

BETTER JOBS, BETTER PERFORMING
PARTNERS, BETTER PAY

Unlock Partner potential

Creating a diverse and inclusive culture, while nurturing Partner wellbeing and the wellbeing of the communities around us. Because the future of our business depends on us, as Partners, reaching our full potential.



02.1 Community & volunteering

Our success as a business depends on our Partners, and the communities in which they live and work, continuing to thrive. By investing in our communities and empowering our Partners, we're helping to tackle important local issues while learning new skills and gaining new experiences.

APPROACH

- Local:** We empower decision-making at a local level, supporting Partners to invest their time, skills, resources and expertise in the communities where they live and work. John Lewis and Waitrose support local communities through our Community Matters schemes, in which customers nominate and vote for one of three charities to decide how donations are allocated. In 2017/18 over £4 million was donated to charities local to our branches through this scheme.
- National:** We use the strength of our brands as a force for good through campaigns that connect our customers with causes that are important to us, including hosting special Blooming Great Tea Party events in John Lewis stores for Marie Curie, and Waitrose's support of the Trussell Trust and Crisis to tackle isolation and food poverty.
- Volunteering:** Our programmes offer Partners the opportunity to volunteer their time and skills to charities, schools and community organisations. Since 2000, our Golden Jubilee Trust scheme has enabled Partners to apply for a secondment to work with a charity of their choice for up to six months at full pay. You can read more about the Golden Jubilee Trust on [page 17](#).

PROGRESS

- We want to inspire younger generations to fulfil their potential. Through both John Lewis' 'Bringing Skills to Life' and Waitrose's 'Grow and Sell' programmes, our Partners volunteer to provide primary schools with resources to help them discover more about the world, grow in confidence and learn new skills. This year we reached approximately 180,000 children through our schools programmes.
- To help make our stores a more inclusive place for our customers, we continued to support the Alzheimer's Society. To date, over 3,300 people have registered as Dementia Friends from the sessions our Partners run both internally and within our local communities.
- For the third and final year, Waitrose funded vital research into Alzheimer's through donations from the England carrier bag levy fund which went to University College London's dementia research institute, totalling over £3.2 million.
- The John Lewis Foundation invests in disadvantaged communities throughout the world with a focus on employment and training. Since its launch in 2007 the Foundation has supported over 50 charities in the UK and abroad. Visit the [Foundation's website](#) to read about the projects we have supported.

PLANS

Looking ahead

In 2017 we spent time reviewing our approach with Partners, customers and charities to help shape our future plans. Over the coming year, we'll be developing our projects and programmes to ensure we're helping Partners to develop their skills and potential through their involvement in communities and in doing so, deliver greater social impact.



OVER
£250,000

RAISED FOR BARNARDOS THROUGH
JOHN LEWIS' CHANNELS

£500,000

DONATED TO MARINE
CONSERVATION SOCIETY

OVER
£200,000

RAISED FOR MARIE CURIE THROUGH
JOHN LEWIS' CHANNELS

177

WORK PLACEMENTS THROUGH BUSINESS
IN THE COMMUNITY'S READY FOR WORK
PROGRAMME SINCE 2012

Health & wellbeing

We've always invested in the financial, physical, mental and social wellbeing of our Partners. However, changes in society and the workplace are putting new pressures on workers, so we're more committed than ever to getting the right support in place to help our Partners fulfil their potential.

APPROACH

We have two teams specifically focused on health and wellbeing. Firstly, Partner Support offers a helpline for emotional and practical support as well as financial assistance and mediation. Secondly, Partnership Health Services provide physiotherapy, counselling and other health-related services.

As part of the 'Time to Change' campaign, we've pledged to raise the profile of mental health in the Partnership and to create an environment in which Partners can be open about their mental health without fear of negative consequences at work.

To give Partners the opportunities to relax and have fun we have a Leisure Benefits programme, which enables Partners to enjoy discounted recreational activities, including our own hotels across the UK. Furthermore, most of our sites have subsidised dining facilities, which offer Partners hot meals and healthy options at reduced prices.

PROGRESS

In 2017, we reviewed our approach to Partner wellbeing to align it with the changing profile of our workforce. We drew on external data and conducted research on our Partners' changing needs. We trialled new technologies such as interactive health kiosks, which gave Partners an insight into key health indicators such as their weight and blood pressure, and carried out internal campaigns on health and wellbeing to increase our Partners' knowledge of existing services.

2017/18 was the first full year of our new mental health service, which provides a care model for Partners experiencing mild to moderate mental health conditions. So far, Partners using the service have reported positive improvements in their psychological wellbeing. Read more on [page 17](#).

Based on our wellbeing review, we've made a new, commitment to become Britain's Healthiest Workplace, based on the external benchmarking survey. This aim, supported by Partner insight and data, will guide how we tackle health and wellbeing in the Partnership over the coming years.

PLANS

Looking ahead

Our plans are ambitious, and we know we'll have to compromise and prioritise the activities in which we can have the most positive impact. The success of our approach depends on inspiring a network of champions to help create a culture of health and wellbeing in our business. 2018 will also be the first year that the John Lewis Partnership will take part in Britain's Healthiest Workplace survey.



TIME TO CHANGE SIGNATORY	 WON THE EMPLOYER CATEGORY AT THE 2017 Rehabilitation First Awards	3,500 PARTNERS USED OUR INTERACTIVE HEALTH KIOSKS
NEW WELLBEING CHAMPIONS ESTABLISHED		

Diversity & inclusion

It’s vital that every Partner in the business has the opportunity to reach their potential. To achieve this, we strive to create a culture in which people can be themselves and thrive, we call it ‘Bring Yourself to Work’.

APPROACH

Our Diversity and Inclusion (D&I) and Equal Opportunities policies set out expectations on this issue. Although we refer to specific demographics, we embrace the fact that diversity goes well beyond protected characteristics and we seek to provide support and adjustments to help all Partners reach their potential.

We run eight networks, mainly sponsored by senior leaders, which exist to educate, influence and challenge the business. These networks are: LINKage, Working Parents, UNITY, Gender Equality Network (GEN), Pride in the Partnership, Faith, Belief and Religion, Ability and School of Thought.

Where we see under-representation, we take positive action. For example, in 2014 our Chairman set a Partnership goal to increase the representation of Black, Asian and minority ethnic (BAME) Partners in management positions to 10% by 2020.

To achieve this goal, we have introduced bias training, diverse recruitment panels and our UNITY Network, which is sponsored by the John Lewis Finance Director, Bérangère Michel.

Each year, we hold a Bring Yourself to Work Week, with events and stories shared all around the Partnership. Senior leaders are actively involved, but it is a grassroots movement, organised by Partners for Partners, to foster inclusion.

We have committed to becoming a Disability Confident Leader, a Government sponsored mark that aims to help companies successfully employ and retain people with disabilities and those with health conditions. We are working with the Business Disability Forum, a not-for-profit member organisation, to understand how we can achieve this.

PROGRESS

In 2017, we entered the Social Mobility Index, and Business In the Community’s inaugural Race at Work Index, where the Partnership was named one of the UK’s Best Employers for Race. Each of these entries has given us an accurate assessment of our D&I performance against the UK employment market and identified areas where we can improve.

We also achieved our aim of being a Disability Confident Employer, as recognised by the Department of Work and Pensions. This status is a reflection of the support and consideration we give to disabled people in recruitment and their employment and a step towards becoming a Disability Confident Leader.

In 2017, we published our first Gender Pay Gap Report, available on our website.

NETWORK	DESCRIPTION
LINKage	Our intergenerational or age network. It aims to build awareness of the benefits and challenges of an intergenerational workforce.
Working Parents	Working Parents aims to support individual working parents and inspire the way that the Partnership supports working parents.
UNITY	The Partnership’s official network for BAME (black, Asian and minority ethnic) Partners.
Gender Equality Network (GEN)	GEN aims to challenge stereotypes and influence the business in its thinking as it relates to gender.
Pride in the Partnership	The Partnership’s LGBT+ network, which promotes inclusivity and provides support.
Faith, Belief and Religion	Aims to educate, celebrate and challenge the Partnership on faith and religion.
Ability	A group of Partners who face mental, physical and learning challenges, who aim to raise awareness.
School of Thought	Aims to help Partners understand their unique qualities and perspectives and use them to challenge the status quo.

PLANS

Looking ahead

We are proud of the progress we have made in creating an inclusive and diverse culture though we recognise there is far more to do. In 2018, we will focus on obtaining richer and more detailed Partner insight to identify tangible solutions to unlock some of the entrenched challenges within the diversity and inclusion agenda.



CASE STUDIES

The Golden Jubilee Trust

Volunteering is just one of the ways that our Partners can contribute to the communities we operate in and we believe that this not only benefits the community but also has a lasting, positive effect on Partner wellbeing.

*Data included within KPMG LLP's independent limited assurance scope

The Golden Jubilee Trust (GJT) is our flagship volunteering programme. The aim of the Trust is to give practical help to UK-registered charities through Partner volunteering, for up to six months, on full pay and benefits.

In 2017/18, over 21,000* hours were awarded to over 40 charities. Since 2000, over 800 charities have been awarded 333,000 hours of our Partners' time. The scheme has enabled charities to access resources and, in turn, it has provided Partners with the chance to develop skills and unlock their potential.

This year, we partnered with Samaritans, for the first time, on 20 GJT secondments, beginning in Spring 2018, which will focus on sharing our knowledge and experience with the charity's retail arm to improve the charity's retail proposition.

The Partnership has a longstanding relationship with Samaritans through Partner Support mental health services, but this is the first time that the GJT has offered a combined set of secondments with a national reach and the level of interest from Partners was unprecedented.



SALLY CRISP, JOHN LEWIS NORWICH
GJT SECONDMENT AT SAMARITANS

Partner wellbeing

The importance of wellbeing in the workplace has gained prominence in recent years. Findings from the National Employee Mental Wellbeing survey report 84% of employees have experienced symptoms of poor mental health, where work was a contributory factor.

Though we have a strong legacy of providing wellbeing support to our Partners, we are not immune to this trend. Coupled with national and global societal shifts and the changing nature of the retail industry, the experience of work for our Partners is rapidly changing.

We recognise our role in ensuring all Partners receive the right support for their mental wellbeing and in 2017 we reviewed our wellbeing proposition to better meet our Partners' needs.

Our Partnership Health Service provides physical and psychological occupational health services across the Partnership, including a mental health service which provides support for Partners experiencing mild to moderate mental health conditions, by uniquely combining the work of our in-house Partnership Health Services team with our specialist psychological rehabilitation provider, Rehab Works.

In 2017, we celebrated the first full year of this service. So far, Partners using the service have, on average, reported a 40% increase in psychological wellbeing post-service. These achievements were recognised at the 2017 Rehabilitation First Awards where we won the employer category.