

John Lewis Partnership

over 60,000 Partners
each with a voice in
the business



The Partnership applies the same high standards across the board... and it always has done. That's what I find so impressive.

Partner
Corporate Offices

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The John Lewis Partnership is...

The UK's largest department store group with a network of shops stretching from Aberdeen in the North East of Scotland to Bristol in the South West of England...

(John Lewis has twenty-six department stores with over five million square feet of space, offering the widest range of choice available from any British retailer.)

...a pioneer amongst fresh food retailers through its Waitrose chain of supermarkets.

(Waitrose was the first ever winner of the title Organic Supermarket of the Year and a six times winner of the accolade Supermarket Wine Merchant of the Year.)

...and

Britain's biggest and longest surviving example of worker co-ownership.

(All sixty thousand permanent staff are Partners in the business and share in its profits – that's why they care about the customers – and the suppliers – and the future.)



The John Lewis Partnership opens its doors to many thousands of shoppers every day, but the pages that follow give a closer insight into the principles and values that drive our business and the origins of our system of employee-ownership. We are proud of our reputation as a first-class retailer, and we are determined to continue earning the loyalty of our customers through offering excellent value and an enjoyable shopping experience.

As a company which has a sense of history, we aim to have history in the future.

Sir Stuart Hampson
Chairman

The John Lewis Partnership – a different business

With sales exceeding five billion pounds a year and with an expanding network of shops and supermarkets, the John Lewis Partnership has been a major force in the UK – but it is much more than that. It is the embodiment of an ideal, the outcome of nearly a century of endeavour to create a different sort of company – one which would be absolutely honest with its customers, fair to its suppliers and ensure for its workers the maximum benefit from their work – quite simply, a community of stakeholders.

The aim of the John Lewis Partnership is to achieve standards of customer service which will set it apart from the rest of the sector. Both John Lewis department stores and Waitrose supermarkets are constantly engaged in the search for fresh new ideas to meet our customers' needs. That's why JLP is one of the pioneers in the developing e-commerce market. Side by side with a zest for innovation, is a commitment to maintaining the customer service which has been the foundation of our reputation for close to a century and a half.

In the beginning...

The John Lewis name first appeared in London in 1864 in Oxford Street. From the start, the little draper's shop was quite distinctive. The owner promised to his customers not only the finest quality merchandise but also the most competitive prices. The formula succeeded so well that by 1905, the small shop had grown into a large department store and Mr Lewis was poised to double the size of his business through the acquisition of an ailing rival, Peter Jones in Chelsea in the fashionable West of the capital.

A new kind of ownership

The first Mr John Lewis takes the credit for the initial commercial success. It was his son, John Spedan

Lewis, who conceived the philosophy that ensured that a job in his company would be quite different from working anywhere else. Spedan Lewis's guiding star was a personal vision of 'fairness'. He thought it unfair that the owners of a business should derive so much more benefit than the workers. The real advantages of ownership, he believed, should go to those who gave their time and labour to the business rather than to those who had supplied the capital. In 1914 he had the opportunity to start putting his principles into practice when his father gave him control of the struggling Peter Jones business. The young Spedan promised his staff that, when the shop became profitable, they would share in those profits, the first step in his long term plan to turn his employees into Partners. He fulfilled the promise just five years later when every member of staff received the equivalent of five weeks' extra pay. Ten years later he created a trust to take over the assets of the company and run it as a Partnership. In 1950, he relinquished his remaining interest in the much-expanded business. Since 1929 the purpose of the business has been the happiness of those who work in it. There are no outside shareholders to tell Partners how to run their business.

Keeping focus

The canny Mr Lewis fully anticipated the problems that might confront an employee-owned business. He created a carefully planned system of checks and balances. He laid down the principles on which the pay for each member of the Partnership should be calculated – from the Chairman down to the newest junior entrant. In parallel to the executive management, he appointed an independent team whose function would be to act as a corporate conscience and safeguard the interests of all the Partners – to ensure that the voice of every one could be heard by the management.

and the proof of the pudding...

The vindication of Spedan Lewis's vision has been some ninety years of growth culminating in the enviable commercial success of today. The company which began the twentieth century with one shop now manages a chain of twenty-six department stores and a food division, Waitrose, with more than 160 supermarkets.

Turnover £m	
2004	5046.8
2003	4679.3
2002	4459.4
2001	4126.6
2000	3747.6

Profit before Partnership bonus £m	
2004	173.5
2003	145.5
2002	141.5
2001	149.5
2000	194.7

Partnership bonus £m	
2004	87.3
2003	67.6
2002	57.3
2001	58.1
2000	77.8

John Lewis opens his first shop in Oxford Street, London

John Spedan Lewis (Spedan Lewis), elder son of John Lewis, and the founder of JLP, is born

Death of Queen Victoria

John Lewis buys a second department store, Peter Jones, Sloane Square, in west London

Outbreak of Great War. Spedan Lewis assumes control of Peter Jones and launches his first experiment in staff participation

Spedan Lewis adopts the principle of 'Never Knowingly Undersold'

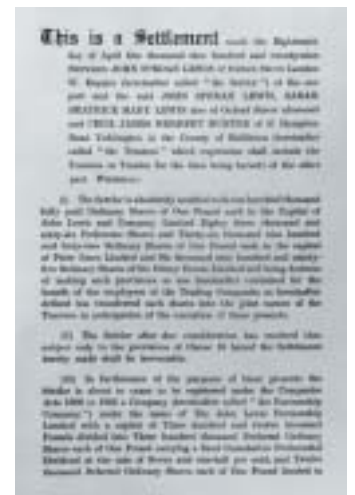
John Lewis dies, Spedan Lewis assumes full control of John Lewis Oxford Street and Peter Jones. Publication of Partnership's First Constitution

Creation of the First Trust Settlement – the John Lewis Partnership becomes legal. Henceforth all profits available for distribution amongst the Partners

The Waitrose chain (ten shops) is bought

Outbreak of Second World War

1864 1885 1901 1905 1914 1919 1925 1928 1929 1937 1939



JLP buys the Selfridge Provincial Stores Group – doubling the annual turnover of the Partnership to over £6 million	1940
The Second Trust Settlement – the residual interest of the founder Spedan Lewis is transferred to a Trust Company	1950
Spedan Lewis, founder of the Partnership, retires as Chairman and is succeeded by Bernard Miller. Waitrose opens its first supermarket	1955
Spedan Lewis dies	1963
Peter Lewis, nephew of the founder, becomes the third Partnership Chairman in succession to Sir Bernard Miller. The Partnership turnover is now £172.5 million	1972
Waitrose opens its 100th food shop	1992
Stuart Hampson succeeds Peter Lewis to become the Partnership's fourth Chairman	1993
JLP takes forty percent stake in Ocado internet grocery service	2000
John Lewis Solihull open bringing the total number of department stores to 26	2001
75th anniversary of the First Trust Settlement	2004



Since the opening of the first John Lewis shop in Oxford Street in 1864, the company has grown to 60,000 employees, running 26 department stores and more than 160 Waitrose supermarkets with a turnover exceeding £5 billion a year.

John Lewis

John Lewis is proud of its reputation as the place for shoppers who want everything at their fingertips.



In today's highly competitive retail industry, the full-line department store is one of the most powerful destinations. The John Lewis shops are geared to meet all their customers' needs for fashion and household goods, from the cradle upwards, under a single roof. The merchandise – the 'assortment' – is constantly reviewed and refreshed to give customers a choice of styles and prices unmatched by any other national retailer, while guaranteeing high standards of quality and competitive prices.

John Lewis is proud of its reputation as the place for shoppers who want everything at their fingertips. The variety of merchandise is formidable. Around a third of the business is accounted for by clothing and accessories, including a huge catalogue of branded and own-label fashion for men and women. In other departments, there are products to meet every conceivable household need: a huge

selection for the kitchen and bathroom; electrical goods from the latest IT hardware to the most capacious American fridges; furnishing fabric by the kilometre; furniture for every room in the house in a dazzling variety of styles and patterns; lighting; gardening equipment; sports goods; toys; cameras; watches; books.

Scouring the world...

And if the key to the business is the assortment, the key to the assortment is the buying team. The offices of the buyers are the gravitational centre of the John Lewis Division, housed in the company's headquarters in Victoria Street, London. The John Lewis Partnership has always been a strong supporter of British manufacturing but the company's commitment to its customers is to offer the best possible quality at the best possible price and if that means scouring the world, so be it. Thus, among the Scottish woollens, English brogues

The emphasis put on customer service is really important. It makes you feel proud to work for John Lewis.

Selling Partner

John Lewis Glasgow

The recent programme of new openings has given my team the opportunity to work with leading retail development teams to create major new shops and shopping centres which are truly world class.

Senior Architect

Corporate Offices

I thoroughly enjoy my role as a Partnership Councillor; I particularly value the opportunity to question the Partnership's senior directors in the forum of the Partnership Council and also informally during the break.

Partnership Councillor

John Lewis Newcastle





It isn't just the goods that bring the customers back time and again; it is also the people who work in the shops.



and Sheffield steel, customers can also find fine Italian shoes, couture sourced from around the world, German power tools, American maplewood furniture, French Provençal prints and electronics from the Far East.

All under one roof...

It was the Victorians who discovered the virtues of the department store. The concept has survived and thrived because John Lewis has shown flexibility and evolved to meet changing customer demands. Meeting all the needs of the household under one roof remains a powerful retail format in the twenty first century when time is at a premium as never before.

...combined with service...

It isn't just the goods that bring the customers back time and again; it is also the people who work in the shops. Regular customers know that they will be dealing with a team

of experts, people who know about the products they sell. They also come back because of the special services in the shops to ease the task of bringing home the goods. Through the Purchase Assembly Card, customers can arrange to have everything despatched to the Customer Collection Point to be picked up on departure or, if they prefer, there's the free delivery service to save them the tedium of ferrying their shopping home.

Multi-channel service

In 2001 John Lewis, extended its reach to the whole of the UK with the launch of John Lewis Direct. Customers now have four channels to choose from: as well as the 'bricks and mortar' stores, they can order via post or telephone through the JLD catalogue or via the internet at Johnlewis.com – one of the UK's fastest growing and most successful internet sites.

It has given me the chance to use my talents in design. I've been able to create and use my skills in display to help customers do the same in their homes, using colours and different textures that perhaps they would not have thought about putting together.

Visual Merchandising Assistant
John Lewis High Wycombe

The Partnership is one of the few retail organisations where a manager still has some influence and responsibility for layout and merchandising.

Department Manager
John Lewis Sheffield

There is none of the 'us and them' attitude that was the culture in my previous employment. I am amazed that the Managing Director is required to reply to a Chronicle letter in a specified period of time.

Assistant Editor
John Lewis Newcastle

John Lewis offers a unique undertaking to ensure their customers pay no more than they need. 'Never Knowingly Undersold' has been the company slogan for more than seventy-five years.



and guaranteed value...

And John Lewis offers a unique undertaking to ensure their customers pay no more than they need. 'Never Knowingly Undersold' has been the company slogan for more than seventy-five years. It means that the price of any item for sale in a John Lewis shop will always be as low as – or even less than – the lowest prevailing price in the neighbourhood.

Mark of excellence

A significant proportion of the goods at John Lewis are sold under the company's own brand name. A wide range of goods – clothing, kitchen utensils, paint and furnishing fabrics among them – is manufactured by outside suppliers to John Lewis designs and standards of quality, to be sold under the John Lewis name, a system which allows the shops to offer even keener prices without compromising on quality.

...and we make things, too...

Fifty years ago, John Lewis decided to venture outside its traditional business to protect its position as a major supplier of furnishing fabrics and furniture. It acquired two leading manufacturers of household textiles, Herbert Parkinson in Lancashire in North West England and Stead McAlpin in Cumbria. Many of the designs produced by the factories are developed by the company's own design house, Cavendish Textiles, based in London. In 1988, the Partnership bought a third textile supplier, J.H. Birtwistle, also in Lancashire.

The more I get to know the Partnership the more I understand what a very difficult job it is to balance the needs of the business against the needs of the individual Partner. I think it achieves this balance incredibly well.

Department Manager
Stead McAlpin

I enjoy being able to sell straightforwardly and honestly without the pressure of commission-based selling. I get great satisfaction from using our very large assortment of merchandise to help solve customers' problems.

Furnishing Adviser
Robert Sayle

I continue to be surprised by the Partnership's diversity – department stores, textile mills, food shops, mail order wines, farming, building, country clubs – there is more to it than meets the eye.

Manager
Distribution Warehouse

The John Lewis network now has 26 stores and is constantly expanding. New John Lewis branches opened in Cribbs Causeway near Bristol in 1998, Glasgow and Bluewater in Kent in 1999, Southampton in 2000 and Solihull, near Birmingham in 2001.

- John Lewis department stores
- John Lewis department stores under development
- ▲ Production units



Waitrose

In an industry where the players are generally ranked by their size, Waitrose has established itself as a leader – not on the basis of sheer scale but of quality.



Waitrose, with more than 160 shops and a growing internet business, has established a powerful position in the UK's retail food industry; it's widely recognized as the leading supermarket wine merchant and as a pioneer in the field of food traceability and organic produce. The story of the Waitrose chain began with the opening of a first shop in West London in 1904, a century ago. Just 24 years later the business received its first Royal warrant. It became an officially recognised supplier to the Royal House of Windsor. For the Waitrose shops, it was confirmation that, however modest in size, they supplied food fit for a king.

Partners all

The strategy of Waitrose's then owners, of being competitive on price while excelling on quality and service, was one which had a resonance in the fast-growing John Lewis department store chain. Founder Spedan Lewis was contemplating a move into food retailing. Waitrose, he decided, provided the right fit. In 1937, he bought the chain and all the employees at the ten Waitrose grocery shops became Partners – just like their new colleagues in the department stores.

The challenge of growth

The onset of the Second World War meant that there was little immediate scope for expansion but by the early 1950s food retailing in Britain was hit by a whirlwind of change blowing from across the Atlantic. The days of the small grocer's shop were numbered; the age of the supermarket had arrived. For Waitrose, being part of that change was a matter of survival. In 1955, the company opened its first supermarket. The chain expanded steadily to its present total of more than 160 branches. The shops range in size and format from 7,000 to more than 70,000 square feet.

The difference at Waitrose

In an industry where the players are generally ranked by their size, Waitrose has established itself as a leader – not on the basis of sheer scale but of quality. Other supermarket giants have gone for volume, Waitrose has targeted quality, service and choice. The variety on the shelves reflects the demanding tastes of the Waitrose shopper – single-origin coffees for the connoisseur, Colombian Black Tailed chicken eggs for the expert and a huge choice of wines, more than 550 in most branches and over 900 in selected specialist shops, all

I enjoy my job because of the knowledge I can give to customers and the satisfaction I get from that. The Waitrose wine buyership is highly thought of and I have confidence in selling their products.

Assistant Section Manager, Wines
Waitrose

I worked for Waitrose as a weekend assistant for three years and realised how enjoyable working for Waitrose could be. I am now looking forward to joining a management training programme.

Part-time Cashier
Waitrose

I am always struck by the freedom I am given and how much influence I can have ensuring that the best examples of quality regional food from small producers obtain a wider audience.

Buyer
Waitrose





For the growing number of people who prefer their food produced without artificial inputs, Waitrose has been a beacon of hope.

chosen by one of the country's top buying teams whose members include no fewer than four Masters of Wine. But there are keenly priced essentials, too, for the budget-watching household.

The price commitment on the ticket

The Waitrose Price Commitment means that the prices of hundreds of the most popular items are checked each week and compared with those at other major supermarkets to make sure Waitrose customers get consistently good value.

Delivering countrywide

Though the Waitrose shops are concentrated in the South and Midlands of England, a range of products is available countrywide, by mail order or over the Internet through Waitrose Direct services.



quantities – cheeses, wine and meat that are simply not seen on any other supermarket shelf.

The organic option

For the growing number of people who prefer their food produced without artificial inputs, Waitrose has been a beacon of hope. Waitrose aims to be the leading organic supermarket. Organic products account for an ever-growing percentage of sales. To help producers to make the difficult conversion from conventional agricultural methods, the Waitrose Organic Assistance Scheme offers aspiring organic farmers practical advice and active support and, most importantly, it guarantees a market for their produce during the change-over period which can be two years, or even longer.

The cherished supplier

Waitrose is not only responsive to its customers – but to its suppliers as well. Other food shops may be locked into a huge central buying operation which can only deal with large-scale suppliers. Waitrose buyers have the option of dealing with small producers – which means that customers have access to local produce available only in limited

I left Waitrose for a career break. My reasons for returning were job security, promotion opportunities, personal development and the uniqueness of the Partnership and its democracy.

Section Manager
Waitrose

Being a specialist has given me the confidence and knowledge to advise and sell our customers the vast assortment of cheese we offer. This is reflected in our increased sales and customer interest.

Section Manager, Delicatessen
Waitrose

The Partnership gives me the chance to have a say in the way my business is run.

Waitrose Councillor
Waitrose

Waitrose

From 1937 to the present, Waitrose has grown from 10 to more than 160 food shops.

- Waitrose branches
- Waitrose branches opening 2004
- ▲ Supermarkets to be converted

Food shops in the London area





Partnership – the unique difference

What Spedan Lewis wanted was a business that was fair to all – to customers and suppliers as well as to those who work in it.

The 60,000 Partners of John Lewis and Waitrose don't merely have the satisfaction of working for a good business – they have the enjoyment of owning it. That is the essential difference at the John Lewis Partnership. The nature of this unique system of ownership is safeguarded by the Trusts under which John Spedan Lewis handed over the business to the staff.

What Spedan Lewis wanted was

- a business that was fair to all – to customers and suppliers as well as to those who work in it
- a business that the Partners really felt was their own and
- a business that would challenge and beat the best of the competition and attract people at the top of their profession into its executive ranks.

Its ultimate purpose was defined as the happiness of those who work in the business. That remains its visionary aim.

Above all he wanted to instil in Partners an awareness that any benefits for them would depend entirely on the quality of service they delivered to the customers and on the returns they were thus able to generate. As a keen student of history, Spedan Lewis was very conscious that almost all previous

worker-cooperatives had failed because they lost sight of these commercial imperatives. He had no doubt of the need to maintain a tight commercial discipline and a sharp focus if the Partnership were to achieve its long-term objectives.

The Founder's aim was that the Partners should not just profit financially from the business but that they should enjoy the benefits of ownership in the broader sense – as he defined it, 'the sharing of gain, knowledge and power'.

The Partnership recognizes that it is important to reflect the communities in which it trades and that, to attract the best people capable of delivering a vibrant business, it welcomes individual differences and seeks to maintain a working environment where all Partners feel respected and valued.

The Constitution

Spedan Lewis's philosophy is the foundation of the Constitution. This is the 'Basic Law' of the Partnership. It defines how power will be exercised and by whom and how the company should behave as a commercial enterprise and as an employer. It is built around three main pillars, the Governing Authorities.

Attention to detail is important in the Partnership. Arranging a new window display can be quite a painstaking process – but the end result can be stunning.

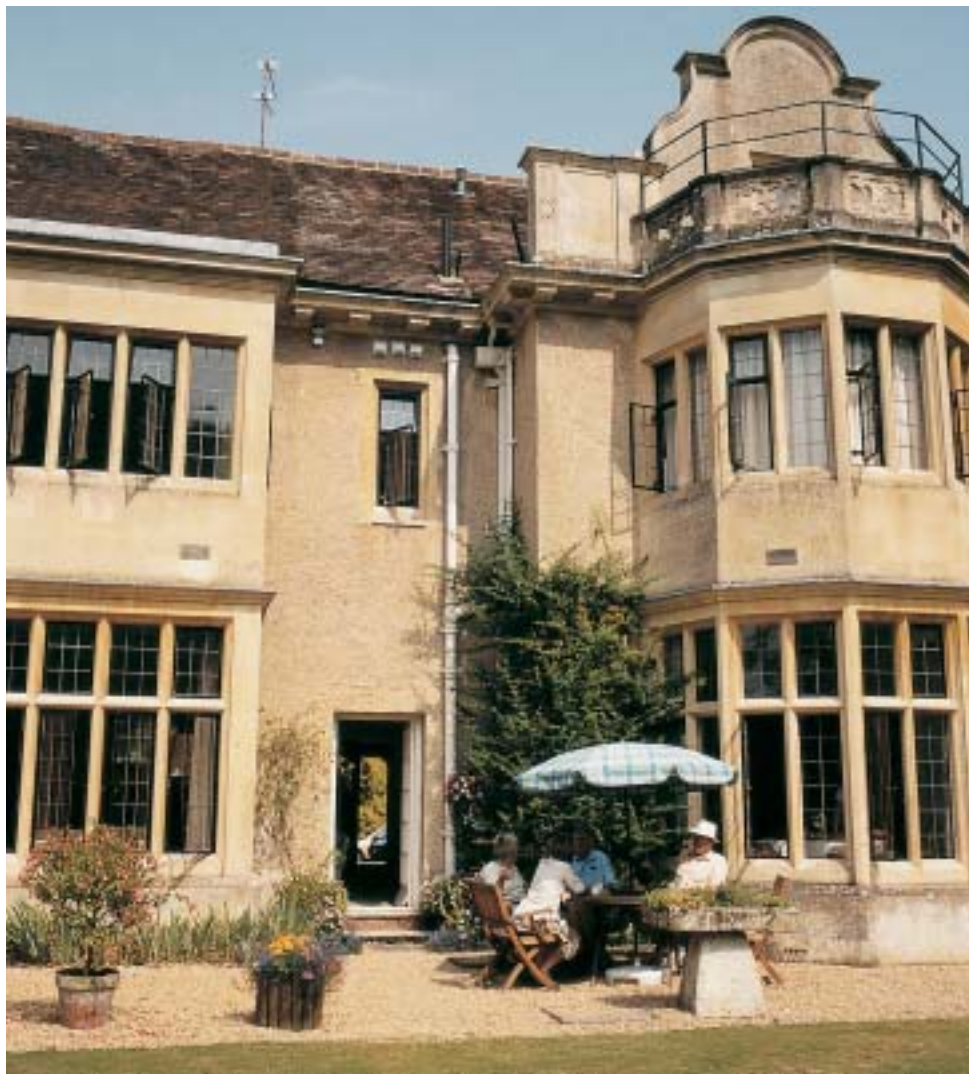
Visual Merchandising Assistant
John Lewis Glasgow

Democracy may not be a fashionable word, but it is because democracy is put into practice that the Partnership remains successful. It is good to see that democracy is alive and being kicked into the new millennium for a new generation of Partners.

Branch Councillor
John Lewis Reading

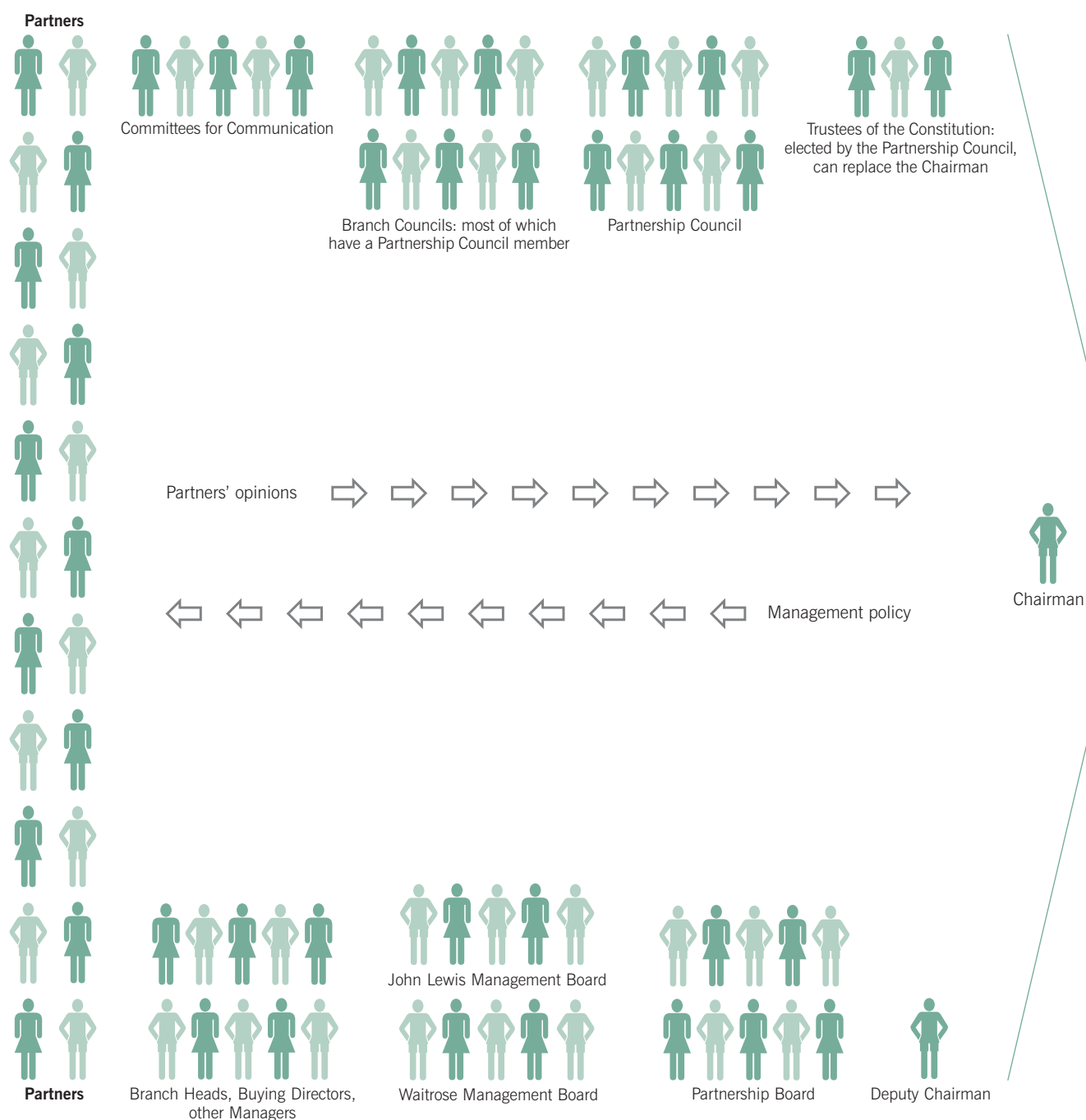
The important thing about democracy is to get involved. If you don't you'll change nothing and have to make do with what others decide.

Clerk to the Branch Council
John Lewis Liverpool



The supreme purpose of the John Lewis Partnership is simply the happiness of its members.

John Spedan Lewis



The Council also has a special responsibility for the non-commercial aspects of the business – for the development of the social life of the Partnership as a community and for directing charitable giving.



I. The Partnership Council

– the Partnership’s ‘Parliament’ – 82-strong – at least 80 percent directly elected by all the permanent staff – the remainder appointed by the Chairman. It has the power to discuss ‘any matter whatsoever’. Each year the Chairman and other senior directors are obliged to appear before the Council and give an account of their stewardship. The Council also has a special responsibility for the non-commercial aspects of the business – for the development of the social life of the Partnership as a community and for directing charitable giving.

II. The Partnership Board

The Board of John Lewis Partnership plc is ultimately responsible for all aspects of the Partnership’s direction – its commercial strategy and pace and its commitment to being an ‘employer of distinction’. There are twelve members – the Chairman and the Deputy Chairman, five directors appointed by the Chairman and five directors elected by the Partnership Council who provide a direct link with the Partnership’s democratic structure.

III. The Chairman

takes executive leadership of the Partnership with responsibility

for appointing the other senior members of management and for directing the Partnership so that it fulfils all the aims of the Constitution including maintaining its profitability. He or she is responsible for nominating a successor. The Partnership Council may dismiss the Chairman for failing to exercise the power of the office in a proper manner.

The grassroots

The Partnership-wide system of democracy is replicated at a local level within the organisation. The two trading divisions have Divisional Councils. All of the operational units of John Lewis – shops, warehouses, factories – have their own branch councils, like the Partnership Council elected by all who work in them. Partners in Waitrose can make their views known at Branch level through a system of Branch Forums. A further channel of representation is provided through the ‘Committees for Communication’, elected bodies which ensure that all those who are not involved in management have an open channel for expressing their views to management and, ultimately, the Chairman. The members are elected by constituencies that comprise only non-management Partners.

There is great satisfaction in being able to help fellow Partners who may be in difficulty and also helping them feel that they are part of a caring family.

Member, Committee for Claims
John Lewis High Wycombe

I like being one to one with the customers, making every one of them feel special so they want to shop at Watford again and again – this is truly a unique line of business.

Selling Partner
John Lewis Watford

One of the many satisfying aspects of my job is encouraging Partners to set their own goals and coaching them to achieve their full potential.

Department Manager
John Lewis Edinburgh

Spedan Lewis identified ‘knowledge’ as one of the three cardinal benefits of Partnership. A Partner is entitled to know what is happening in the business.

The Partners’ champion

The Partnership’s Founder, with his awareness of history, was concerned that the passage of time and the cut and thrust of the commercial world might bring about a slow erosion of the principles of his creation. The unique democratic structures of the Partnership are the main defence against that danger. Further protection comes from the office of Partners’ Counsellor and the system of Registrars which have no exact equivalent in the conventional corporate structure.

The Partners’ Counsellor, who heads the Registry system, ensures that the Partnership’s values and democratic systems are upheld. A network of Registrars in the operating units helps to knit together Partner engagement with commercial aims and provides Partners with a source of independent support.

The Partners’ Counsellor acts as the Partnership’s Ombudsman. He is responsible for ensuring that the Partnership is true to its principles and is compassionate in its dealings with individual Partners.

The flow of knowledge

Spedan Lewis identified ‘knowledge’ as one of the three cardinal benefits of Partnership. A Partner is entitled to know what is happening in the business. As he saw it, Partners should know how well the firm, their work unit, their department (their section even) were all faring. Financial information and operational data, were not, he believed, only for the eyes of managers. He envisaged this kind of information flowing in an unimpeded way up and down the chain of management. But he also believed passionately in the value of a system of journalism for the company. Long before the Partnership was fully fledged, he had established the Gazette, the company-wide weekly magazine which has been published without interruption for more than eighty-five years. Its most remarkable feature is its letters pages where Partners can – by right – air their criticisms of the Partnership, anonymously if they so wish. He also specified that every operating unit should have its own internal weekly publication, the Chronicle.

I enjoy my job and being part of a team. We all work together to provide good customer service. Customers want solutions and we aim to do just that. We are a ‘can do’ company.

Selling Partner

John Lewis Cribbs Causeway

The John Lewis Partnership has helped me to see my role with a clear appreciation of the special circumstances I work in: the open communication, the career opportunities, the encouragement to enjoy social and sporting activities, and at the end of the day, a share of the profits.

Section Manager

John Lewis Sheffield

The real strength of the Chronicle is that it is all local news, very relevant to the Partners in the branch. We all like to know what’s going on and what’s new – I’m no exception.

Assistant Editor

John Lewis Edinburgh



Undoubtedly for most Partners, the most tangible advantage of the unique system of ownership is the annual distribution of profit.

Sharing the profit

Undoubtedly for most Partners, the most tangible advantage of the unique system of ownership is the annual distribution of profit. The Rules lay down that the Partnership must be prudent with the surpluses which it earns. The Management is required to ensure that the business has the resources to meet all contingencies and to finance future growth.

What remains after that is available to be distributed to the Partners. The Founder laid down that, in the distribution of bonus, all Partners should be rewarded according to the same formula – all receive the same percentage of their pay. During recent years, the bonus has varied between eight and twenty-two percent of annual pay.

The benefits of being a Partner

The Partnership's objective is to work for the happiness of all its staff 'through their worthwhile and satisfying employment in a successful business'. And it has always acted on the principle that there should be more to a job than work and pay. Those who work in the Partnership enjoy a high degree of support as they face life's tougher challenges – ill-health, sudden financial hardship and retirement. They also have access to a very wide

range of amenities for sport and leisure. There is generous financial support for those who wish to continue their education, for example through the Open University. Many of the Partnership's shops have their own Learning Centres where Partners can follow vocational and non-vocational courses of study.

The pension scheme

The Partnership has a non-contributory, final pay pension scheme providing pensions to retired Partners.

Life assurance

The Partnership's life assurance scheme will pay out a sum equal to three times annual salary if a Partner dies in service.

Health

There is an extensive occupational health service staffed by three doctors and over 50 occupational health advisers.

Special help

In cases of particular need, the Partnership will help a member with a loan or grant. Applications are considered by a specially elected Committee. All are dealt with in complete confidence.

The Partnership applies the same high standards across the board: to customers, to staff, to suppliers, and it always has done. That's what I find so impressive.

Finance Manager
Corporate Offices

We can help make a difference when someone needs support.

Member, Committee for Claims
Waitrose

Who ever said retail was boring? If you're looking for a challenge, variety and good prospects, then the Partnership is the place to be.

Section Manager
John Lewis Cheadle

The Partnership at leisure

Ten years before the foundations of the Partnership were formally laid, Spedan Lewis had already emerged as a pioneer in the provision of social and leisure amenities for his staff. He purchased a sixty acre farm at Sudbury in Middlesex to provide playing fields for them. The tradition of providing Partners with a wide range of leisure opportunities is still strongly maintained.

The country clubs

The Partnership has two Country Clubs. The Odney Club at Cookham in Berkshire is sited on one of the most beautiful stretches of the Upper Thames. Within the grounds there is more than a hundred acres of parkland, tennis courts, a swimming pool and a cricket pitch. A short distance away is the Partnership's own golf club at Winter Hill.

Leckford Abbas on the Partnership-owned Leckford Estate in Hampshire has similar facilities as well as an opportunity to enjoy the stunning Longstock Water Gardens, the creation of Spedan Lewis and rated one of the finest gardens of its type in Europe. The larger part of the Leckford Estate is farmed commercially as part of Waitrose, a tangible demonstration of the link

between our supermarkets and the farming industry. However a significant section is excluded from agricultural use to help protect the delicate eco-system in the valley of the River Test.

Ambleside Park, a former hotel in the Lake District, offers high-quality holiday accommodation to Partners – as does Brownsea Castle in picturesque Poole Harbour in Dorset.

Sporting activities – physical...

The sporting activities the Partnership supports are extensive – including football, netball, cricket and golf. The Partnership's Sailing Club has a fleet of five cruising yachts. Ski, squash, riding and gliding clubs are all financially supported by the Partnership.

...and mental exercise

There are also very active drama, film, photographic, music, chess and bridge societies. Ticket subsidies of fifty percent of the cost of a visit to the theatre, opera or concert hall are available to Partners.

Furthermore...

After three months' service all Partners are entitled to twelve percent discount on most purchases from the department stores and

from Waitrose. In department stores, the discount rate rises to 25 percent after three years. The basic holiday entitlement for Partners is four weeks a year rising to five weeks after three years – exclusive of public holidays and special Christmas days off. There are further increases in entitlement for most Partners after ten and fifteen years.

and finally...

those Partners who complete 25 years' service can take long leave – a period of paid leave of up to six months – a sabbatical which allows Partners to undertake the journey of their dreams or the education project of a lifetime.

When I joined the Venture Club I made new friends out of 'old Partners'. This comradeship spills over into the workplace. I've also stayed at Ambleside many times and love the leisure facilities we have.

Selling Support Partner
John Lewis Liverpool

For a relaxing, 'get away from it all' weekend, it's hard to beat a couple of days on one of the Partnership's cruising yachts, and all at a fraction of the normal cost.

Member, Sailing Club
John Lewis Welwyn

I belong to the riding club which subsidises the cost of lessons and hacks. I enjoy riding because it gives me time to think to the sound of clapping hooves.

Social Activities Co-ordinator
Waitrose

The Partnership and the wider world

... a good farmer feels a duty to maintain and develop the fertility of the land that he farms and to leave it in a better, rather than worse, 'heart' than when it came into his hands.

John Spedan Lewis



When Spedan Lewis wrote the words above, the term ‘ecology’ would have been familiar only to a small circle of scientists. Yet as a well-informed amateur naturalist – and a landowner – he was intuitively aware of the delicate balance in nature and had a strong sense of the need to respect it. The whole of his Constitution is imbued with a sense of a high moral responsibility. Partners were – and are – expected to behave fairly and honestly not only to each other but to customers, suppliers and even competitors. Spedan Lewis was a radical who believed that the UK economy had been dragged down by a British obsession with class distinctions. While he recognized the need to reward talent and to maintain disciplined management, he believed that there should be as much equality as possible in the Partnership. He was an idealist – but not an ideologue. He believed in the value of simple virtues like ‘happiness’, ‘kindness’ and ‘harmony’. His values remain the values of the Partnership.

The Partnership and society...

The Partnership believes in good citizenship. Its commitment to working for the greater public good is reflected in its membership of Business in the Community, the

campaign to encourage companies to address actively social issues. It is also the driving force behind its support for programmes like the Focus on Food Campaign, aimed at increasing awareness of the importance of good nutrition amongst parents, schools and children. A concern for wider community is an important factor in the way that the Partnership plans all its new business activities. The design of new buildings is a very important matter to the communities in which the Partnership operates. The objective is always to enhance the environment and to ensure that what is built meets the wishes of local people. The Partnership has given over £1.5 million for each of the past five years to a range of charitable causes – educational, cultural and social. In an arrangement unparalleled in any other company, the Partnership has created the Golden Jubilee Trust Fund to provide Partners with bursaries so that they can be released from work, without loss of pay, to give their services to a charitable cause of their choice.

...and the natural world.

The Partnership is sensitive to the pressures on our planet. It is concerned that whatever it sells has

been produced with the least possible damage to the natural environment. Amongst other things, it strives to ensure that wood used in furniture comes only from renewable sources and that the meat supplied to its supermarkets is produced in humane conditions. It expects suppliers to observe the law of the land – on conditions of employment for example – with the same rigour it applies to itself.

Ethics

The Partnership endeavours to treat its own members with fairness and generosity. Its aim is to be an employer of distinction. And it prefers to do business with suppliers who share those values. Its desire to see living standards raised is not confined to the Partnership or to the United Kingdom. As a retailer importing from across the world, it believes in an open and free world trading system which works for the benefit of all countries, not just the rich ones.

Being true to ourselves...

Above all, the Partnership believes in the virtue of truthfulness. It does not make claims that it cannot sustain – either about the goods on its shelves or about ethical values.

I always feel when I'm dealing with outsiders that I am treated with particular respect – not because of what I am or what I do, but because I represent the Partnership which is so highly regarded and trusted as a company.

Engineer
Corporate Offices



As a delivery driver, we are quite often the only contact the customer has with the shop. I suppose we could be called 'travelling ambassadors' for John Lewis.

Driver
John Lewis Watford

The Partnership and the future



The Partnership now has a presence in most parts of Great Britain. The John Lewis stores form a constellation which stretches the length of the island, from Aberdeen on the North East coast of Scotland to Bristol, in the South West of England. Waitrose has progressively expanded out of its heartland around London and the South East. The chain now extends from Harrogate to Cornwall.



Expansion

The map of the Partnership's business is constantly changing and expanding. Today, more than seventy five percent of the population of Great Britain lives within the John Lewis catchment area, in easy driving distance of one of the 26 shops. Work continues to fill the gaps in the network. A new John Lewis is due to open in the Trafford Centre outside Manchester in 2005 and branches are planned for Cardiff and Leicester. In the last five years, Waitrose has grown by more than sixty percent, partly through the development of new sites and partly through acquisition.



Commerce ... by other means

The Partnership has now established itself as a pioneer in internet shopping. Johnlewis.com is one of the UK's top

five non-food e-commerce sites. In 2000, the Partnership took a forty percent stake in the internet grocery service Ocado which operates from a giant dedicated warehouse on the edge of London. Ocado, in association with Waitrose, has consistently outperformed all other internet food retailers in the UK in the quality of its customer service. In some areas customers can also order a full range of Waitrose products via Waitrosedeliver, a service supported by the branch network. Via the company's own internet portal, Waitrose.com, shoppers can order flowers, wines and spirits from the Waitrosedirect site for delivery to any mainland address in the UK.

Keeping growing

The Partnership and its senior management understand that, if it is to survive, it needs to have a dynamic, to be constantly moving ahead, adapting to meet new trading conditions and to be growing. For the Partnership and its members, it is imperative to maintain the momentum – to be constantly alive to new opportunities – so that it can continue to fulfil its mission of ensuring the happiness of the present and future community of the Partnership.

Back to the future – the far-sighted vision of our Founder is still the envy of many in the retail trade today.

Partnership Councillor

John Lewis Milton Keynes

For me, the great fascination and challenge of the Partnership is how we balance all the courtesy, consultation and job security with the increasing drive for efficiency and fast decision-making.

Systems Analyst

Corporate Offices

I enjoy dealing with customers on a day-to-day basis and find it very satisfying when there is the time and opportunity to sell on a personal level, knowing that they have gone away happy with the standard of service I have given.

Selling Partner

John Lewis Sheffield

Principles of the John Lewis Partnership

Purpose

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.

Power

Power in the Partnership is shared between three governing authorities, the Partnership Council, the Partnership Board and the Chairman.

Profit

The Partnership aims to make sufficient profit from its trading operations to sustain its commercial vitality, to finance its continued development and to distribute a share of those profits each year to its members, and to enable it to undertake other activities consistent with its ultimate purpose.

Members

The Partnership aims to employ people of ability and integrity who are committed to working together and to supporting its Principles. Relationships are based on mutual respect and courtesy, with as much equality between its members as differences of responsibility permit. The Partnership aims to recognise their individual contributions and reward them fairly.

Customers

The Partnership aims to deal honestly with its customers and secure their loyalty and trust by providing outstanding choice, value and service.

Business relationships

The Partnership aims to conduct all its business relationships with integrity and courtesy, and scrupulously to honour every business agreement.

The community

The Partnership aims to obey the spirit as well as the letter of the law and to contribute to the wellbeing of the communities where it operates.

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The Partnership was meant to enable people to feel that they might be making a contribution of real value to the ceaseless experimenting that is necessary to human progress. It was meant for people who need not only something to live by but something to live for.

John Spedan Lewis

