, cultures, faiths, and beliefs together.

The Faith and Belief network has provided a platform, within the Partnership, to achieve the very same thing. What we’ve achieved with Hanukkah, Eid, and Diwali celebrations makes me very proud.”

HIGHLIGHTS

- In 2021, Faith and Belief and UNITY helped to lead discussions about uncomfortable conversations in our network communities. After a number of focus groups, we now have guidance for members about how to post in our network communities so they can be safe spaces for us all to learn and increase our understanding.



Waitrose East Sheen Partners celebrated Holi, the Hindu festival of colour.

EIGHT PARTNER STORIES: LGBTQIA+



Richard Stephens-Knott, Operations Manager at John Lewis Cardiff, discussed what Pride means to him in the Gazette, 4 June 2021.



BEN MANNING

Partner & D&I Specialist, Inclusion and Belonging

“ The last year has been a whirlwind of activity, but being part of the new Diversity and Inclusion team has been incredibly rewarding. I am so proud to be representing and championing the LGBTQIA+ community and enabling the Partnership to become more inclusive in all areas.

This year we've expanded the available pronouns in Workday, completed the Workplace Equality Index for the first time and much more. I'm looking forward to making the Partnership a more inclusive space, where Partners can truly be themselves!”

HIGHLIGHTS

- In 2021, we introduced new gender identity profiles on Workday.
- We worked with The Diversity Standards Collective (DSC) to meet with transgender and non-binary professionals to learn about their lives at work.
- In 2022, we'll focus on understanding more about the experiences of transgender and non-binary Partners so that we can provide better support.

EIGHT PARTNER STORIES: DEMOCRACY



PRISCILLA ALDRIDGE

Partner & Democratic Vitality Consultant Lead,
Democratic Vitality, Proposition & Insight

“ The D&I Focus Group, which I've continued to co-chair on behalf of the Partnership Council, has worked to support the development of the D&I strategy to help create a step change for Partners. The group also focused on strengthening

the Council's connection with our networks to better enable the flow of their distinctive voice. The Democratic Vitality team, to which I belong, have been particularly restless in driving greater inclusivity across our Democracy, most recently with our elections. For example, Shared Seats will allow Partners to split the time commitment of the role to make it more accessible to more Partners, and beyond that, there are upcoming trials of Network Forums in UNITY and PiPs to broaden the spaces in which distinctive voices can be heard and have influence in the business so we can all feel we belong.”

- Priscilla is also a member of the Partnership's Inclusion Committee, made up of seven Partners who meet every month with the Executive Director, People, and the Diversity and Inclusion team to talk about our inclusion ambition and progress.



EIGHT PARTNER STORIES: DIVERSITY

HIGHLIGHTS

- In 2021, we were able to take our marketing and advertising to the next level.



VICTORIA ROGERS

Partner & Business Manager, Waitrose Customer

“ Throughout 2021, I've worked closely with a number of Partners across our Waitrose and John Lewis Customer teams to continue improving diversity and inclusion for both our teams and for our customers.

After extensive research into our target customers, we updated our Marketing calendar to upweight the coverage of events including Pride, Diwali, Eid and Ramadan to ensure that we better represent those who shop with us. It was imperative that any campaigns were based on authenticity and lived experience so we invited Partners from across the business to take part in focus groups to share what these events mean to them and how they celebrate with family and friends. This then formed the basis of the campaigns many of the Partners involved even featured in the campaign and told their stories directly to our customers.

Alongside this, we also reviewed the diversity of our contributors and the talent we showcase in front of the camera and ran cultural appropriation training for over 100 Partners, focusing particularly on cultural appropriation in food – something highly relevant especially to Waitrose.

More recently, I led a significant research project into the customer experience of those with disabilities and access needs shopping across our brands and will continue to focus on improving representation and experience for these customers in 2022.”

EIGHT PARTNER STORIES: CARERS



Chris Powell-Thomas with wife Heather and baby Florence, talks of his equal parenthood leave in the Gazette, 4 January 2022.



ANDREW MURPHY

Partner & Executive Director, Operations

“ The last year has presented both the Partnership and its Partners with many challenges. Despite the significant effort required to overcome these, we’ve still found time to focus on and progress the priorities and principles of democracy, well being, diversity, inclusion and equity that are at the heart of our business.

Within Operations, we have seen the launch of #IAMRemarkable, an internationally recognised development course which helps people, especially those from under-represented groups, develop confidence and skill in framing and communicating their achievements and personal attributes to help advance their career. We have also established a Diversity and Inclusion Steering Group to help identify, oversee and support the delivery of a relevant and measured set of D&I outcomes across the Ops Directorates in support of the Partnership’s Inclusion agenda. I am also delighted to be entering my third year as sponsor of the Working Parents Network, where we have recently celebrated the launch of groundbreaking People policies to support dual parental leave and baby loss.”

NINE PRIORITIES

We'll become the UK's most inclusive business, for our Partners and our customers, reflecting and connecting with the diverse communities we serve.

First, we must make sure that we set inclusion up in the right way.

1 STANDARDS

Create the standards and provide clarity on the Partnership stance on all things related to D&I.

2 MEASUREMENT, DATA AND INSIGHT

Improve our data and how much we understand about the Partnership to set the right targets, make the right decisions and measure our success.

3 ACCOUNTABILITY

Set up the Inclusion Committee to challenge our business, leadership, Executive and Partners to make sure we're doing the right thing.

4 COMMUNICATIONS AND ENGAGEMENT

Have a clear and accessible communications and engagement strategy to ensure Partners are abreast of all D&I activity. →



Emma Belcher, Team Leader, Waitrose Stamford shares what it's like working in the Partnership and having a disability. Gazette, 28 August 2020.

NINE PRIORITIES continued



Trephena Thomas and the Partner-curated exhibition for Black History Month. Gazette, 22 October 2021.

To become the UK's most inclusive business, we will focus on:

- 5 PARTNERS**
Help Partners feel confident, safe and capable in strong and inclusive communities.
- 6 LEADERSHIP AND LEADERS**
Prioritise inclusion and hold leaders to account for true inclusivity in their teams.
- 7 CUSTOMERS**
Create a more inclusive customer experience.
- 8 COMMUNITIES**
Ensure that our customers and communities know what we stand for.
- 9** Finally, we need to make our workforce more diverse, so every level reflects and connects with the communities we serve.

TEN WAYS TO BUILD INCLUSIVITY

- 1 TAKE TIME TO LISTEN**
Really listening to others helps to build our understanding. It's important to ensure that we all have a voice and that everyone feels heard.
- 2 BUILD EMPATHY AND UNDERSTANDING**
Having empathy for other people goes a long way in building strong relationships. It helps us to connect with others and appreciate them better.
- 3 CREATE SAFE SPACES**
Creating places where people feel confident that they will not be judged, criticised or harassed is vital, whether it's online or face to face.
- 4 BECOME AN ALLY**
Anyone can be an ally and it is a behaviour or mindset, rather than a role or responsibility. An ally is aware of how they and others act and behave and the impact that could have on a member of a diverse group.
- 5 GET TO KNOW PEOPLE WHO ARE DIFFERENT FROM YOU**
It's important for us all to find other perspectives. There's so much we can learn about ourselves and our work when we seek another point of view.



TEN WAYS TO BUILD INCLUSIVITY continued



Latif Embong, Supermarket Assistant at Waitrose Kings Road, featured in the *Gazette* (30 July 2021), talking about the Partnership's Linkage network.

6 GET COMFORTABLE WITH THE UNCOMFORTABLE

Building inclusivity isn't always going to be easy and at times it will challenge you to move out of your comfort zone.

7 IMPROVE YOUR KNOWLEDGE

If you don't know something, it's OK to seek understanding. Ask the question, or try and find the answer. Education is key!

8 CONTINUE TO CELEBRATE DIFFERENCE

There's so much to celebrate, so don't wait for permission. Take a look at our Cultural Awareness Calendar and plan your own events.

9 BE RESPECTFUL

There will be times when we have different views and opinions about things and that's OK. But we must always be respectful of each other's differences and make sure that we share our views with kindness and consideration.

10 SPEAK UP

When you see or feel that something isn't right, it's all of our responsibility to do something about it or even just offer to help.

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.

SHARON WHITE

Partner & Chairman

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