



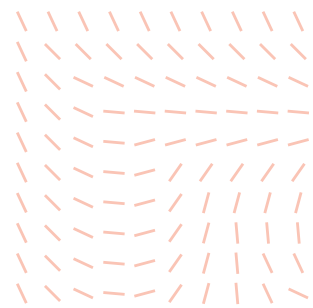
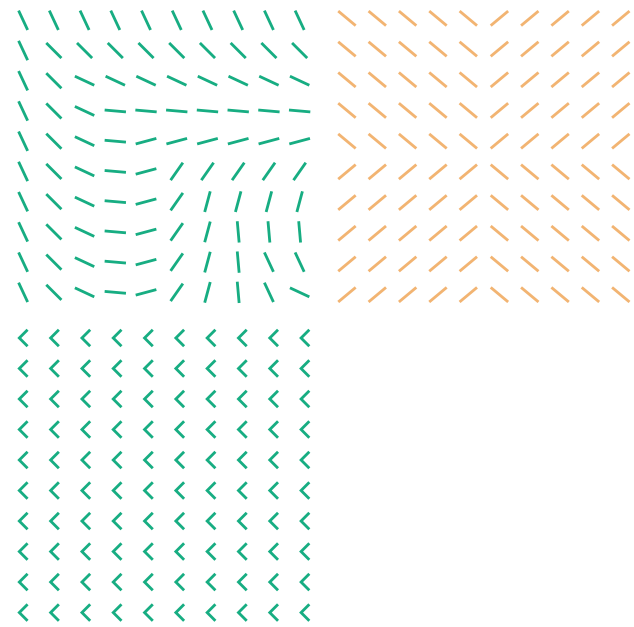
PROUD TO BELONG ++
DIVERSITY & INCLUSION ++

BELONGING

AT JLP REPORT 2026

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OUR LEADING VOICE

Jason Tarry

PARTNER & CHAIRMAN

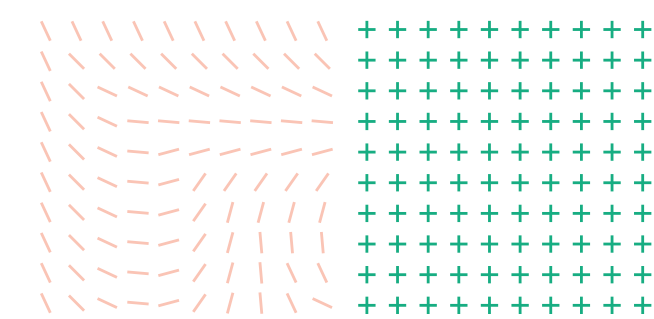
Belonging is fundamental to our Partnership and our Partner Difference. It defines who we are, how we interact with each other and the communities we serve. And, while the world around us continues to change, we remain dedicated to making the Partnership an inclusive place to work, where everyone feels able to be themselves and proud to belong.

We've made so much progress over the past year and I want to thank every Partner who's helped to make a difference. We hosted another successful Belonging Conference, with engaging sessions attended by Partners from across the business. We also launched a new Belonging podcast, which sparked conversations on the support of our networks, and we were pleased we maintained a fairly consistent position in our gender pay gap data, which was already better than the retail average, as well as a slight improvement in our mean pay gap. We have renewed our focus on our Diversity & Inclusion strategy following an independent assessment, reaffirming our commitment to fostering an inclusive Partnership where every Partner feels a strong sense of belonging.

Externally, we established a lasting relationship with 55/Redefined, securing a presence for job vacancies on its prestigious Jobs/Redefined jobs board, a platform for attracting over-50s talent. Our UNITY Network was nominated at this year's Ethnicity Awards while individual branches and teams made a difference too: John Lewis Solihull sponsored the very first Solihull community Pride event in September and our Communications team partnered for the first time with The Pros Collective, an organisation dedicated to addressing racial diversity within the communications industry.

As ever, we have more to do. And we're more committed than ever to inclusivity and I've no doubt this positive momentum will continue, supported by our Diversity & Inclusion (D&I) team. To all Partners, thank you, and I'm excited by the opportunity for us all to deliver meaningful, lasting change together this coming year.

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Our commitment to Diversity & Inclusion is delivering measurable results

Hearing directly from Partners helps us understand how we're already doing and what we need to work on to be the UK's most inclusive business.

Our Partner Engagement Surveys are a great way to do this, to use our voice, as owners, to share our experience of how it feels to work in the Partnership.

This year, our survey scores for our D&I question "I'm satisfied with John Lewis Partnership's efforts to support diversity & inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)" saw strong improvement across most business areas, with nearly all achieving their 2025/26 scorecard targets.

Crucially, we're able to understand that our Partners in minority demographics reported **positive increases** in their scores throughout the year – indicating our efforts are translating into a better experience for Partners.

In September, we introduced a new question (**I feel a sense of belonging at the John Lewis Partnership**) to help us look into whether Partners genuinely feel a sense of belonging in the Partnership, as a benchmark that'll guide our efforts in the years ahead.

We remain committed to becoming the UK's most inclusive business and have successfully delivered a number of initiatives this year aligned with our five strategic pillars:

- 1:** Improving customer representation, celebration and ranges
- 2:** Robust and inclusive policies and standards
- 3:** Building diverse teams
- 4:** Culturally competent leaders and people managers
- 5:** An inclusive working environment

“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.

IMPROVING CUSTOMER REPRESENTATION, CELEBRATION AND RANGES PILLAR 01

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LABRUM, Rejina Pyo and Fenty Beauty launch

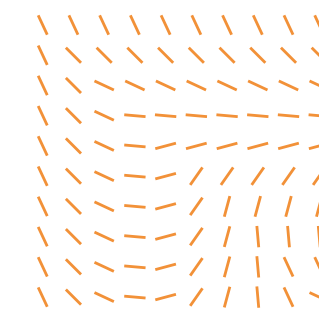
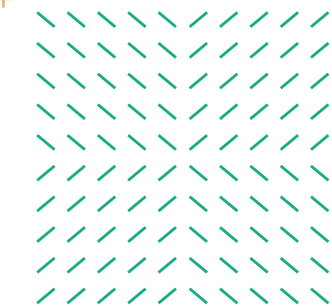
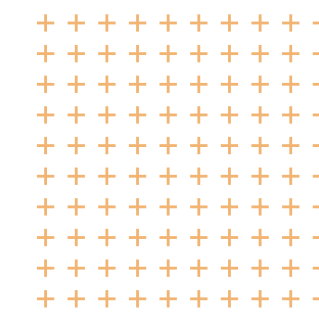
In August, we launched **Fenty Beauty by Rihanna** at John Lewis, offering a diverse range of make-up, skincare and hair products to customers.

In October 2025, John Lewis also launched its first menswear collaboration in over 10 years, an exclusive range with **LABRUM London**. The 38-piece streetwear collection includes outerwear, knitwear, denim and tailoring.

The collection has been designed in partnership with Foday Dumbuya, founder and Creative Director of LABRUM London and a British Menswear Designer of the Year nominee. The collection draws inspiration from a blend of West African patterns and textiles with contemporary British tailoring silhouettes.



October also saw the launch of another exclusive designer collaboration, John Lewis x Rejina Pyo. Thoughtfully designed by Rejina Pyo and John Lewis's experienced design team, the 35-piece collection of outerwear, dresses, knitwear, separates and accessories brings together a classic British aesthetic with Korean modernity, which will be loved and worn season after season.



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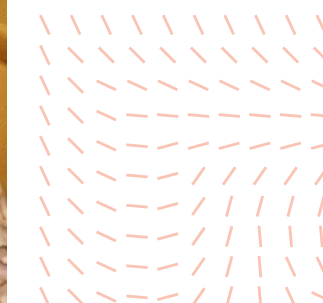


PRIDE

Waitrose kicked off the Partnership's Pride Month activities with the launch of its Love Wins Pride tote bag in Waitrose stores and online



Ten per cent of the bag's sales are donated to LGBTQIA+ charities via grants through the John Lewis Partnership Foundation. Pride celebrations also went on the road, with Pride wraps added to 12 Waitrose LGV trailers.



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We also celebrated Pride online, on socials and in-store with local marketing toolkits, and window displays in John Lewis stores.

01



Made by Care products

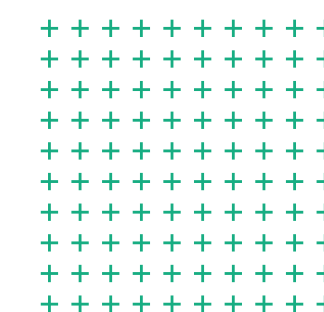


Made by Care, now in its third year, is a collaboration between John Lewis's Design team and aspiring, care-experienced designers. This year, the range was designed by Leah, whose designs are inspired by wildflowers.

She said: "Wildflowers represent the care-experienced community. They possess an inherent resilience, strength, and unique ability to thrive and flourish despite challenging circumstances, embodying a fierce and free spirit." Rosie Hanley, Director of Brand for John Lewis, said:

"Leah's work sparks real change and we will continue to champion the talent in the community and empower more young people to build brighter futures." Her designs feature on an expanded range of products this year, including a sweatshirt, silk scarf, tote bag, printed mug, hand-painted vase, trinket dish, journal and a jigsaw puzzle.

Shop the range [here](#).

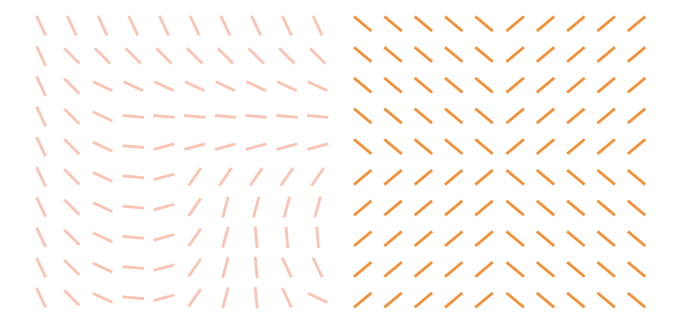
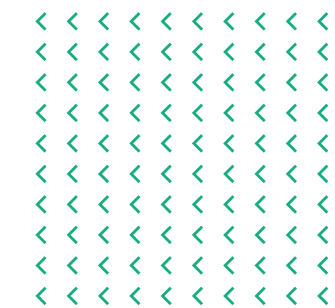


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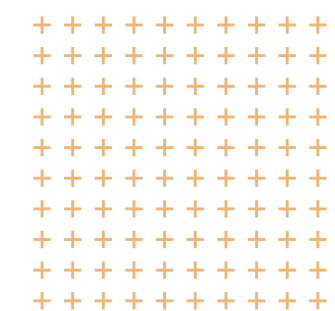


Ramadan and two Eid celebrations

To assist our customers in finding the right gifts for these occasions, we supported Ramadan (February – March) and the two Eid celebrations (Eid al-Fitr in March and Eid al-Adha in June) by refreshing our Eid Hosting & Gifting product listing page. Our John Lewis social team showcased 'celebrating together with our key influencers', promoting gifts and decorations from both John Lewis and Waitrose, as well as gift guides and editorial pages.



During Eid celebrations, several John Lewis branches, including White City, Trafford, Stratford, Solihull, Leicester, and Brent Cross, hosted various activities for customers to participate in, including calligraphy, balloon modelling, crafting and henna.



01

THE STYLE STUDIO



A PLACE FOR
— FASHION
INSPIRATION

JOIN US FOR PERSONAL STYLING,
TALKS, EVENTS AND MORE.

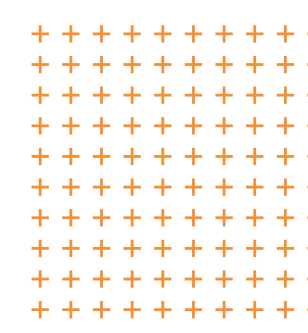
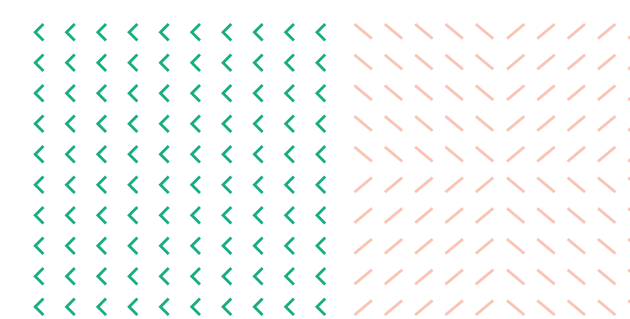
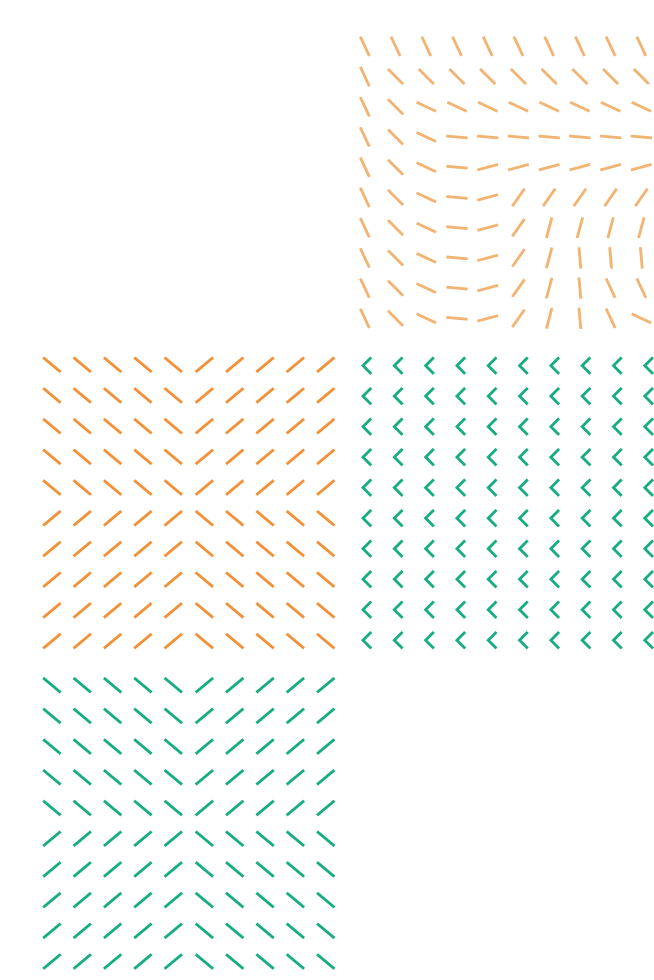
Global dressing

In September, we invested in the Global Fashion Awareness & Inclusive Styling training, delivered as a face-to-face masterclass for personal stylists by the London College of Style.

The programme was launched to train our stylists to adapt John Lewis ranges for customers from all backgrounds, supporting our goal of inclusive services. The highly engaging sessions featured diverse customers sharing their wardrobe needs, giving stylists a real-world brief to practise styling and receive immediate feedback, which successfully embedded the learning.

As a result, around 140 stylists were upskilled, and the training received consistently positive feedback.

Danielle, Services and Innovation Lead, said: “Including global fashion awareness and inclusive style training in our personal styling programme was a really important step for us. At John Lewis, we want every customer to feel welcome, understood and confident that a styling appointment will meet their needs. The session was extremely well received, and our stylists have been applying the learning in appointments ever since to better understand our diverse customer base, make more relevant recommendations, and confidently support customers from backgrounds different to their own. This reflects John Lewis’s ongoing commitment to supporting and celebrating diversity.”



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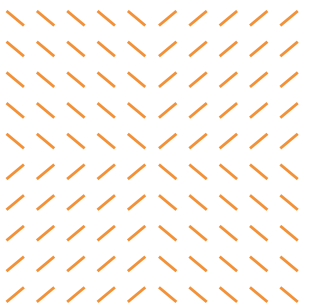
ROBUST AND INCLUSIVE POLICIES AND STANDARDS

PILLAR 02

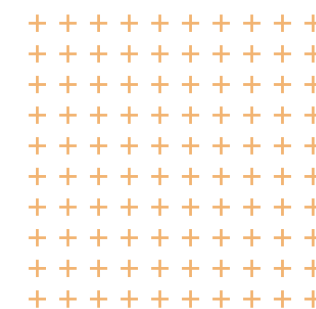


Worker Protection Act training

When the new Worker Protection Act came into force in 2024, we refreshed our existing policies and launched mandatory sexual harassment training to all Partners. In June 2025, we built on this by launching a comprehensive set of training modules specifically tailored to Partners' job roles.



This new training, supported by data regularly gathered and reviewed from various Partnership teams, means we're preparing for the strengthening of the legislation this year. We will continue to review and improve upon our policies and procedures in order to prevent sexual harassment in our workplace.

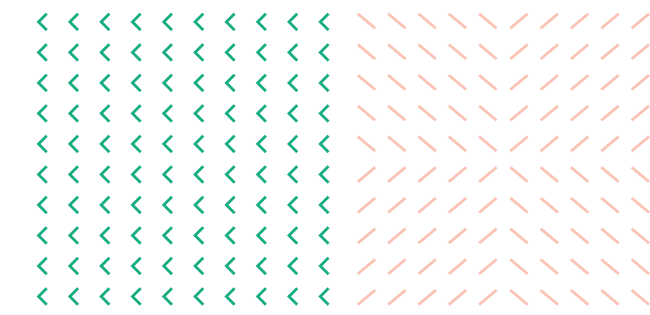
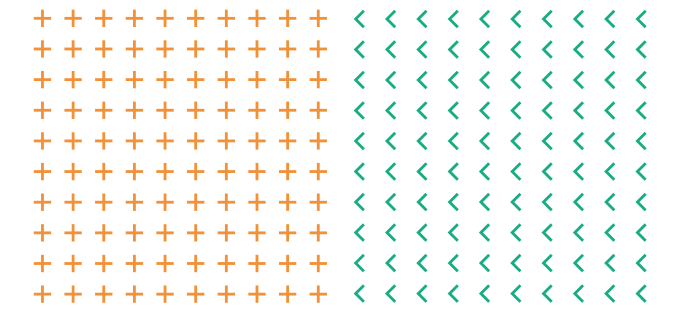


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Carers' hotel breaks

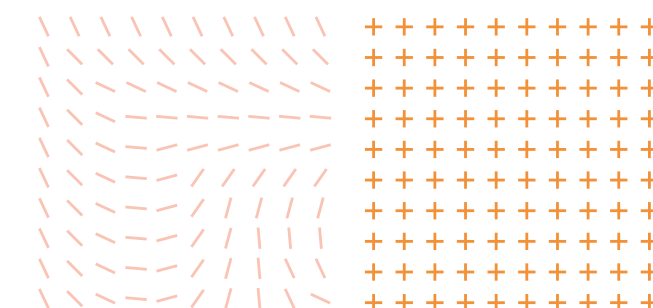
In November, the Carers Hotel Break initiative was launched, to give Partners with caring responsibilities a vital opportunity to rest, recharge and refresh, or simply enjoy a change of scenery. Initially for a 12-month trial period, it offers a 30% saving for carers at our already subsidised Partnership hotels.



It's estimated that one in seven people in the UK are providing unpaid care for a friend or family member who, due to illness, disability, a mental health problem or an addiction, cannot cope without their support.



“As a carer for my late father, getting a chance to have a short break to recharge and some alone time to myself gave me a chance to reflect and appreciate the special moments I spent caring for him. I hope the Carers Hotel Break trial gives Partners who are carers the much-needed opportunity to rest and recharge.” – Damola, member of the Carers Network



02



Multi-faith rooms and Time to Pray guidance

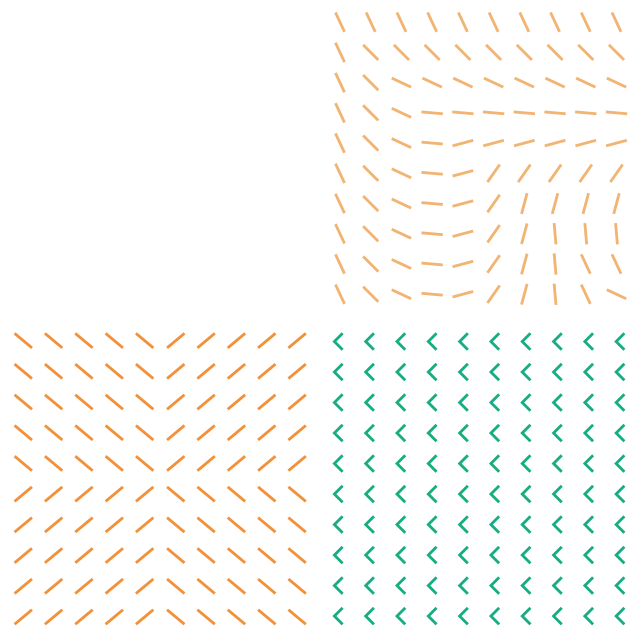
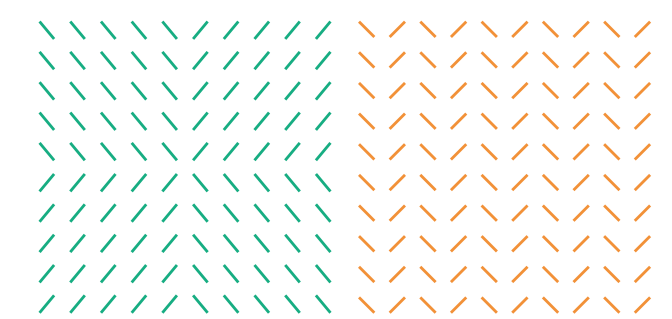
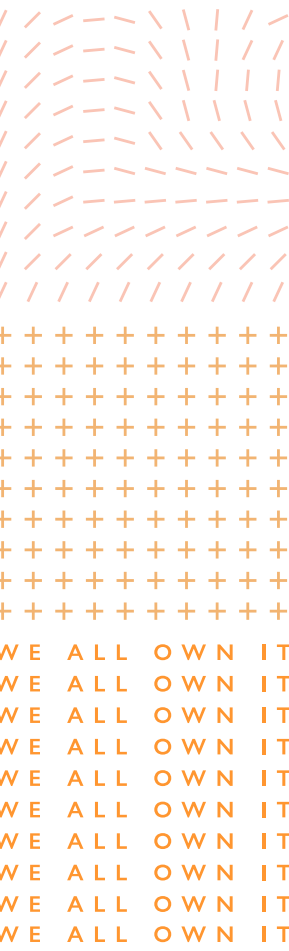
To support our growing cultural diversity and expansion of our Faith and Belief Network, we identified the need to acknowledge religious diversity through the facilities we offer.

To promote an inclusive work environment, we aim to offer a suitable space where Partners of all faiths can pray at our Partnership sites.

During National Inclusion Week, we developed new guidance which establishes standards for considering multi-faith spaces in current and future planning, including refurbishments and new site developments.

“We, as co-leads for the Faith and Belief Network, are privileged to have been part of this development for our Partners of faith. Since becoming co-leads, we recognised that creating an inclusive working environment was one of our key priorities to influence, so we are very pleased to see the continued work going on in this space and hope it leads to many more faith-friendly places for prayer.”

- MEENA AND DOMINIC
Faith and Belief co-leads



02



Elevate

In 2025, we piloted Elevate, a 12-month development programme created to boost the representation of ethnically diverse leaders across the Partnership, connected to the commitments made to the Parker Review to increase the ethnic diversity of our 1-4 leadership team. Those enrolled onto the programme completed 11 deep-dive sessions focused on building career-advancing skills, supported by personal assessments, business projects, and access to leadership meetings and Partnership Council.

Since its launch, the programme has provided participants with opportunities to showcase their strengths through increased exposure to senior leaders, leadership experience days, and short-term assignments.

As a result of the feedback from our first cohort, the programme has extended for six months with several new enhancements, including increased interaction with Executive members, one-to-one consultations, practical application exercises, time spent with senior leaders in operations, and the implementation of a 'diverse talent flag' for future recruitment.

Lee, Resource Manager, describes the positive impact of Elevate on her, as she was inspired to consider other roles in the Partnership:

“The Elevate programme is designed to equip high-potential leaders from diverse ethnic backgrounds with the professional development and essential skills needed for future Level 1-4 roles. Our cohort formed a strong, supportive bond, which helped us to gain constructive feedback for our individual growth.

“I particularly valued several aspects of the programme, including access to Executive members for discussions and guidance, individual sponsorship, mentoring, coaching, and dedicated time with the Partnership Council.”

Not only is this programme a useful development tool, but it's also enabled us to identify a number of progression barriers and opportunities for us to improve our approach. Diversity & Inclusion is now firmly embedded into our new leadership expectations for our most senior leaders.

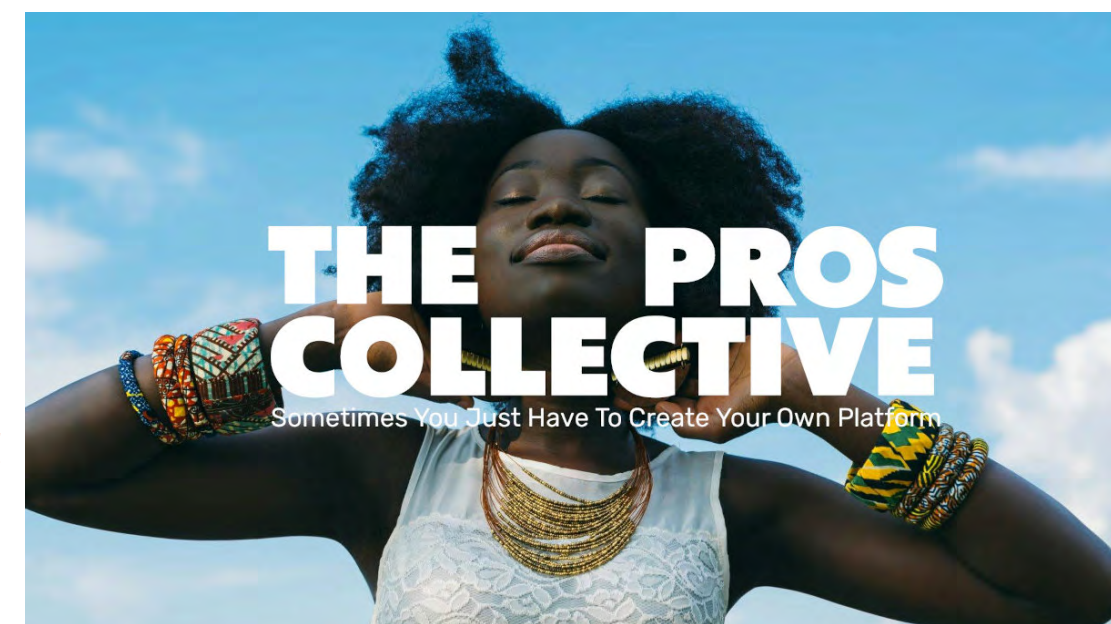
03



Partnership with The Pros Collective (formerly BME Pros)

In July, the Partnership's Communications team partnered with The Pros Collective, an organisation dedicated to improving racial diversity within the PR and communications sector.

The collaboration aims to address the current lack of diversity in the industry, and, as a significant first step, John Lewis sponsored the 'Creator of the Year' category at The Pros Awards in September, with Waitrose sponsoring the 'Internal Comms Pro of the Year' award. This year, we'll continue our partnership and will be working with The Pros Collective founder Elizabeth Bananuka to proactively seek opportunities to bring more diverse voices into the Partnership.



03

55/Redefined and International Age Pioneers Week

The D&I and Talent & Acquisition teams worked with 55/Redefined to achieve age-inclusive accreditation for the John Lewis Partnership. This partnership also secured a presence for our job vacancies on the Jobs/Redefined jobs board, the premier platform dedicated to attracting over-50s talent.

The Link-AGES Network, which aims to build understanding and promote involvement around age diversity and inclusion, also maintained a close working relationship with 55/Redefined throughout 2025, which resulted in our network becoming a key sponsor for International Age Pioneers Week 2025. This awareness week highlights the valuable contributions of workers over 50 and aims to set a new global standard for age inclusion in the workplace.

55/REDEFINED
AGE INCLUSIVE
ACCREDITED

03

Armed Forces Career Day

In July, we hosted an exciting in-person event in partnership with the Careers Transition Partnership – the official resettlement service for the armed forces. The event was designed to help those looking for their next career after leaving the armed forces, to provide comprehensive personal support for service leavers transitioning from their military career into civilian employment, further education or retirement. We hosted an in-person event for servicemen and women, veterans and their spouses to learn more about careers in the Partnership.

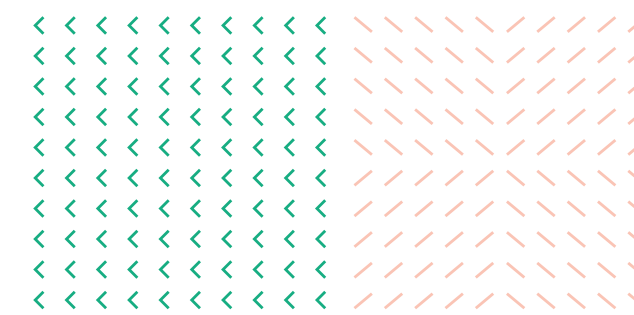
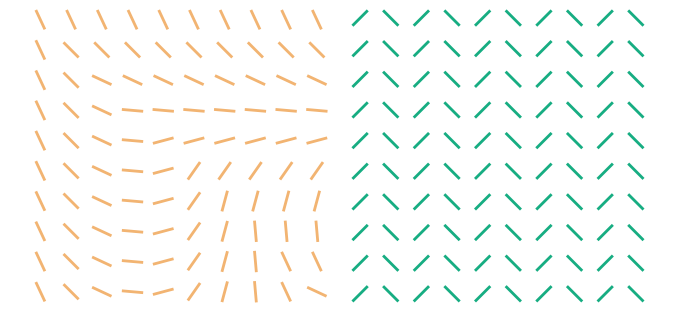
CULTURALLY COMPETENT LEADERS AND PEOPLE MANAGERS

PILLAR 04



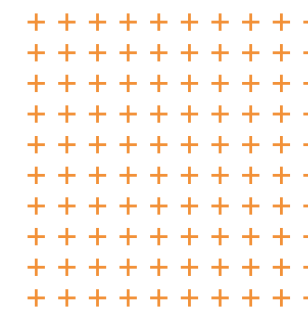
Supply Chain - D&I immersion day

We focused on building diversity and fostering a sense of belonging within the John Lewis Supply Chain, and held a D&I immersion day to provide practical support on how we could achieve this. The event was attended by the senior leadership team and featured a showcase from the Partnership's networks. The day also included an inspiring session with external speaker Tabitha Morton, Executive Director of UN Women UK, and an overview of the learning and development opportunities available across the Partnership to support Partner upskilling, so everyone can reach their full potential. Since the immersion day, the team have implemented leadership development initiatives, including a customised leadership training module focused on sexual harassment prevention.



Reverse mentoring in Waitrose branch

One of our Waitrose branch managers, Andrew, participated in a reverse mentoring session with his team on difficult topics like sexual harassment, toxic masculinity, and misogynistic behaviours. The session was described as safe and supportive, prompting meaningful reflection on leadership approaches and the daily challenges faced by many female Partners. It also prompted a further reverse-mentoring session on the subject of menopause.



AN INCLUSIVE WORKING ENVIRONMENT PILLAR 05



Our democracy

Hearing the diverse voices of all Partners is crucial if our Partnership democracy is to be successful and truly live up to the commitment in Rule 7 of our Constitution that the democracy is there to represent 'Partners as a whole'. The newly designed democratic structures for the 2025–2028 Council and Forum terms (our Partnership's elected bodies) introduced new approaches to strengthen diverse representation and enhance a sense of belonging for all.

Network representatives have been appointed and elected across our nine networks, building on the successful trial of inviting network co-leads to join Council discussions over the past 12 months. The network representatives make sure the unique perspectives, challenges, and aspirations of their communities are clearly heard and actively considered in formal democratic activity.

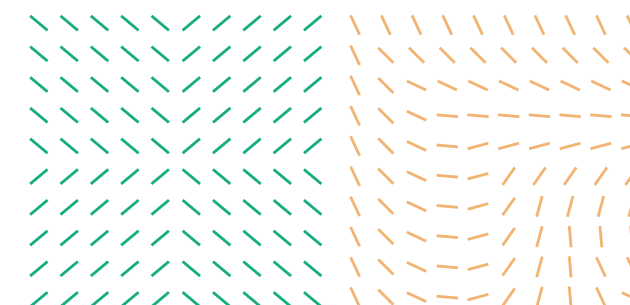
Additionally, we now have formally elected Forum representatives for UNITY and Pride in the Partnership (PIPs).

President's Appointments were a new addition to Council, following an amendment to our Constitution to enable the Partnership Council President to appoint to the Council other Partners whose membership will benefit the Council as a whole to have properly informed discussion' (Rule 14). This means up to four Partners may be appointed with full voting rights to represent areas of the Partnership not covered by formal election outcomes. To promote diverse perspectives and representation, these appointments have been made from underrepresented groups to support the long-term success and resilience of our unique democracy and shared ownership model.

“ It has always been the declared policy of this Partnership to recruit from the whole world with the sole aim of giving first-rate service to our customers. ”

John Spedan Lewis

MEMORANDUM 38635, 19 JUNE 1954.

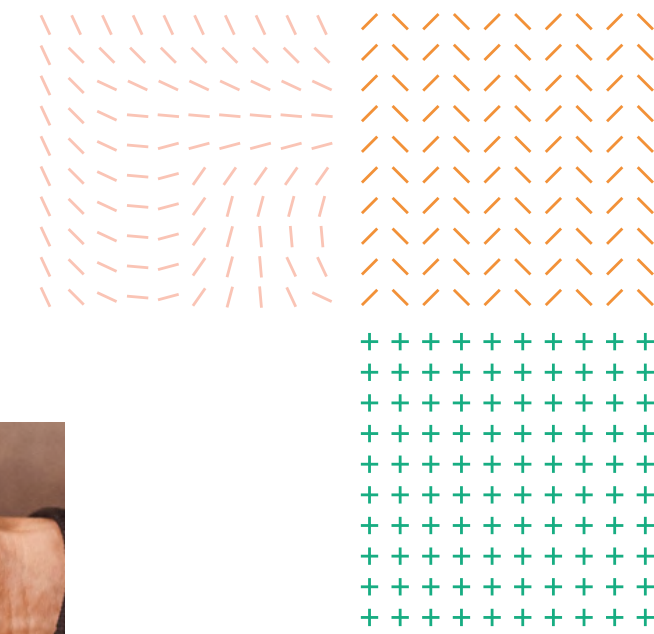


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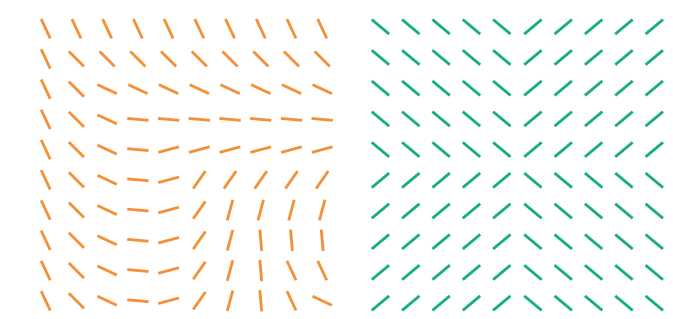
Promoting allyship and belonging across Waitrose shops

As part of targeted efforts to drive inclusiveness from August to October, many Waitrose Partners took part in an initiative designed to bring allyship to life, including sharing experiences and promoting understanding of allyship and belonging. This also encouraged an increase in Partners sharing their demographic data, helping to improve knowledge of our Partners.



Black history month

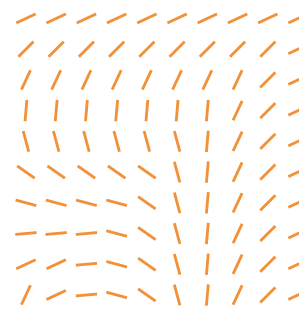
For Black History Month 2025, our UNITY Network organised a fantastic range of activities, including special menus in our Partner Dining Rooms and hotels, sharing relevant information on our PartnerChoice benefits platform, and creating an information pack with information about Black History Month and ideas to mark the month locally. They also held the annual BHM Exhibition at our central offices in October. The exhibition showcased stories linking back to the national theme of 'Standing Firm in Power and Pride' and aiming to remember, educate and celebrate.



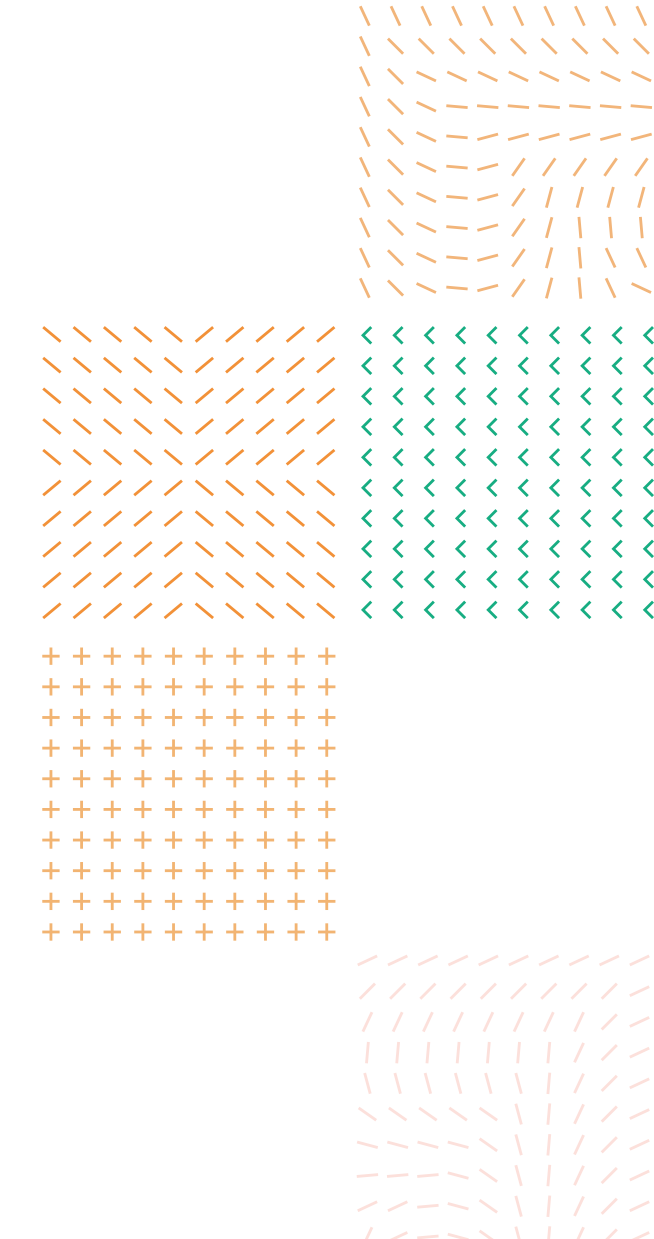
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Belonging podcast

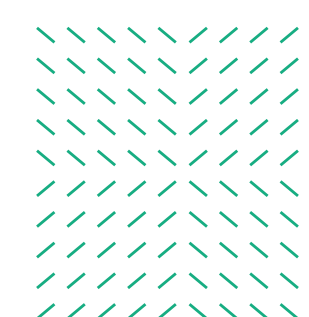


In June, we launched the Belonging Broadcast, a podcast focusing on diversity and inclusion and highlighting community activity. The podcast features guests from across the Partnership, including members of the Partnership networks, and aims to serve as a platform to explore a wide range of equity, diversity and inclusion topics. So far, we've covered the Carers Network, why Pride matters, Partnership Democracy, baby loss awareness and menopause awareness. We plan to publish more episodes throughout 2026.



John Lewis Solihull Partners learn BSL

In a proactive step to enhance customer experience and strengthen inclusion, 24 Partners at John Lewis Solihull completed training in British Sign Language (BSL), in collaboration with Solihull College & University Centre. This initiative was launched following a customer interaction that highlighted the need for greater BSL proficiency so all customers receive excellent service. "Customers have reacted well. A Partner had a great interaction with one customer who was dining in the Place to Eat, and was overwhelmed by the Partner's sign language knowledge. The Partner felt like they had the skills to deliver a great customer experience. Five Partners love the training so much that they have enrolled onto a 10-week course." – Emma, Team Manager

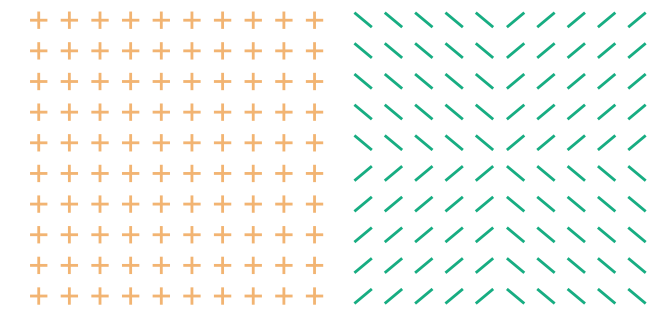


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Induction

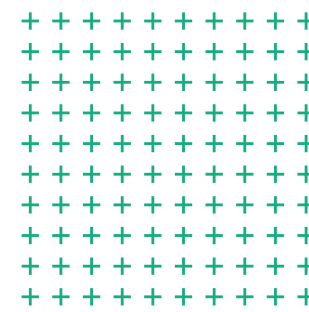
As part of the Partnership-wide rollout of the new induction, the D&I and Learning teams collaborated on a brand-new video informing new Partners why diversity and inclusion are so important to us and how they can get involved. The video shares how Partners can discover our shared responsibility and the important role we all play in creating an inclusive working environment. Partnership networks feature throughout the video and explain that they are a great way to connect with other Partners and help to build a better business for everyone.



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Our networks

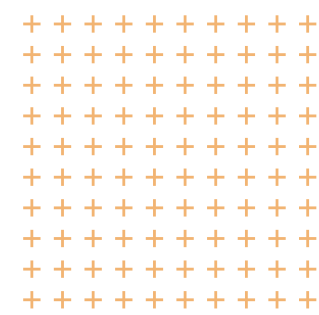
We have a community of nine networks across the Partnership. They offer Partners a connection with others with shared lived experience. They each play a key role in supporting Partners, amplifying underrepresented voices, promoting diversity, and inclusion initiatives, fostering a culture of belonging, and participating in Partnership democratic vitality. Partners are encouraged to join a network or become an ally, to help dismantle barriers and promote understanding.



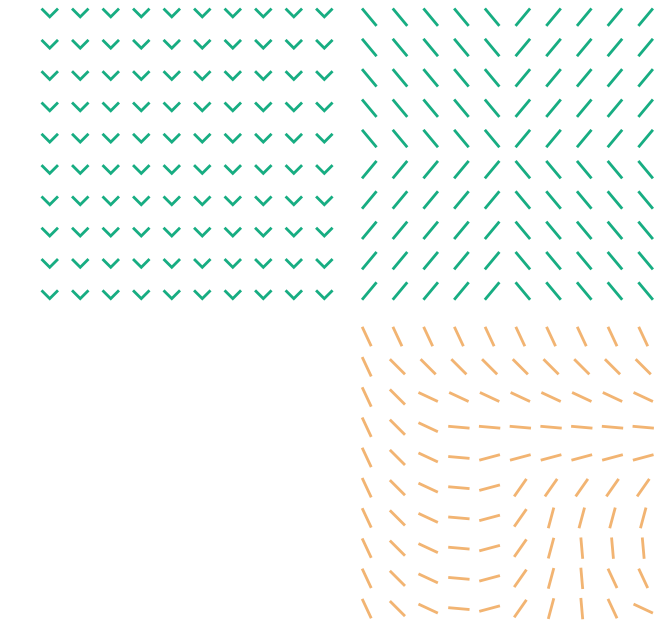
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UNITY



In October, UNITY, our black, Asian and minority ethnic network, was shortlisted for the Network Group Award at the Ethnicity Awards. This award recognises a network group that can demonstrate that they are active and innovative, and supportive of their diverse ethnic staff.

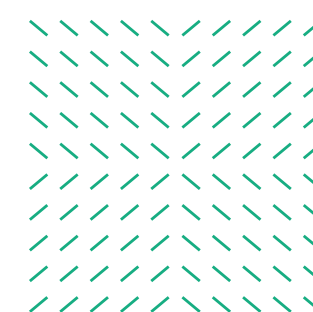


“ The Partnership exists to prevent avoidable privilege. It therefore takes no account of age, sex, nationality or mere length of service. It looks solely to the quality and quantity of the Partner’s services. ”

[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, SEPTEMBER 19 1941]

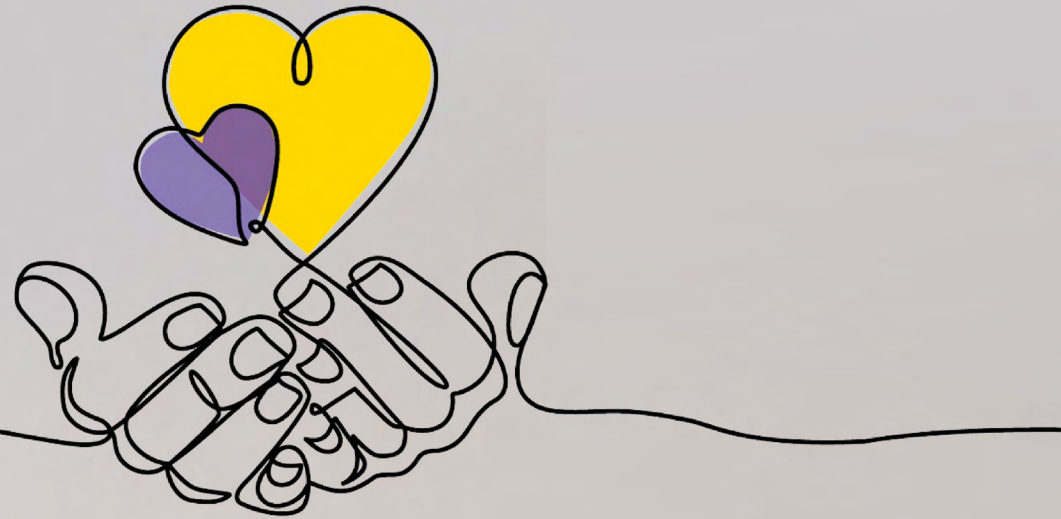
Ability

On 3 December, the Ability Network celebrated International Day of Persons with Disabilities by giving away purple socks at 1 Drummond Gate (our central London office). The day was created by the UN in 1992, with the aim to promote the rights and wellbeing of disabled people across society and raise awareness of disability in every aspect of political, social, economic and cultural life. The purple socks are a simple way to engage everyone with one effortless, single act of united solidarity – to buy and wear a pair of purple socks.



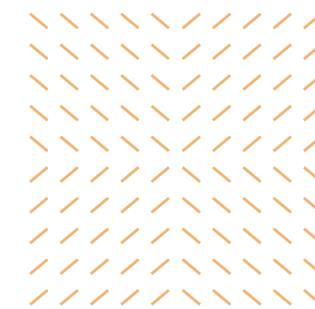
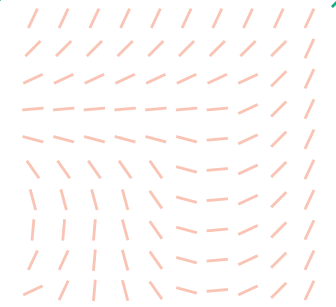
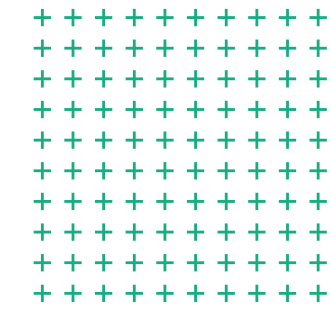
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CARE EXPERIENCE NETWORK



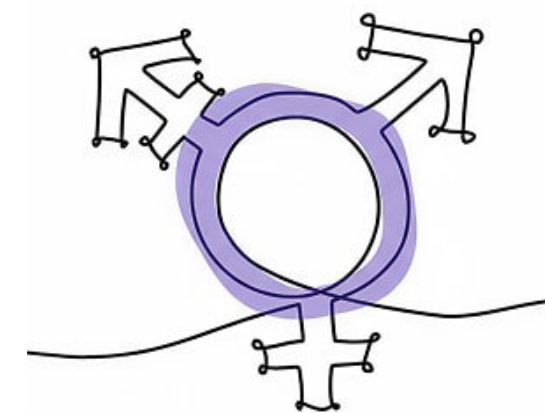
Care Experience

In May, the Care Experience Network supported Foster Care Fortnight. To launch the campaign, First Minister of Scotland John Swinney joined a coffee morning at John Lewis Edinburgh. The highlight of the fortnight of events was guest speaker Matt Taylor-Roberts, founder and CEO of the award-winning Proud 2 b Parents, helping demystify fostering and offering an insight on what it really involves, why it matters, and how colleagues, people managers and organisations can support Partners who are thinking about fostering or have already started their journey into fostering and make a meaningful difference in the lives of foster carers.



Gender equality

In March, the Gender Equality Network celebrated International Women's Day. The key theme this year was 'Inspiring Inclusion' and they asked Partners to write a post about the women who inspire them on a daily basis. They also launched the 'You Know You Can Campaign' to celebrate incredible women and their allies, showcasing leadership role models from across the Partnership who have supported others within their careers or have had mentors supporting them, and sharing personal progression stories. This campaign consisted of a video and portrait showcase that received great Partner feedback.



05



Pride in the Partnership

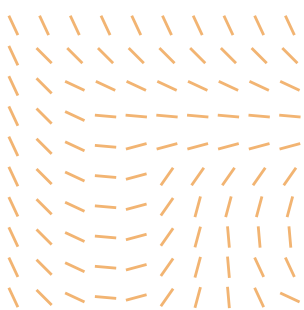
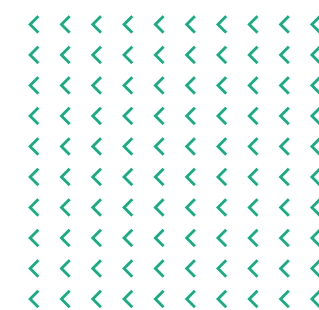
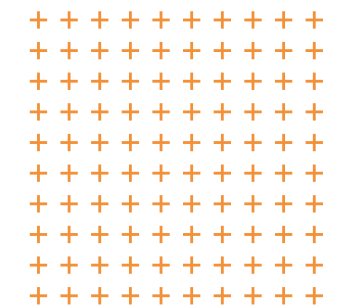


The Pride in the Partnership Network invited Partners to enter a ballot to join the network at one of several Pride events around the country. The network had places for Pride marches at Newcastle, Leeds, Bournemouth, Bristol and Reading.

John Lewis Nottingham hosted a week of Pride celebrations, featuring a partnership with Better The Next Day (BTND), a community initiative which supports LGBTQ+ athletes, founded by HYROX world champion Jake Williamson. The collaboration highlighted inclusivity in sport, fitness, and wellness, culminating in the Nottingham Pride march on 26 July. Activity at the branch featured a BTND clothing pop-up, as well as a Q&A session with Jake, and partnerships with Hotpod Yoga and Knoops Hot Chocolate Café. All proceeds from the events were donated to the Notts LGBTQ+ Network. John Lewis Solihull was also one of the sponsors of the very first Solihull Pride event this September.

Working Parents Network

The Working Parents Network has hosted successful fireside chats this year. In March, a number of Partnership leaders shared their parenting experiences and how they juggle being a working parent in the Partnership. And just before Father's Day, they sat down with a number of Partners who are dads, including our Chairman, Jason Tarry, to have a really open conversation about the challenges of being a working Dad, the lessons they've learnt along the way, and the difference the Partnership's equal parenthood leave has made to them.



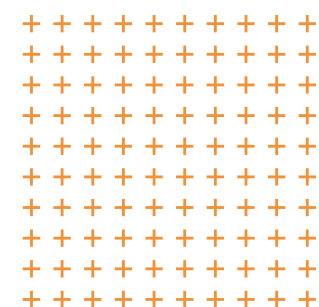
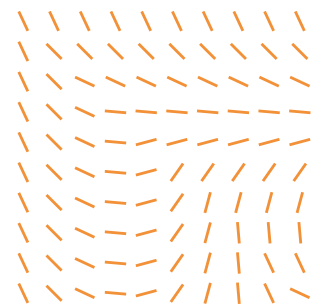
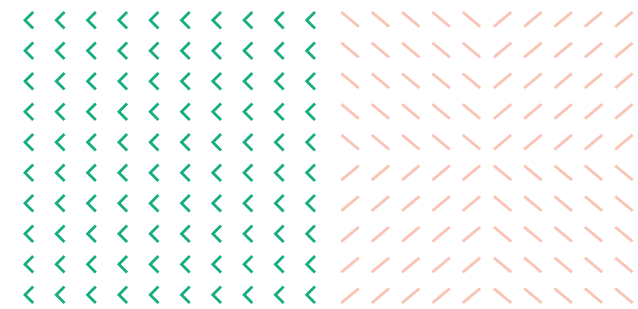
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Link-AGES

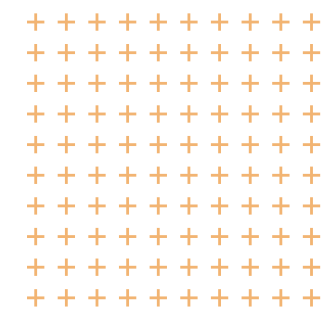
The Link-AGES Network has been busy increasing membership and growing the committee that supports Partners, by providing spaces to talk openly about age-related experiences.

The foundational work of 2025 has seen the network promoting and participating in Talent Acquisition Contribution listening sessions in September 2025 (age as a key theme), the 1 Drummond Gate Veterans Career Event roadshow in July, and attending Distribution roadshows.



Carers

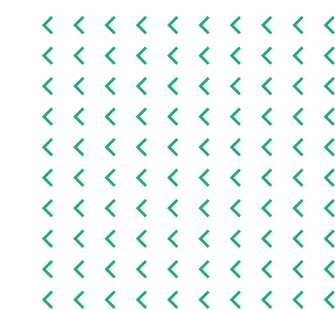
The Carers Network has worked closely with Carers UK this year to raise awareness and celebrate carers. In November, the network hosted a session to celebrate Carers Rights Day, highlighting all the support available for carers both from the Partnership and from external groups. They also shared Partner interviews highlighting the challenges of balancing caring responsibilities and work.



Faith and Belief

The Faith and Belief Network actively celebrated diverse faiths this year. Highlights include very successful Vaisakhi events in April with donations for key charities, helping support activities across several branches for Partners and customers to experience. They also supported Ramadan (February-March) and Eid, with the business promoting various in-store retail theatre activities like henna.

The network also hosted a Hanukkah lighting event in December and visited with Partners and leaders a Cambridge mosque in September and a Watford temple in October. A wonderful joint event was held with the Working Parents Network: 'Talking Race and Religion with Kids'.



05



Helen Webb - Chief People Officer

Having recently joined the Partnership, I'm incredibly proud to read about the successes highlighted in this report, and I'm pleased that the Partnership is committed to fostering an environment where we all feel proud to belong.

Looking ahead to this year, our main focus will be supporting the development of our ethnically diverse Partners through building on the early successes of our Elevate programme, and considering the upcoming changes in the new Employment Rights Act. We are focused and committed to enhancing our Partner experience.

Inclusivity defines who we are, as Partners and as leaders, and we'll continue to develop our support for all leaders and managers, so they have the tools they need to engage in bias-free contribution conversations, and create an environment where we're all able to be ourselves.

The progress we've made is valuable – let's maintain this momentum and work together to make the Partnership the most inclusive business in the UK.

APPENDIX: Our Pay Gap Reporting

SUMMARY: Gender

The Gender Pay Gap report is based on a snapshot of the Partnership on 5 April 2025 for hourly pay and Partner data, while bonus data reflects all qualifying payments received during the 12-month period between 6 April 2024 and 5 April 2025.

Our mean gender pay gap has been on a downward trajectory, which is maintained by this year's results.

Our median pay gap has seen a minor increase of 0.1 percentage points since 2024. This minimal shift suggests stability in the middle of the pay distribution year-on-year.

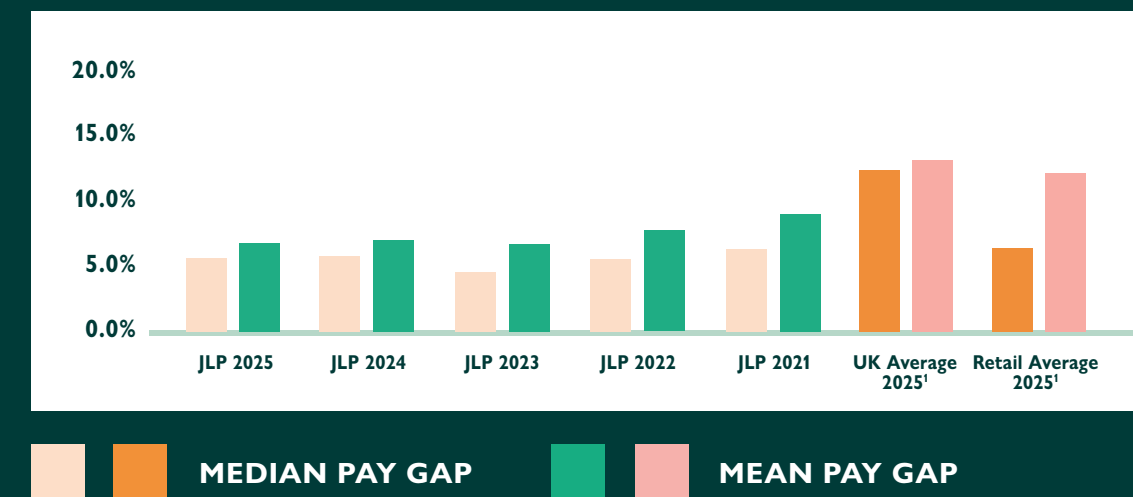
Our mean pay gap has seen a decrease of 0.2 percentage points from 2024. The mean, being an average, is more sensitive to differences at the top and bottom of the Partnership. During the year, we have seen an increase in the number of females employed at our more senior levels along with a reduction in female Partners in our more junior roles. This may have contributed to the improvement in the mean pay gap.

As in previous years, our pay gap is driven by gender representation in different job functions, Partnership levels and premium pay for anti-social hours.

We've also remained below the retail sector averages for both median and mean pay gaps.

Our gender pay gap data

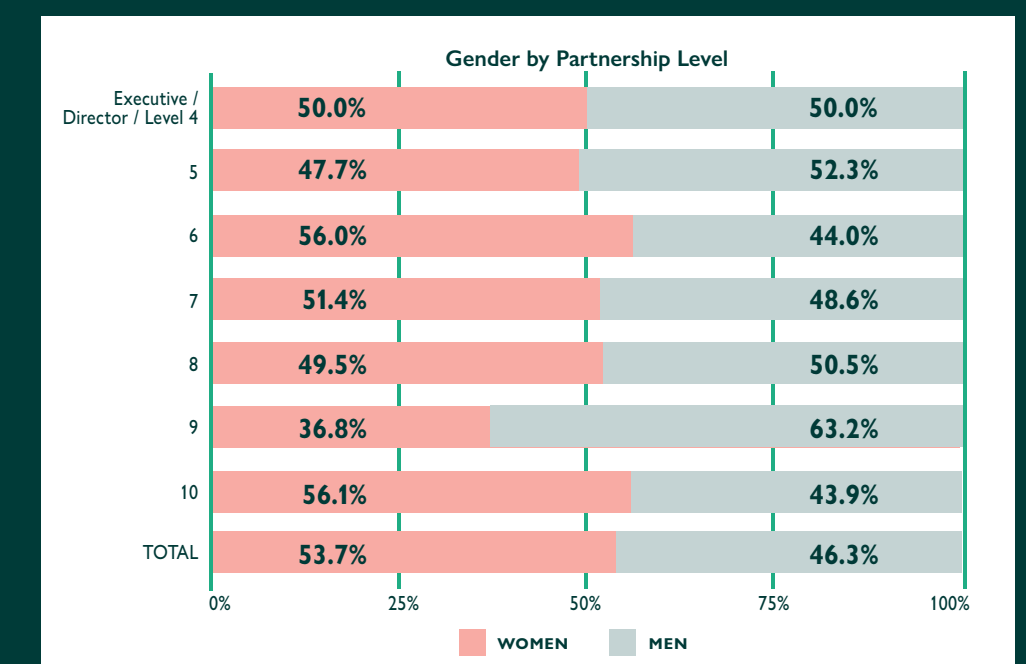
	JLP 2025	JLP 2024	JLP 2023	JLP 2022	JLP 2021	UK AVE 2025 ¹	RETAIL AVE 2025 ¹
MEDIAN PAY GAP	5.8%	5.7%	4.4%	5.8%	6.4%	12.8%	6.3%
MEAN PAY GAP	6.9%	7.1%	7.0%	7.9%	9.0%	13.4%	12.6%



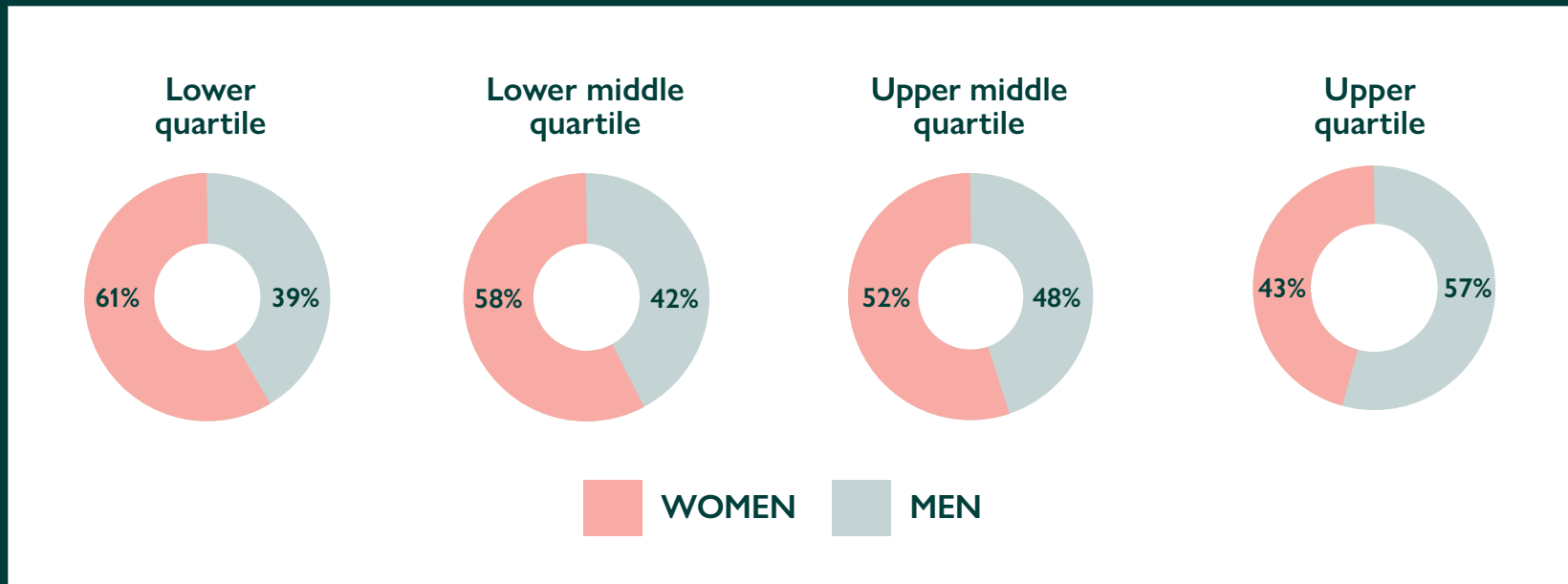
¹Office for National Statistics provisional 2025 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures. Data taken from the reports in November 2025. www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsasgenderpaygaptables

Gender by Partnership level

LEVEL	WOMEN%	MEN%
Executive / Director / Level 4	50.0%	50.0%
5	47.7%	52.3%
6	56.0%	44.0%
7	51.4%	48.6%
8	49.5%	50.5%
9	36.8%	63.2%
10	56.1%	43.9%
Total	53.7%	46.3%

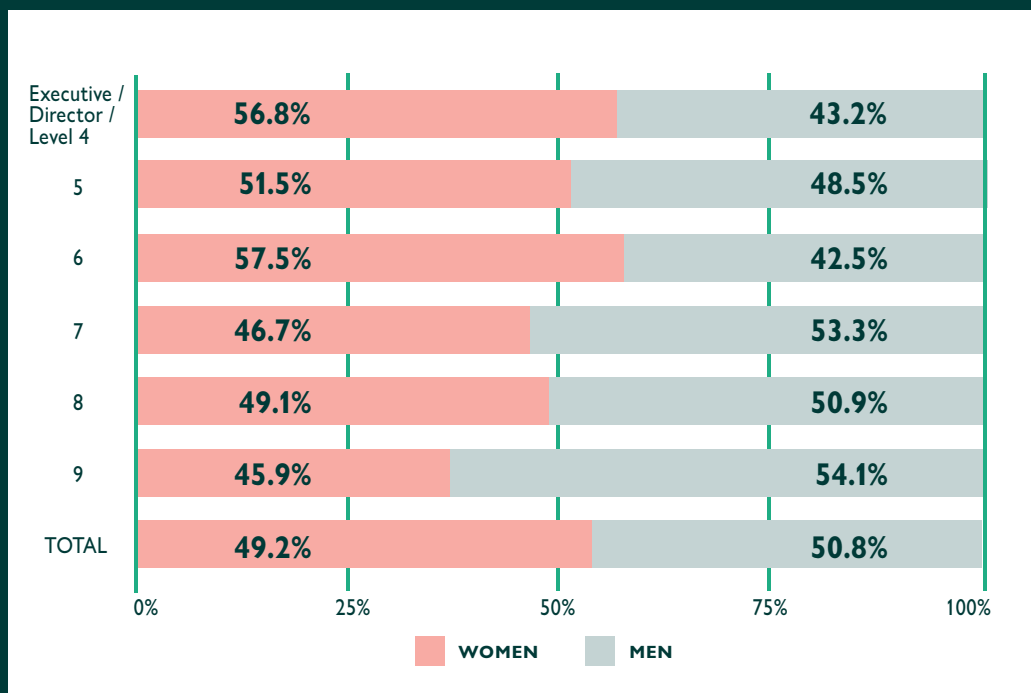


Pay quartiles

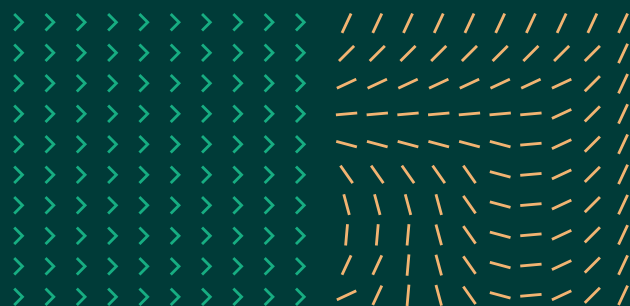
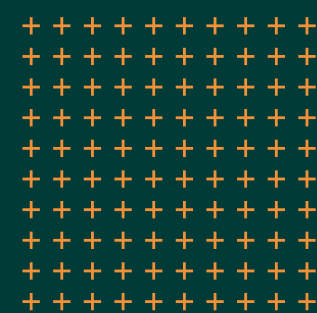


Percentage of Partners promoted into new level by gender

LEVEL*	WOMEN	MEN
Executive / Director / Level 4	56.8%	43.2%
5	51.5%	48.5%
6	57.5%	42.5%
7	46.7%	53.3%
8	49.1%	50.9%
9	45.9%	54.1%
TOTAL	49.2%	50.8%



*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 lowest level.



How do we define levels?

WE ALL OWN IT
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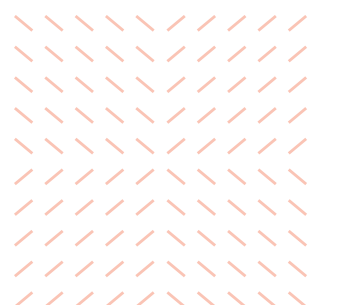
Job levelling enables different jobs to be measured based on their relative scale, impact and size within the Partnership, and allows us to compare jobs in all different areas in our business. We look at every individual role, not the person in the role, to determine a level from Executive to 10 and we consider the impact it has on the organisational structure. This allows Partners to see what roles they might be qualified for in other parts of the business, offering a benefit to career development and progression.



What is the difference between median and mean figures?

Median pay gap: The median pay gap is the difference between the midpoints of hourly pay of all men and women. The easiest way to picture how this is calculated is to imagine all women in the Partnership standing next to each other in one line in order of lowest hourly pay to highest, and imagine the same picture where all men in the Partnership did the same. The median gender pay gap is the difference in pay between the woman in the middle of their line and the man in the middle of their line. For this reason, it is not skewed by high or low earners, and is therefore generally considered a better representation of the average, typical Partner's earnings.

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 woman in the Partnership and dividing it by the total number of women in the Partnership. The same is done for men. The mean is heavily influenced by the earnings of the highest-paid people (outliers) and therefore can be less representative of the typical Partner.

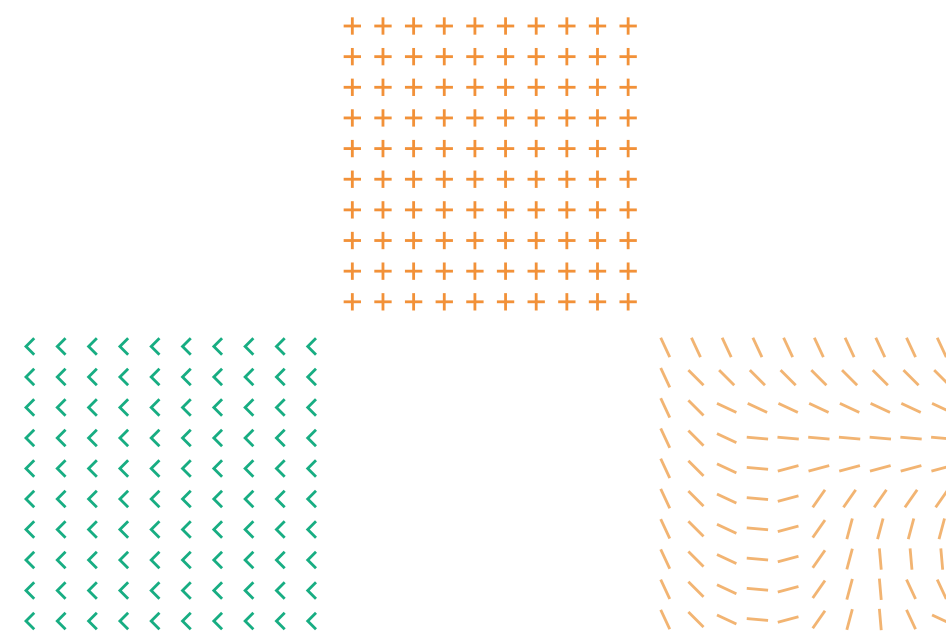


The proportion of men and women who received a bonus

Bonus Pay Gap

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 payments or awards that the Partnership wouldn't normally describe as a bonus (but which we use to recognise Partners who have gone above and beyond, such as One Step Beyond and One Partnership Awards) are included in the calculation, in addition to any Partnership Bonus. 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.

For the 12 months prior to April 2025, the average bonus pay (as defined by the legislation) was higher for men in the Partnership than for women. This has resulted in a median bonus pay gap this year. The middle value of payments made to women was £20; to men it was £25, making the median bonus gap 20% this year. The percentage of males and females who received such payments is very similar at 8.3% and 8.1% respectively. Last year, the middle bonus value, as relates to median bonus, was £20 for men and women, resulting in a 0% median gap in 2024.



Gender bonus pay gap¹

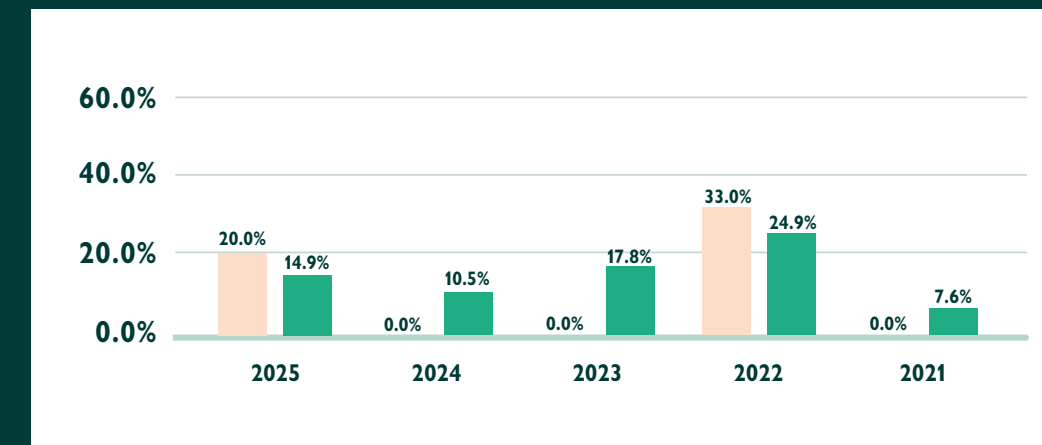
	2025	2024	2023	2022	2021
MEDIAN BONUS PAY GAP	20.0%	0.0%	0.0%	33.0%	0.0%
MEAN BONUS PAY GAP	14.9%	10.5% ²	17.8%	24.9%	7.6%

¹ As defined by legislation
² Updated from -9.9% incorrectly reported last year.

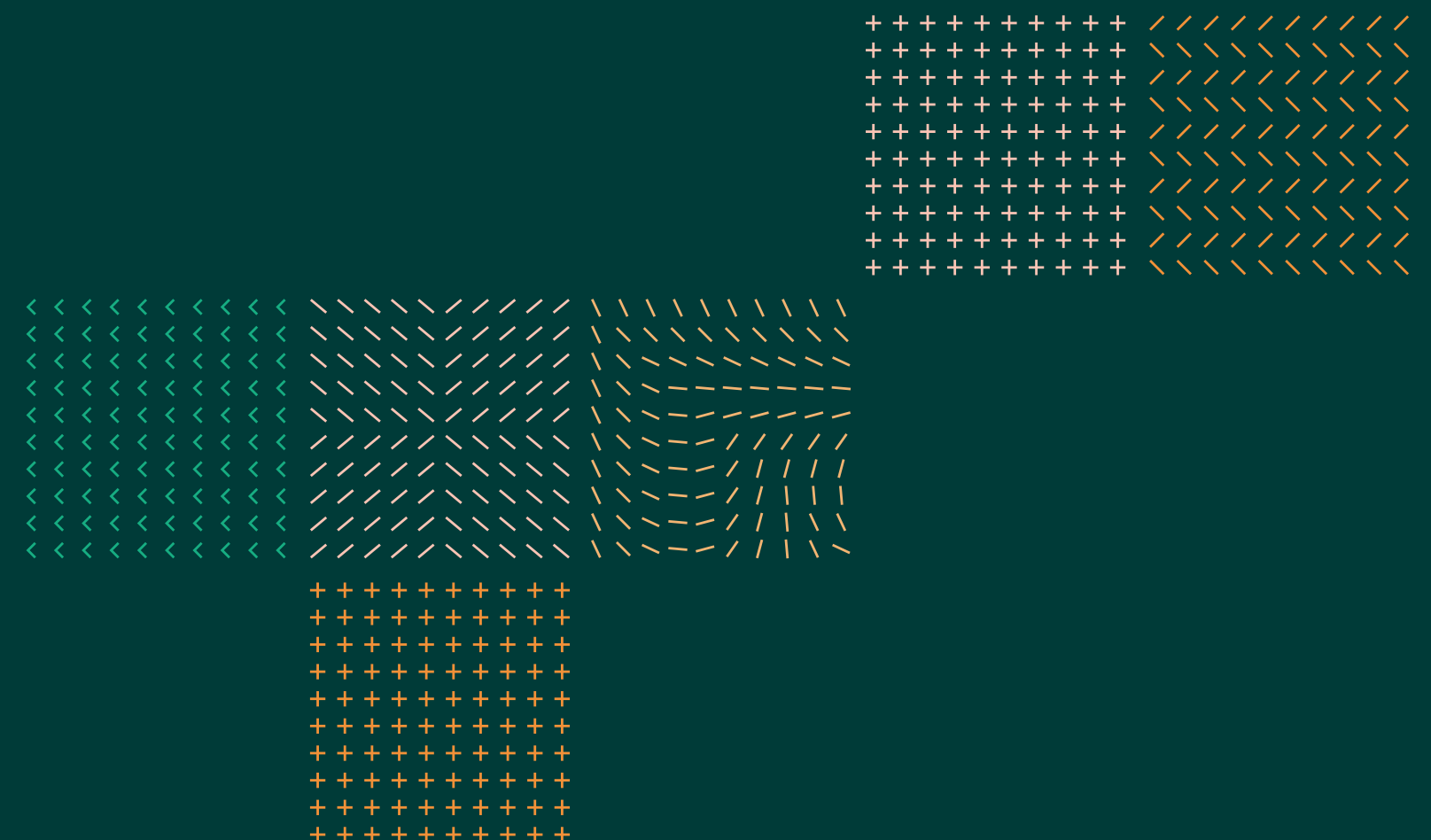
The proportion of men and women who received a bonus was:

Men: 8.3%

Women: 8.1%



MEDIAN PAY GAP MEAN PAY GAP



What is driving our gender pay gap?

The underlying drivers of our gap continue to be:

- **Differences in gender representation in different business areas.**
Our pay rates are informed by the market and therefore differ by core skills as well as by job level. This means that the gender split between different functions within our business has an impact on our gender pay gap.
- **Premium pay for anti-social hours.**
The gender pay gap calculations cover a number of different pay elements, some of which apply to working hours that are generally undertaken by more men than women.
- **Differences in gender representation at different Partnership levels.**
We have seen a positive movement towards closing the representation gap between men and women at different job levels. Over the next year we will continue to focus on whether there are ways to drive an even better gender balance.

How are we closing our gender pay gap?

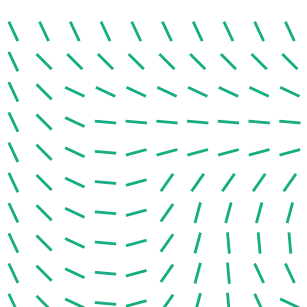
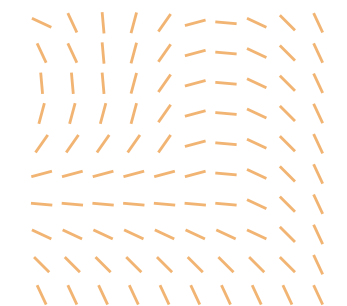
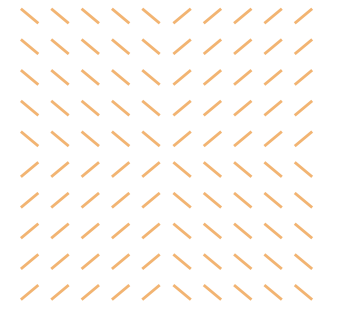
- Promotions – we continue to see women being promoted across all levels, particularly into senior management roles. The majority of Partners promoted to Executive/Director and Levels 4, 5 and 6 were female.

- Following a thorough external benchmarking analysis with Working Families, a national charity for working parents and carers, we have:
 - considered the impact on part-time Partners through the evolution of our Contribution Framework
 - introduced a fertility policy and guidance for those on a medically assisted fertility journey
 - introduced a neonatal care leave policy

How will we continue to close the gap?

- We have several networks that aim to positively contribute to the working experience of women and provide support with like-minded individuals. These include groups for carers, working parents and gender equality. They have delivered a range of events, including to showcase senior leaders role-modelling flexible working.
- We have continued our drive to collect data on the caring responsibilities of our Partners with the aim of helping us understand how this may further impact the experiences of those with dependents.
- We continuously monitor our Partners' feedback throughout the year by reviewing engagement survey results and comparing scores between men and women. We recognise that women tend to score higher than men in areas such as growth, goal setting, achievement, and meaningful work.

- We continue to offer an Equal Parenthood Leave policy. This offers up to 26 weeks' paid leave to care for your child, whether you're an adoptive, biological, intended or co-parent.
- We are enhancing our capability to develop comprehensive action plans based on data and insights.
- This year, we will be launching an inaugural coaching programme specifically tailored for women. The programme is designed for Partners to receive coaching on various topics, equipping them with essential skills and confidence to advance their careers. We will collect and evaluate feedback throughout the pilot phase and upon its completion to inform future initiatives.



SUMMARY: Ethnicity

- The number of Partners who have filled in their ethnicity field on our internal HR system is circa 80%, which has increased slightly since last year. In addition, we have a number of Partners who have selected 'Prefer not to say' in relation to their ethnicity, which could result in the overall figures not necessarily being a true reflection of our ethnicity pay gap. We have recently conducted another internal communication campaign to continue to encourage Partners to share their ethnicity data to enable a more meaningful comparison for future years.
- Ethnicity pay gap reporting remains a voluntary process. This year, we continue to adhere to the methodology set out in government guidance, breaking down the ethnically diverse population into further categories (eg Asian, black, mixed-race people) to provide a transparent and granular picture of our pay gaps.
- 15.2% of Partners who have declared their ethnicity have identified as being ethnically diverse in 2025, which is an increase on last year's figure of 14.5%.

How do we calculate?

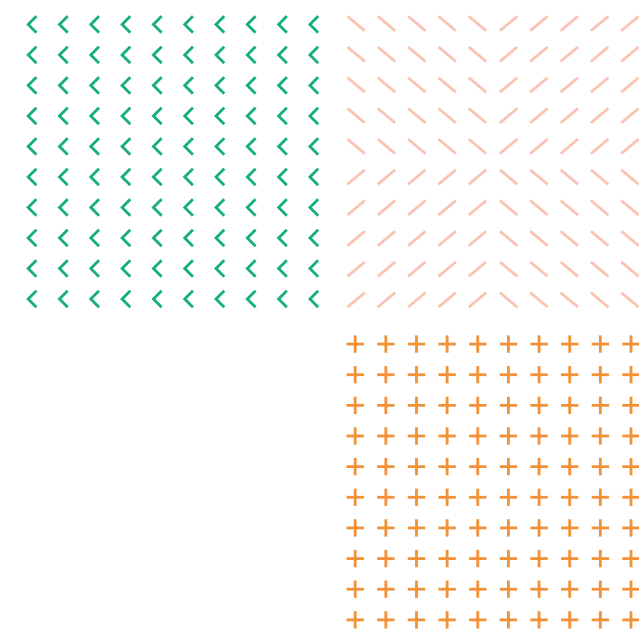
In the absence of any statutory formula for ethnicity pay gap reporting, we designed our own methodology (which we updated in 2023 in line with government guidance) and used data taken from over 59,000 Partners in the John Lewis Partnership in the calendar month of April 2025. Because of this, the data may not be comparable to future years (for example, if mandatory ethnicity pay gap reporting is introduced by the government).

What is driving our ethnicity pay 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 with stores, a customer fulfilment centre and customer delivery hubs within the M25, we have a higher proportion of Partners from ethnically diverse 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.

Therefore, we have a minus figure for all our ethnically diverse median pay gaps because median pay for ethnically diverse Partners is higher than that for Partners who are not from ethnically diverse backgrounds.

While our median ethnicity pay gap improved to -4.1%, confirming the positive impact of having a higher proportion of ethnically diverse Partners within the M25, the mean gap worsened slightly to 4.1% (in favour of non-ethnically diverse Partners). This divergence signals that we have a slight drop in representation of ethnically diverse Partners in the highest-paying senior and executive roles this year.



What are we doing to close our ethnicity pay gap?

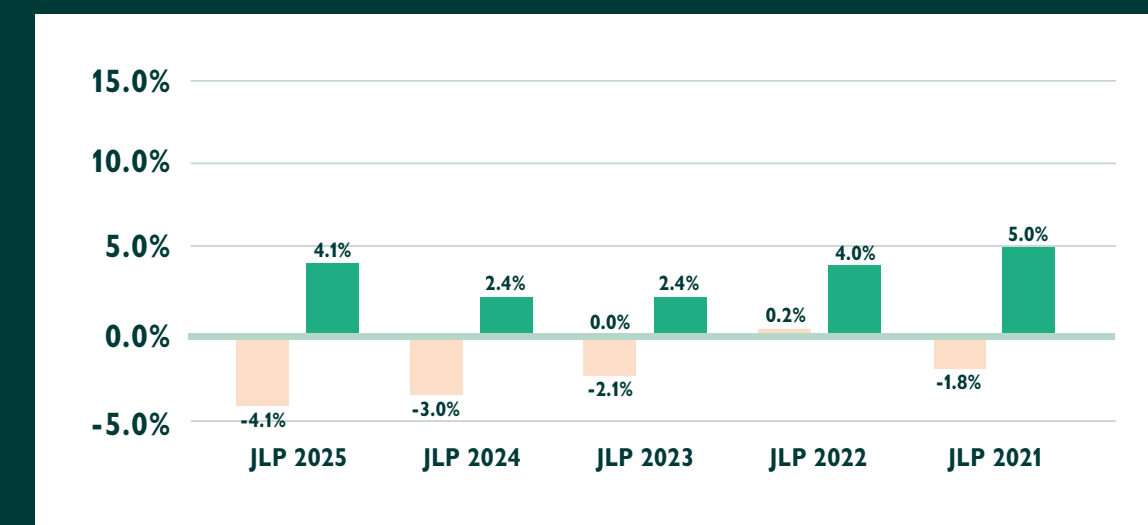
We know there is more we need to do to reduce our mean ethnicity pay gaps:

- We have taken the time to create a deeper analysis of our engagement survey to understand more of the needs of our ethnically diverse Partners. We now know more about their experiences, which helps us determine the work that needs to be done to improve their opportunities to progress and develop within the Partnership by creating bespoke propositions to suit their needs.
- Our commitment to advancing ethnically diverse Partner career progression and increasing representation at senior levels has been demonstrated through the implementation of the principles outlined in our Partner Review outcomes.
- We have active networks representing ethnically diverse Partners and their allies. They have been focusing on expanding their community and celebrating important milestones that foster a sense of belonging for Partners within our organisation.

Our ethnicity pay gap (White vs ethnically diverse)

	JLP 2025	JLP 2024	JLP 2023	JLP 2022	JLP 2021
MEDIAN PAY GAP	-4.1%	-3.0%	-2.1%	0.2%	-1.8%
MEAN PAY GAP	4.1%	2.4%	2.4%	4.0%	5.0%

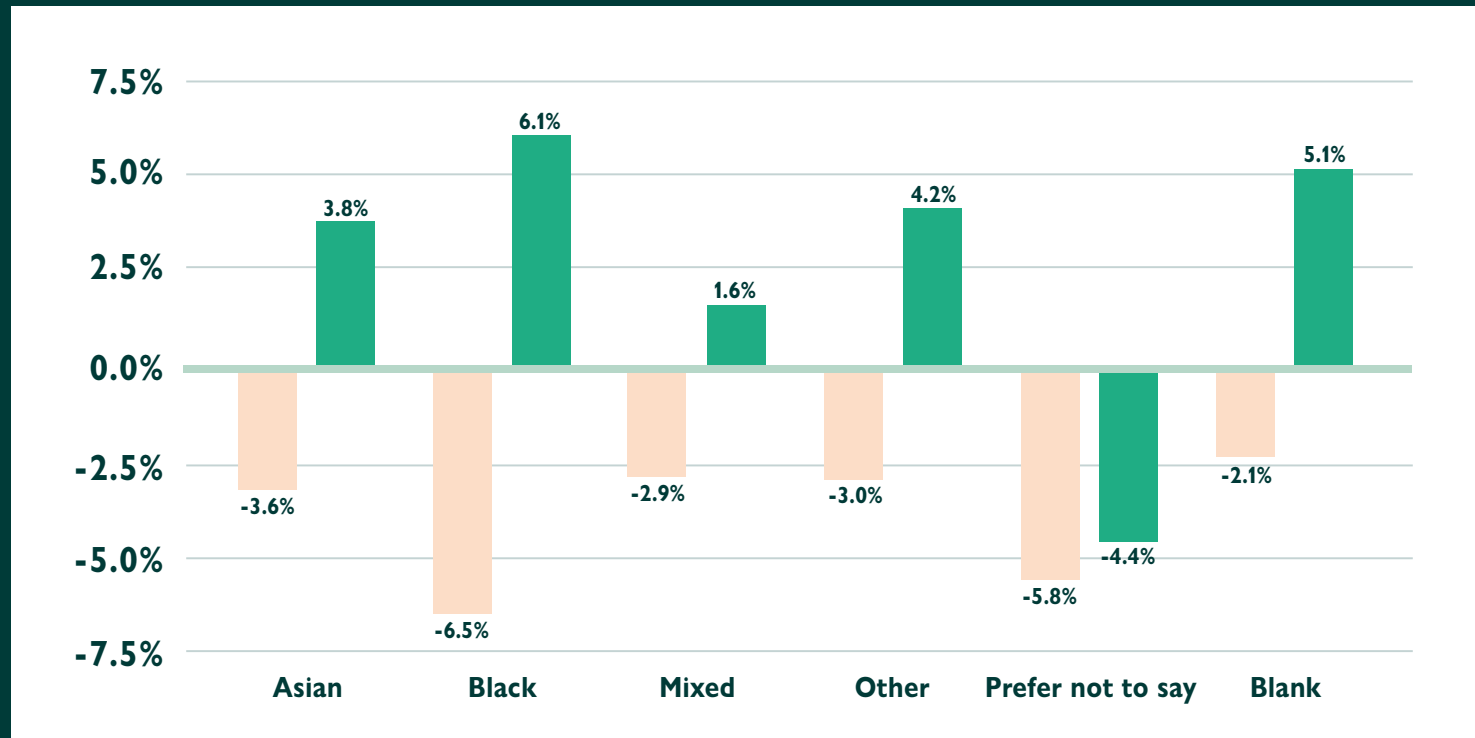
2025 ethnicity pay gap (White vs ethnically diverse)



■ MEDIAN PAY GAP ■ MEAN PAY GAP

Our ethnicity pay gap

(White vs each grouping)

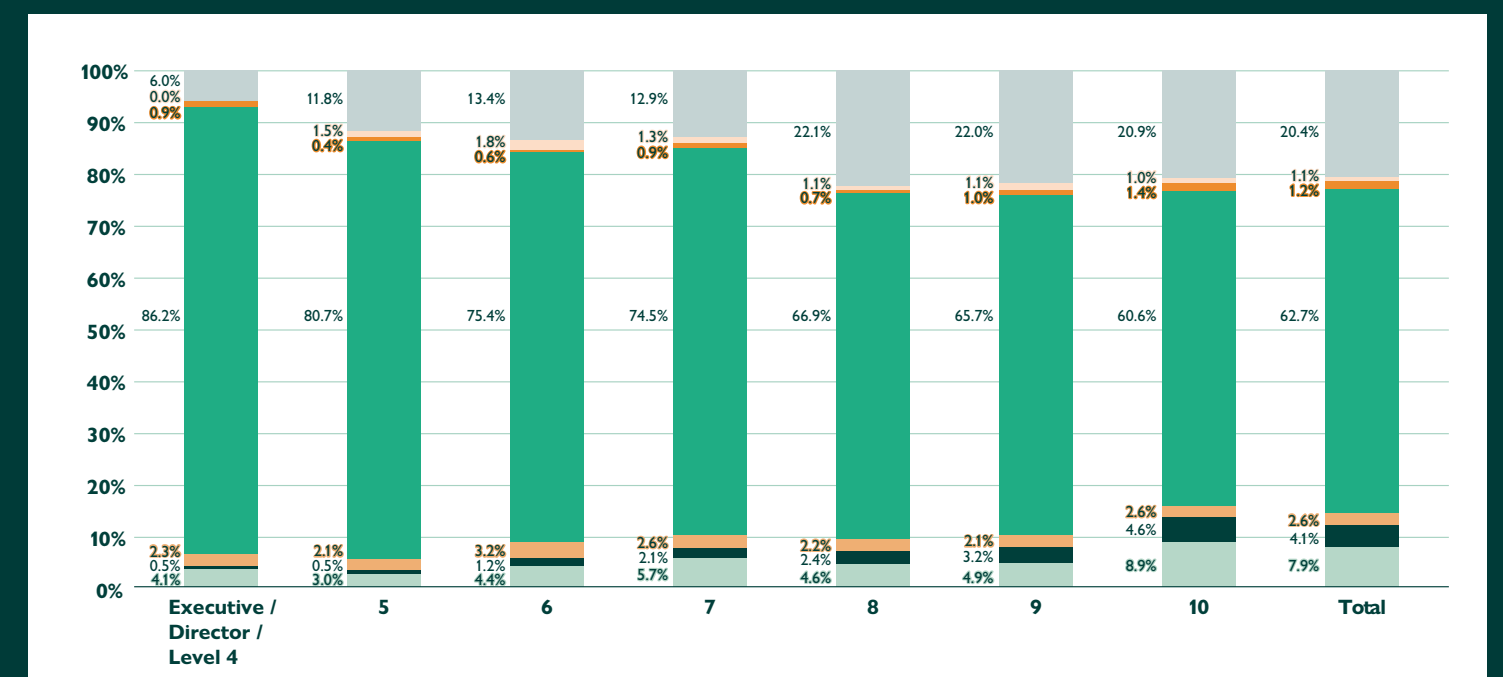


MEDIAN PAY GAP (Orange) MEAN PAY GAP (Green)

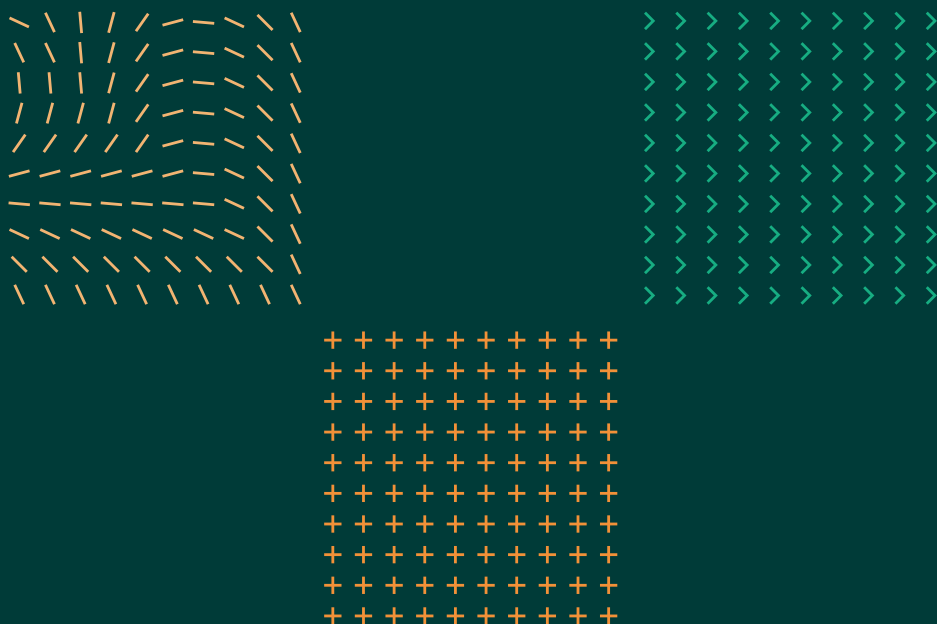
	Asian	Black	Mixed	Other	Prefer not to say	Blank
MEDIAN PAY GAP	-3.6%	-6.5%	-2.9%	-3.0%	-5.8%	-2.1%
MEAN PAY GAP	3.8%	6.1%	1.6%	4.2%	-4.4%	5.1%

Ethnicity by level

Level	Asian	Black	Mixed	White	Other	Prefer not to say	Blank
Executive / Director / Level 4	4.1%	0.5%	2.3%	86.2%	0.9%	0.0%	6.0%
5	3.0%	0.5%	2.1%	80.7%	0.4%	1.5%	11.8%
6	4.4%	1.2%	3.2%	75.4%	0.6%	1.8%	13.4%
7	5.7%	2.1%	2.6%	74.5%	0.9%	1.3%	12.9%
8	4.6%	2.4%	2.2%	66.9%	0.7%	1.1%	22.1%
9	4.9%	3.2%	2.1%	65.7%	1.0%	1.1%	22.0%
10	8.9%	4.6%	2.6%	60.6%	1.4%	1.0%	20.9%
Total	7.9%	4.1%	2.6%	62.7%	1.2%	1.1%	20.4%



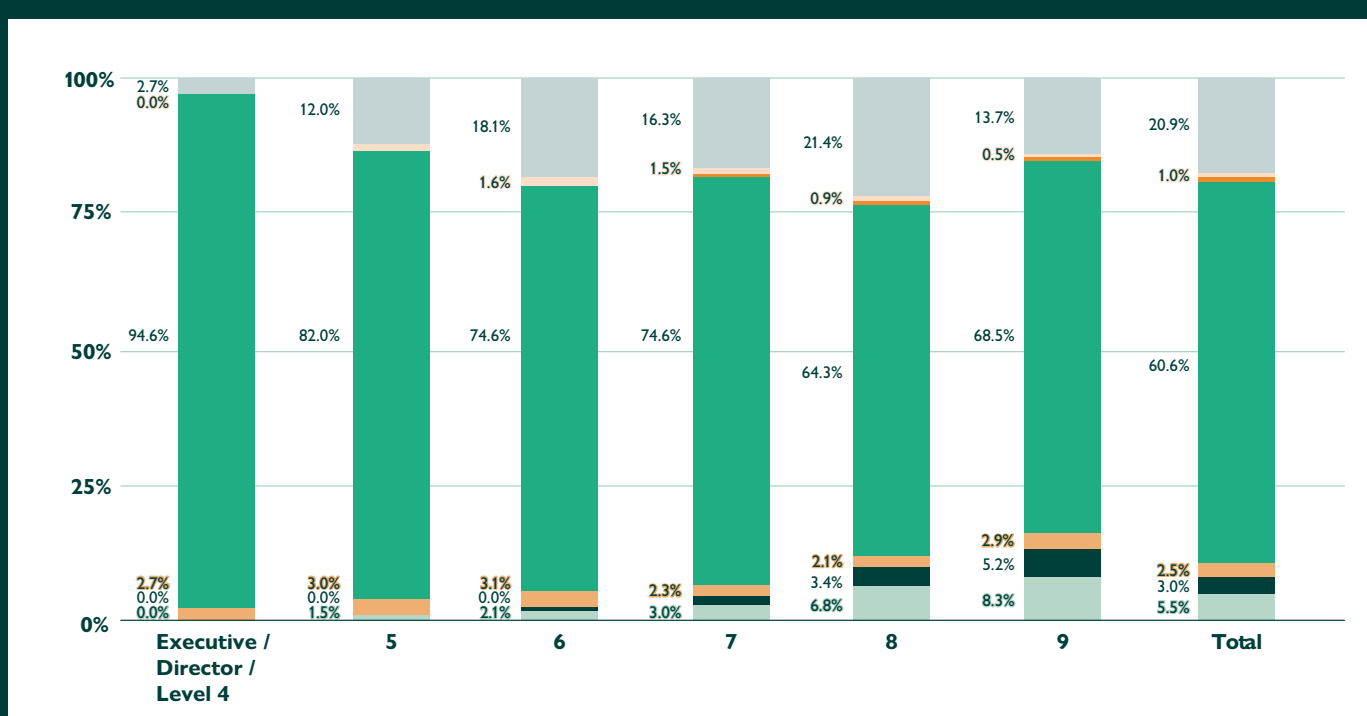
BLANK (Grey) PREFER NOT TO SAY (Light Orange) OTHER (Orange) WHITE (Green) MIXED (Light Green) BLACK (Dark Green) ASIAN (Lightest Green)



Percentage of Partners promoted into new level by ethnicity

Level*	Asian	Black	Mixed	White	Other	Prefer not to say	Blank
Executive / Director / Level 4	0.0%	0.0%	2.7%	94.6%	0.0%	0.0%	2.7%
5	1.5%	0.0%	3.0%	82.0%	0.0%	1.5%	12.0%
6	2.1%	0.5%	3.1%	74.6%	0.0%	1.6%	18.1%
7	3.0%	1.9%	2.3%	74.6%	0.4%	1.5%	16.3%
8	6.8%	3.4%	2.1%	64.3%	1.1%	0.9%	21.4%
9	8.3%	5.2%	2.9%	68.5%	0.9%	0.5%	13.7%
Total	5.5%	3.0%	2.5%	70.2%	0.7%	1.0%	17.1%

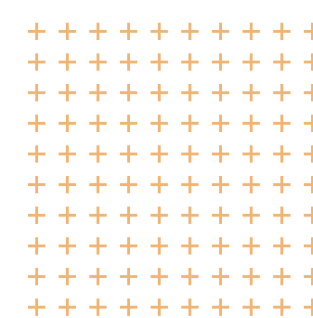
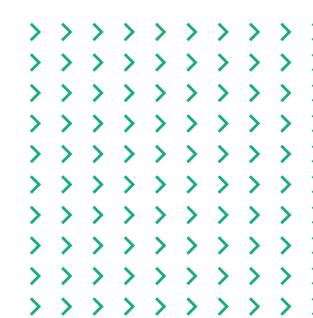
*Level 10 Partners not represented as the data shows the percentage of Partners getting promoted into a level and not from that level. We do not have anyone promoted into a Level 10 role as that is our lowest level.



SUMMARY: Age

To help us to understand our pay gaps and to identify any year-on-year changes or areas of concern, we look at other data points such as age groupings by level and promotions by age.

- Our Level 9 and 10 Partners remain the most evenly represented across all generations.
- Promotions into specialist and management roles continue to be most concentrated in the 26–55 age bracket.



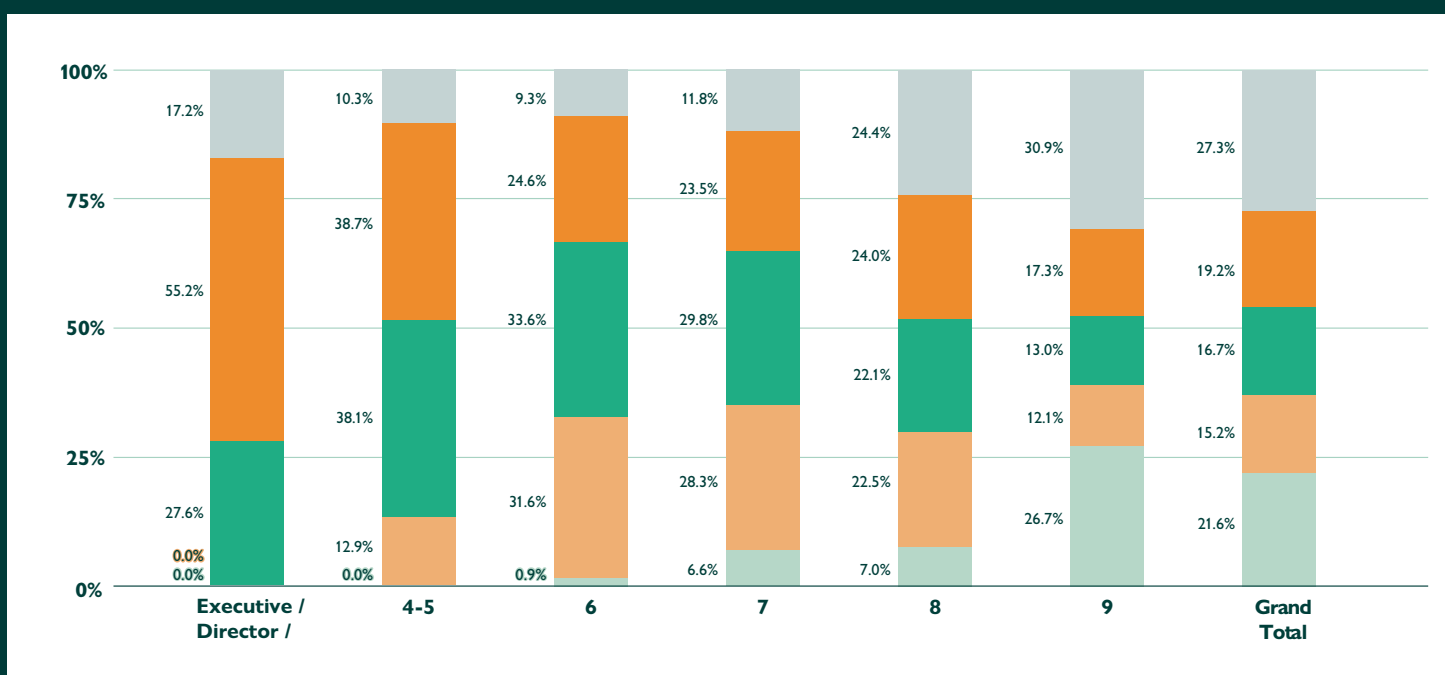
Age breakdown by level

Level	16-25	26-35	36-45	46-55	56+
Executive / Director /	0.0%	0.0%	27.6%	55.2%	17.2%
4-5	0.0%	12.9%	38.1%	38.7%	10.3%
6-7	0.9%	31.6%	33.6%	24.6%	9.3%
8	6.6%	28.3%	29.8%	23.5%	11.8%
9	7.0%	22.5%	22.1%	24.0%	24.4%
10	26.7%	12.1%	13.0%	17.3%	30.9%
Total	21.6%	15.2%	16.7%	19.2%	27.3%

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%	25.0%	75.0%	0.0%
4-5	0.0%	24.7%	46.4%	22.9%	6.0%
6-7	1.3%	42.5%	36.5%	16.6%	3.1%
8	20.5%	34.9%	21.3%	15.7%	7.6%
9	24.3%	28.6%	21.0%	15.5%	10.6%
Total	14.3%	34.3%	27.7%	16.7%	7.0%

*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.



56+ 46-55 36-45 26-35 16-25

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