

Happiness and a deeper purpose comes first
even when you have 85,000 employees

Birmingham SDI Conference - 26 March 2019

Presentation & discussion led by

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Partner & Head of Democratic Engagement, John Lewis Partnership

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

WAITROSE
& PARTNERS

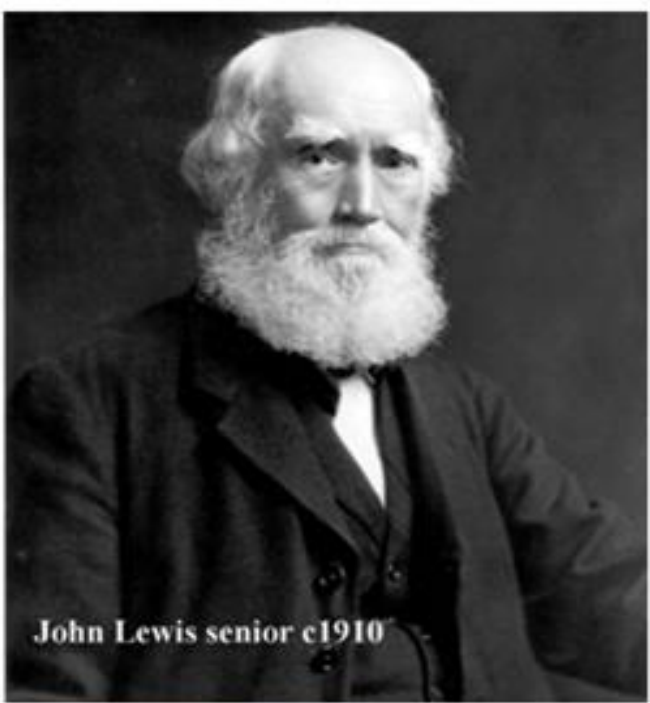
ABOUT US

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- UK's largest employee-owned business
- 84,900 Partners who are our point of difference
- 349 Waitrose & Partners and 51 John Lewis & Partners shops across the UK
- Annual gross sales of £11.7bn+
- 15,500 suppliers from around the world (700 for +30 years)
- Profit £160m



Our Partnership heritage



Oxford Street, 1864



Peter Jones, 1897



We are a business owned by nearly 85,000 employees



PRINCIPLE I

“The Partnership’s ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards – profit, knowledge and power.”



OUR PARTNERSHIP MODEL

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- Written Constitution underpinned by 7 principles
- Owned in trust for the benefit of all Partners
- Every Partner has a say in how the business is run through a democratic system nearly a century old
- Partners share the benefits and responsibilities of ownership: profit, knowledge and power

SHARING PROFIT

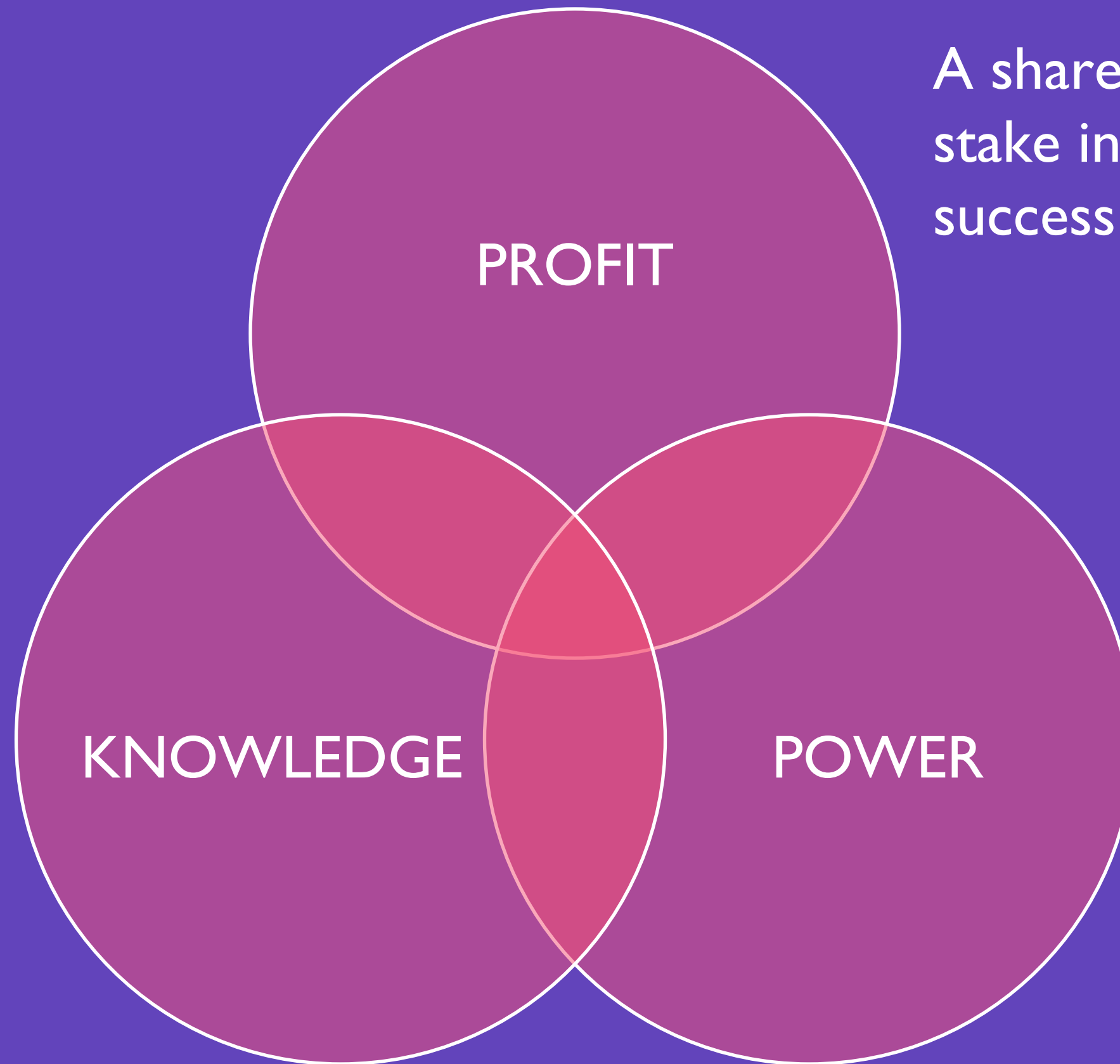
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THE FOUNDATIONS OF OUR PARTNERSHIP

8

Information
to perform
better



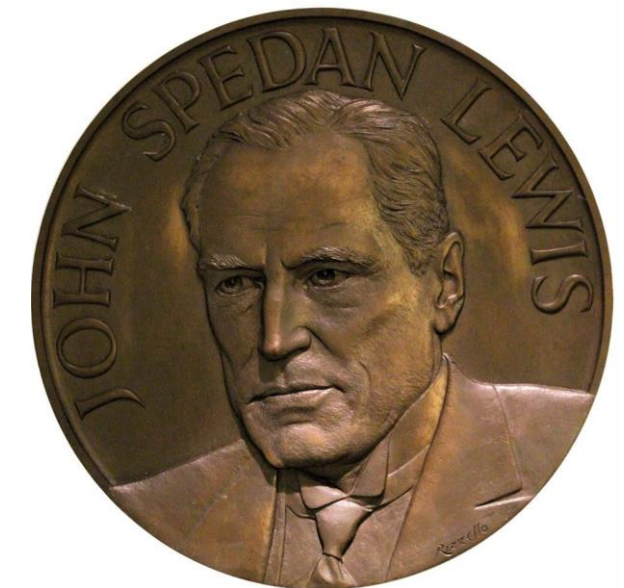
A shared
stake in
success

Decision
- making

THE FOUNDATIONS OF OUR DEMOCRACY

John Lewis Partnership

It is, therefore, very much a function of Management not only to provide ample means of freedom of speech but to get those means used. **Don't wait for the Managed to utter. Question them and do it sufficiently often and searchingly.**





SHARING POWER

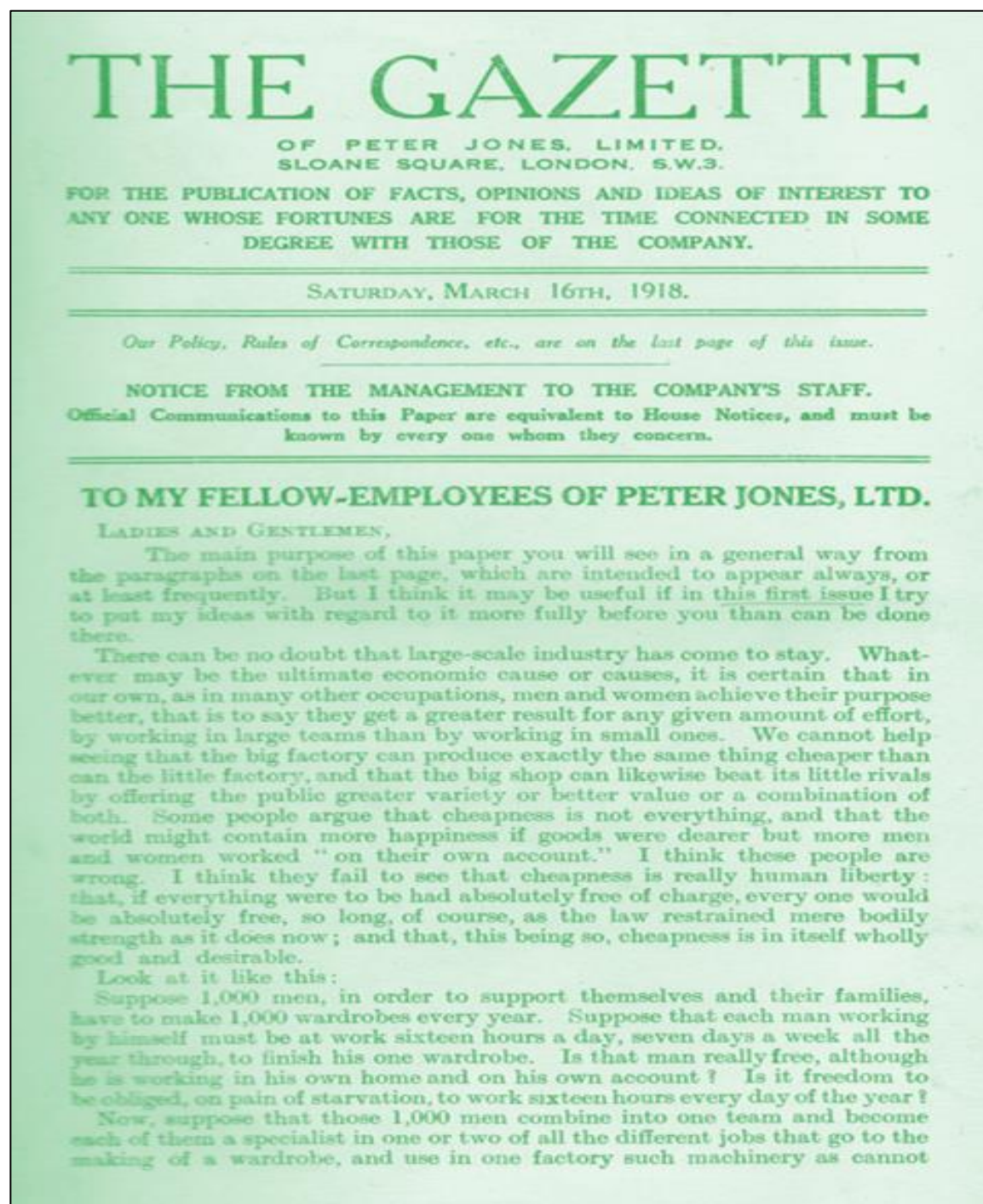
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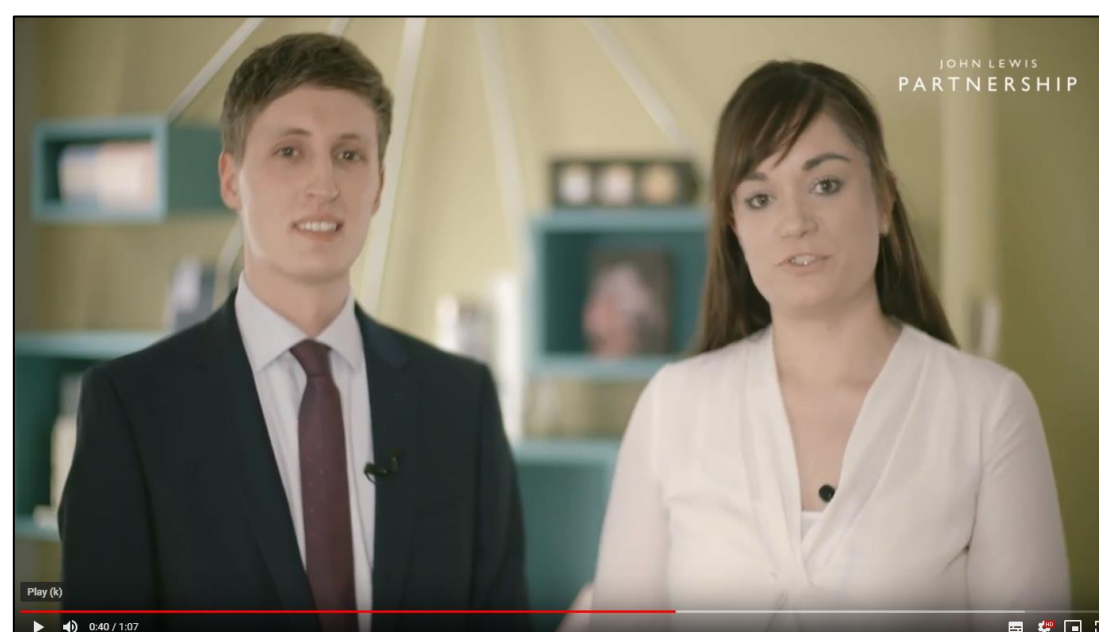
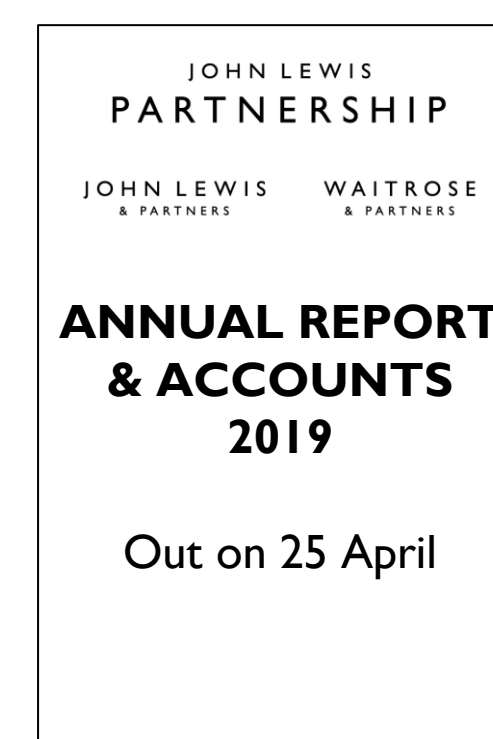
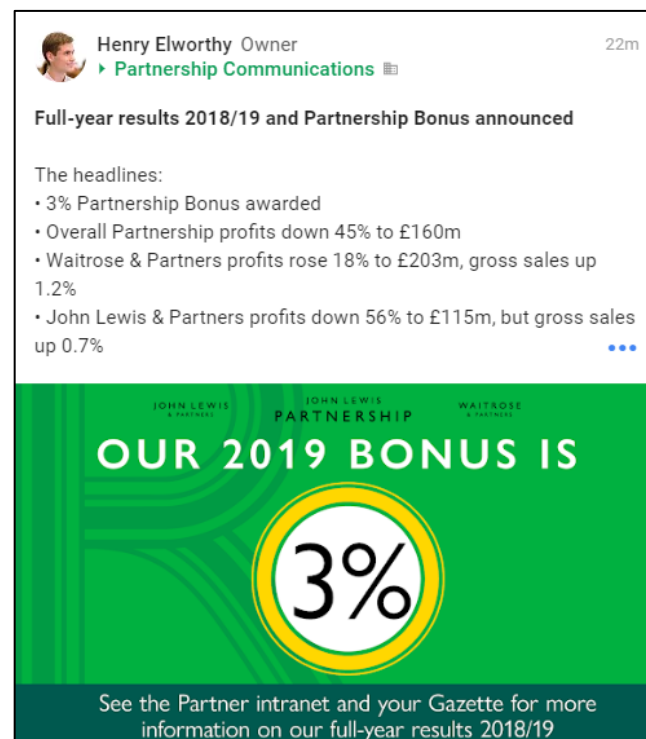
“Information is the basis of democratic participation. So the Partnership aims for openness, tolerance and freedom to express criticism, questions and suggestions (even at the risk of controversy).”

Rule 51 of the Constitution

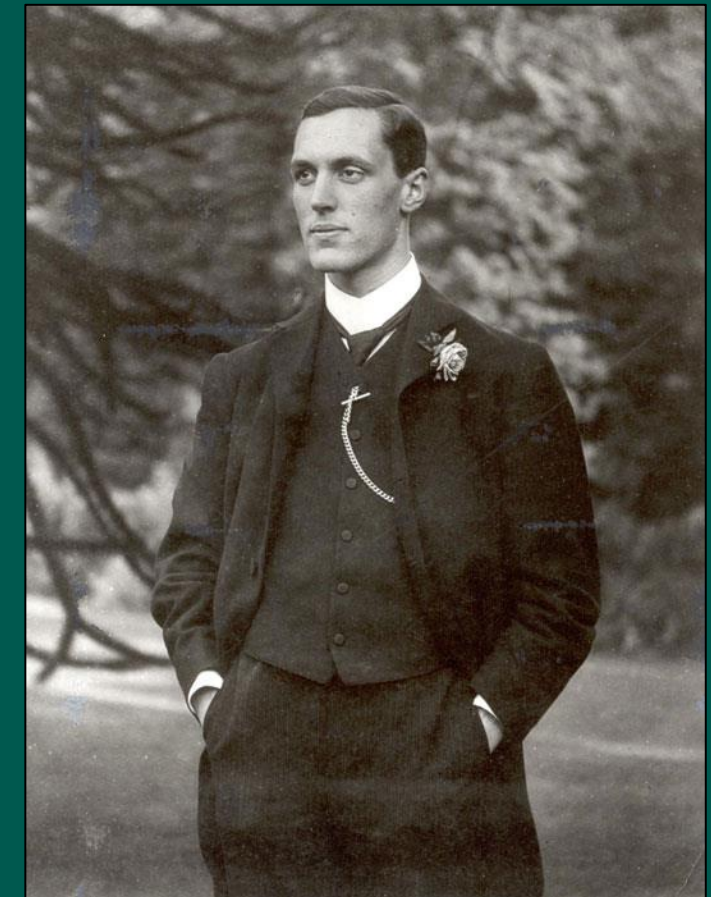
SHARING KNOWLEDGE – THE GAZETTE



WHERE TO FIND MORE INFORMATION



**“The vision of the Partnership was
created wholly and solely to make
the world a bit happier
and a bit more decent.”
John Spedan Lewis**



**To truly understand the Partnership you need to understand the
founder's aspiration for the business he gave to Partners**

Wellbeing should be different

John Lewis Partnership



...humanity and witness amongst
commercial ambition?

John Lewis Partnership



Wellbeing should be different

John Lewis Partnership

‘Many decades ago the leadership of our business had the foresight to stretch the boundaries, to inspire and reward those who give extended service to the Partnership. Crucially this is not a perk of the executive, the high paid or solely for leaders - it was devised for every contributor of Partnership success. The point is that when we see fruits of inspiring leadership - we impact the lives of our Partners immeasurably and in turn that can transform families, communities and other lives’



PARTNERSHIP CONSISTENCY

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

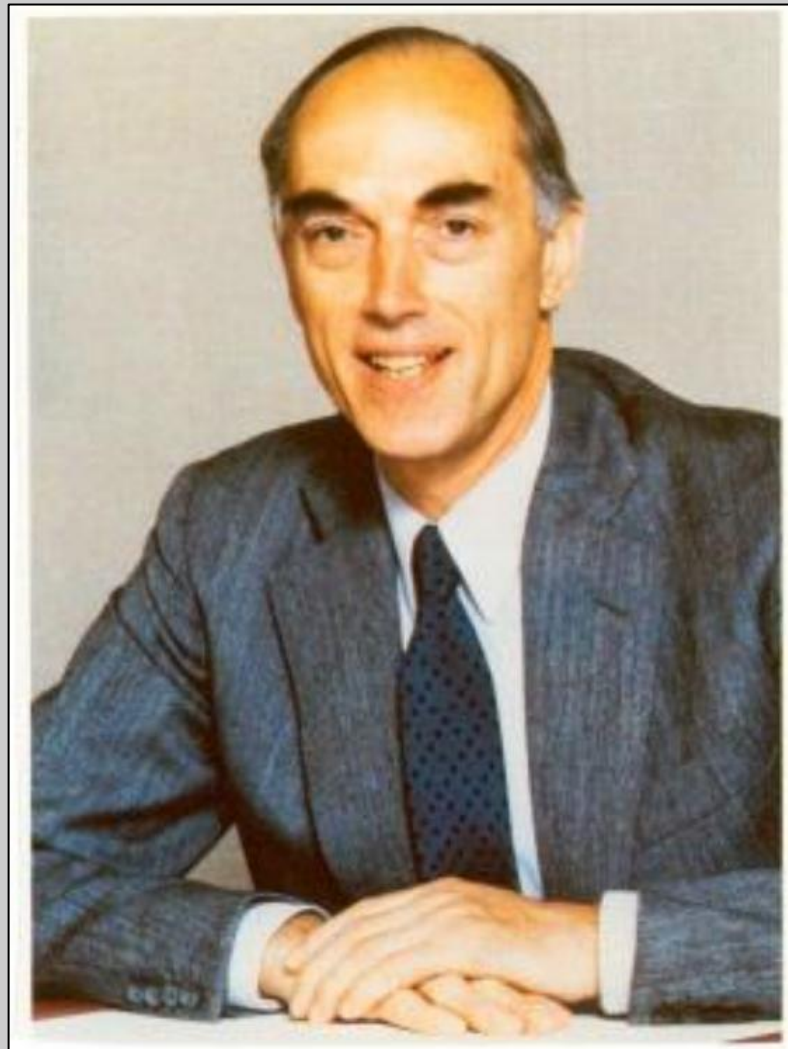
WAITROSE
& PARTNERS

John Lewis Partnership



Chairman

JL 1864 -1928
JSL 1928 -1955
BM 1955 -1972
PL 1972 -1993
SH 1993 - 2007
CM 2007 - 2020?



OUR PARTNERSHIP VALUES

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

WAITROSE
& PARTNERS

OUR PARTNERSHIP VALUES

Why?
Principle 1

What?
A better way of doing business

How?
For us, it's personal

Do right.

We act with integrity and use our judgement to do the right thing.

All or nothing.

We put everything we have into everything we do.

Give more than you take.

We all put more in, so that everyone gets more out.

Be yourself. Always.

We're quirky, proud and at our best when we're free to be ourselves.

We not me.

When we work together, anything is possible.

The media expects a difference

John Lewis Partnership



Can John Lewis teach us a better way to do business?

Right now, the John Lewis Partnership seems to be everyone's favourite business. Its department stores offer quality and helpful staff; its supermarket chain Waitrose sells you all sorts of tasty...



Clegg calls for 'John Lewis economy'

The Deputy Prime Minister, Nick Clegg, has called for more companies to follow the "John Lewis" model, where firms offer shares to their employees.

16 Jan | Business



one-time owner Spedan Lewis to give the company to its staff of investors but of its 'partners', the staff



ACCA Think Ahead

CPD article
01 March 2015

John Lewis: competitive advantage in a tough retail market

Home / Members / CPD online

In this latest article in a series on competitive advantage, Tony Grundy looks at the unique position that the John Lewis Partnership has in the UK retail market

theguardian

The John Lewis model and what others could learn from it

All 76,500 of John Lewis's permanent staff are partners and they ultimately own the retailer's 35 department stores and 272 Waitrose supermarkets



Andy Street, the MD of John Lewis, addresses new partners in the new Westfield Stratford City branch. All 76,500 of John Lewis's permanent staff are partners and they ultimately own the retailer's 35 department stores and 272 Waitrose supermarkets, which generate annual sales of more than £8bn. Photograph: Oli Scarff/Getty Images

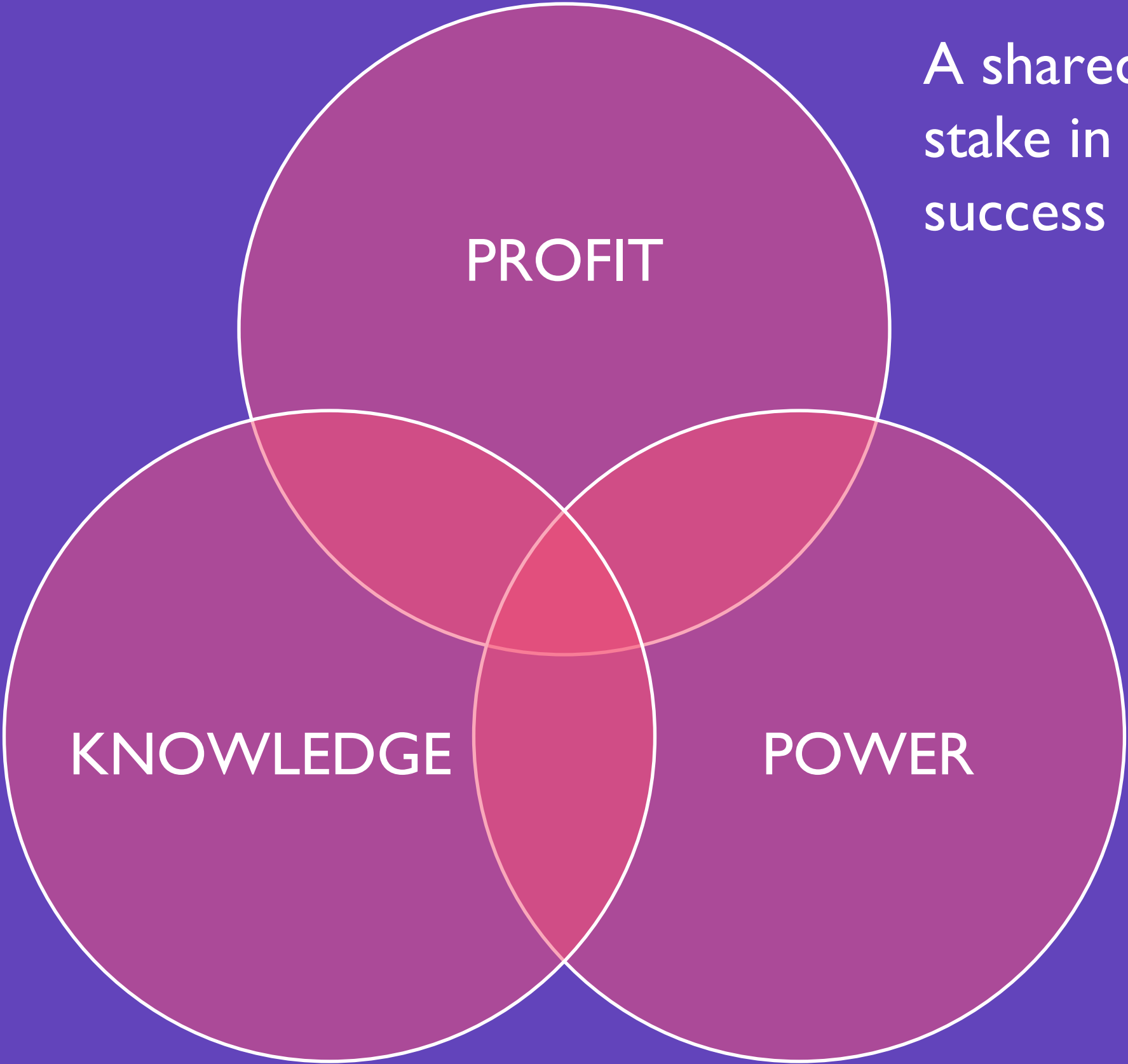
the few UK companies where bumper
ry.

field down to Saturday shelf-stackers -
which rises or falls in line with its financial
ers" as John Lewis calls them, received 17%
e weeks' pay.

ership model operates differently from
stock market-listed companies as instead of
John Lewis they flow to the staff, in the
ne-off; according to the Employee
an 100 UK companies with significant
economy that is worth more than £25bn
ckwell bookshops, jam maker Wilkin & Sons

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QUESTIONS?

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Additional slides

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FULL-YEAR RESULTS 2018/19



Gross sales
£4.89bn
+0.7%

Operating profit
£114.7m
-56%



FULL-YEAR RESULTS 2018/19

WAITROSE
& PARTNERS

Gross sales

£6.84bn

+1.2%

Operating profit

£203.2m

+18%



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OUR COMMERCIAL STRATEGY

- Differentiation, not scale
- Focus on innovation on product and service, personalisation and exclusivity
- Investing in our point of difference: our Partners
- Continuing to secure our financial sustainability, unlocking £500m over three years and maintaining investment of £400-£500m a year

