



PAY GAP REPORT 2025



JOHN LEWIS
PARTNERSHIP

| JOHN LEWIS

| WAITROSE

OUR GENDER PAY GAP DATA

Gender pay gap: 5.7% (2024 median)

	JLP 2024	JLP 2023	JLP 2022	JLP 2021	JLP 2020	JLP 2019	JLP 2018	JLP 2017	UK AVERAGE ¹ 2024	RETAIL AVERAGE ² 2024
MEDIAN PAY GAP	5.7%	4.4%	5.8%	6.4%	8.6%	8.0%	8.2%	7.8%	13.1%	7.4%
MEAN PAY GAP	7.1%	7.0%	7.9%	9.0%	10.4%	13.0%	12.7%	13.9%	13.8%	13.4%



^{1,2} Office for National Statistics provisional 2024 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 2024 www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables

Summary: Gender

- We've remained below the retail averages for both median and mean pay gaps.
- Although there has been a slight increase compared to last year, over the reporting life cycle this still represents a declining trend. A number of measures have been implemented to reduce our gender pay gap over time and the success of these is being monitored on a regular basis. Our activities for the coming year are described in more detail on page 4 below.
- As in previous years, our pay gap is driven by gender representation in different job functions and premium pay for anti-social hours.

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.

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.

How do we define levels?

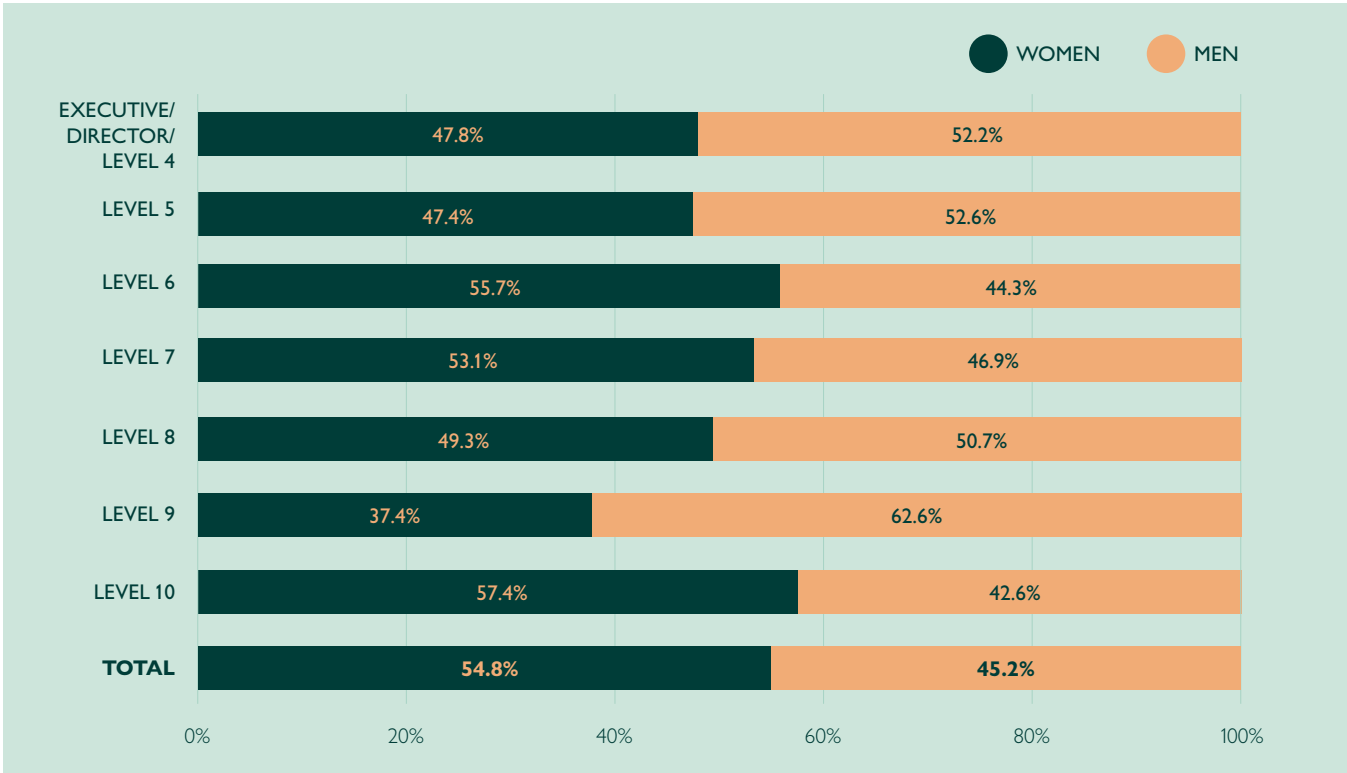
Job levelling enables different jobs to be measured based on their relative scale, impact and size and allows us to compare job levels in all different industry sectors in our business. We look at every individual role and not the person in the role to determine a level from Executive to 10 and consider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



Our gender pay gap data continued

Gender by Partnership level

LEVEL	WOMEN	MEN
EXECUTIVE/DIRECTOR/ LEVEL 4	47.8%	52.2%
LEVEL 5	47.4%	52.6%
LEVEL 6	55.7%	44.3%
LEVEL 7	53.1%	46.9%
LEVEL 8	49.3%	50.7%
LEVEL 9	37.4%	62.6%
LEVEL 10	57.4%	42.6%
TOTAL	54.8%	45.2%

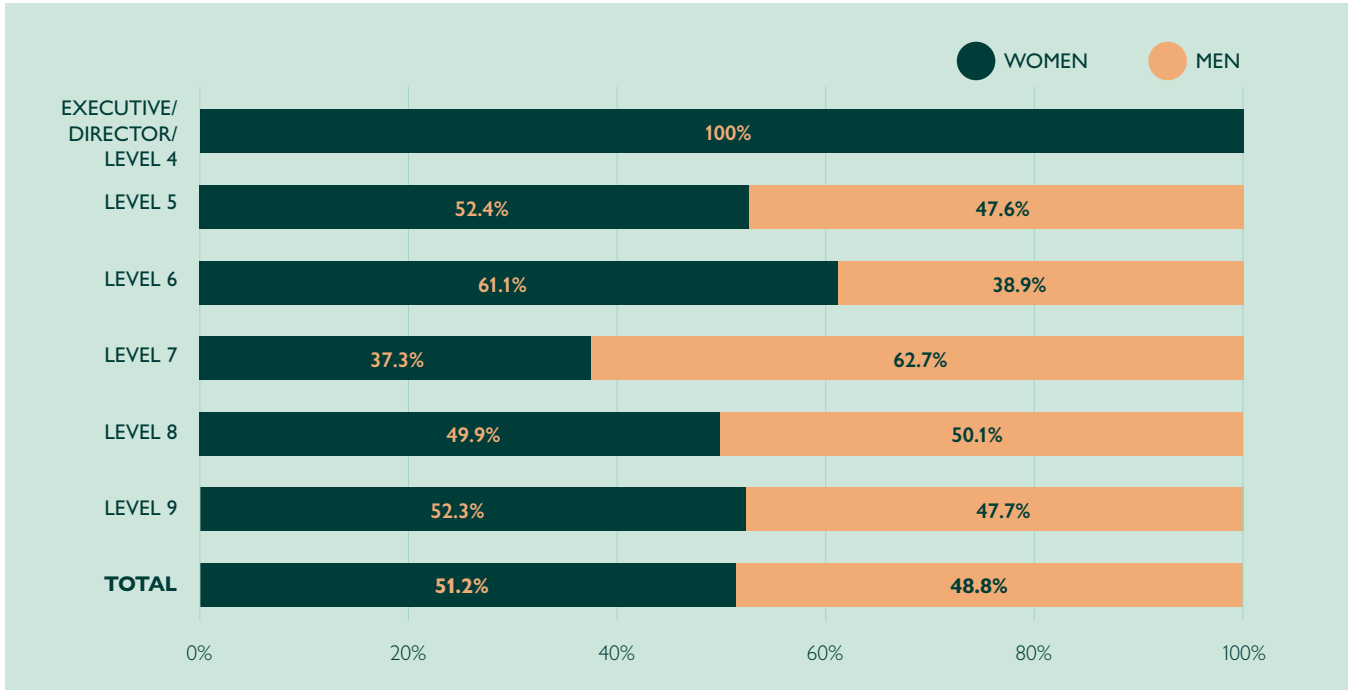


The proportion of men and women Partners according to quartile pay bands

Percentage of Partners promoted into new level by gender

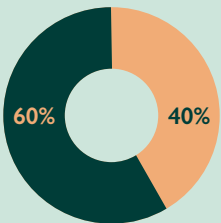
LEVEL*	WOMEN	MEN
EXECUTIVE/ DIRECTOR/LEVEL 4	100.0%	0.0%
LEVEL 5	52.4%	47.6%
LEVEL 6	61.1%	38.9%
LEVEL 7	37.3%	62.7%
LEVEL 8	49.9%	50.1%
LEVEL 9	52.3%	47.7%
TOTAL	51.2%	48.8%

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

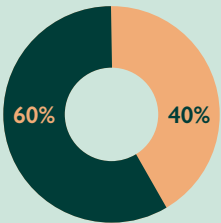


Pay quartiles

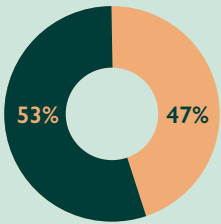
Lower quartile



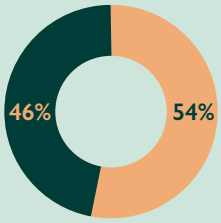
Lower middle quartile



Upper middle quartile



Upper quartile



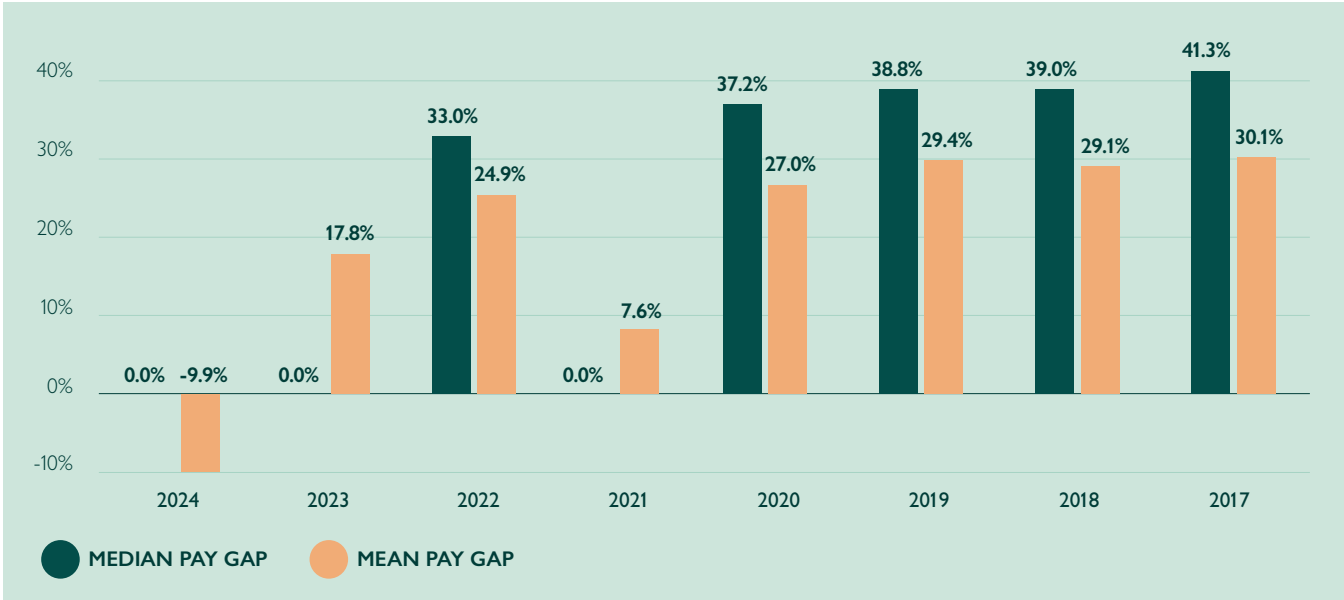
WOMEN MEN

Our gender pay gap data continued

The proportion of men and women in the Partnership who received a bonus

Men: 2.4%
Women: 1.2%

	2024	2023	2022	2021	2020	2019	2018	2017
MEDIAN BONUS PAY GAP	0.0%	0.0%	33.0%	0.0%	37.2%	38.8%	39.0%	41.3%
MEAN BONUS PAY GAP	-9.9%	17.8%	24.9%	7.6%	27.0%	29.4%	29.1%	30.1%



Bonus pay gap

Partnership Bonus is an annual share-out of profit earned by the business in a trading year and is normally the main element which impacts our bonus pay gap results. However, as the Partnership did not pay a Partnership Bonus in 2024, the median bonus pay gap figure remains at zero. For the 12 months prior to April 2024, other payments made to women in the Partnership that meet the definition of bonus pay for the purposes of gender pay gap reporting were on average higher than those paid to men. This has resulted in a negative mean bonus pay gap this year.

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) are included. 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.

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 also has an impact on our gender pay gap. Over the next year we will be focusing on whether there are ways to drive better gender balance in certain areas.
- **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 which are generally undertaken by more men than women. Over the next year we will be focusing on whether there are ways to drive better gender balance into roles with these working patterns.
- **The median pay gap has widened slightly** this year due to changes in overall population numbers. More women in the Partnership have either left the business or have not been included in the pay gap calculations (for example, due to being on unpaid leave) compared to men in the Partnership.

How are we closing our gender pay gap?

- We continue to see women being promoted across all levels, particularly into senior management roles.
- Following a thorough external benchmarking analysis with Working Families, a national charity for working parents and carers, we have identified opportunities to enhance the experiences of our Partners and have been collaborating to pinpoint key areas of focus for improvement.

- 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.
- We now 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 have continued our partnership with the LEAD Network (Leading Executives Advancing Diversity), which provides valuable support in attracting, retaining, and advancing women in the retail and consumer goods industry.
- We are committed to ensuring a balanced representation of women being promoted across all levels within the organisation and will continue to monitor this matter closely.
- In our annual Partner Engagement Survey, we saw that women score higher than men in a number of question sets including growth, accomplishment and meaningful work, and we will continue to monitor this feedback.

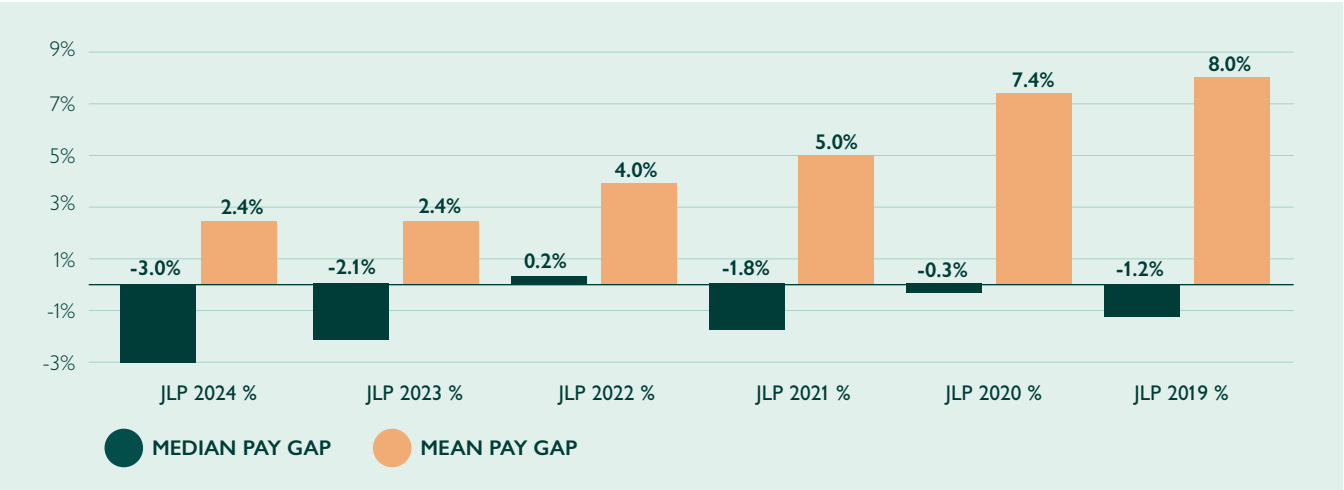
OUR ETHNICITY PAY GAP DATA

Our ethnicity pay gap
(white vs ethnically diverse)

Ethnicity pay gap: -3.0%
(2024 median)



	JLP 2024	JLP 2023	JLP 2022	JLP 2021	JLP 2020	JLP 2019
MEDIAN PAY GAP	-3.0%	-2.1%	0.2%	-1.8%	-0.3%	-1.2%
MEAN PAY GAP	2.4%	2.4%	4.0%	5.0%	7.4%	8.0%



Summary: Ethnicity

- The number of Partners who have filled in their ethnicity field on our internal HR system stands at 77.9%. This has increased slightly since last year but is still not as high as we would like it to be in order to provide the most accurate set of results. In addition, we have a large 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. Using internal communication campaigns, we 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 is the second year we have changed the way we report our data due to the introduction of government guidance in 2023. In line with that guidance, we have broken it down into further categories of ethnically diverse populations for a more rounded picture of our ethnicity pay gaps.
- 14.5% of Partners who have declared their ethnicity have identified as being ethnically diverse in 2024, up on last year's figure of 13.2%.

How 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 61,000 Partners in the John Lewis Partnership in the calendar month of April 2024. 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 not from ethnically diverse backgrounds. There are some mean pay gaps in the different categories which we will continue to monitor, especially now we are able to look at this data in more detail and track them in future years.



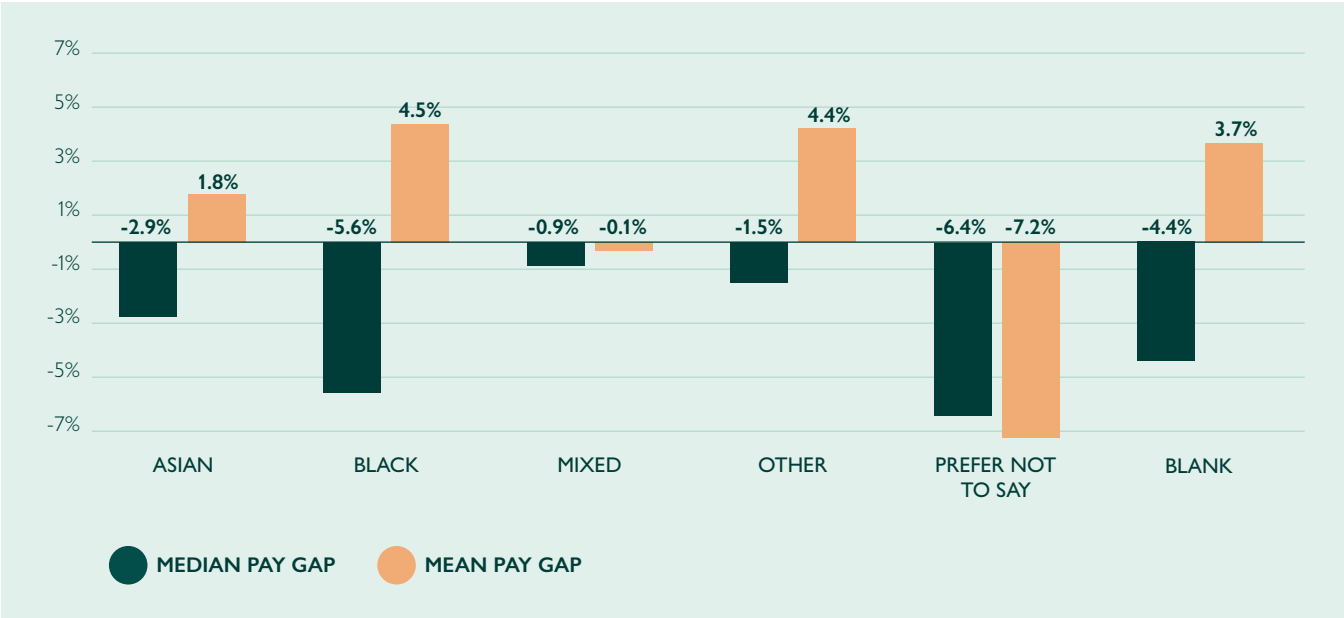
Our ethnicity pay gap data continued

Our ethnicity pay gap
(white vs each grouping)

Asian pay gap: -2.9%
Black pay gap: -5.6%
Mixed pay gap: -0.9%
Other pay gap: -1.5%

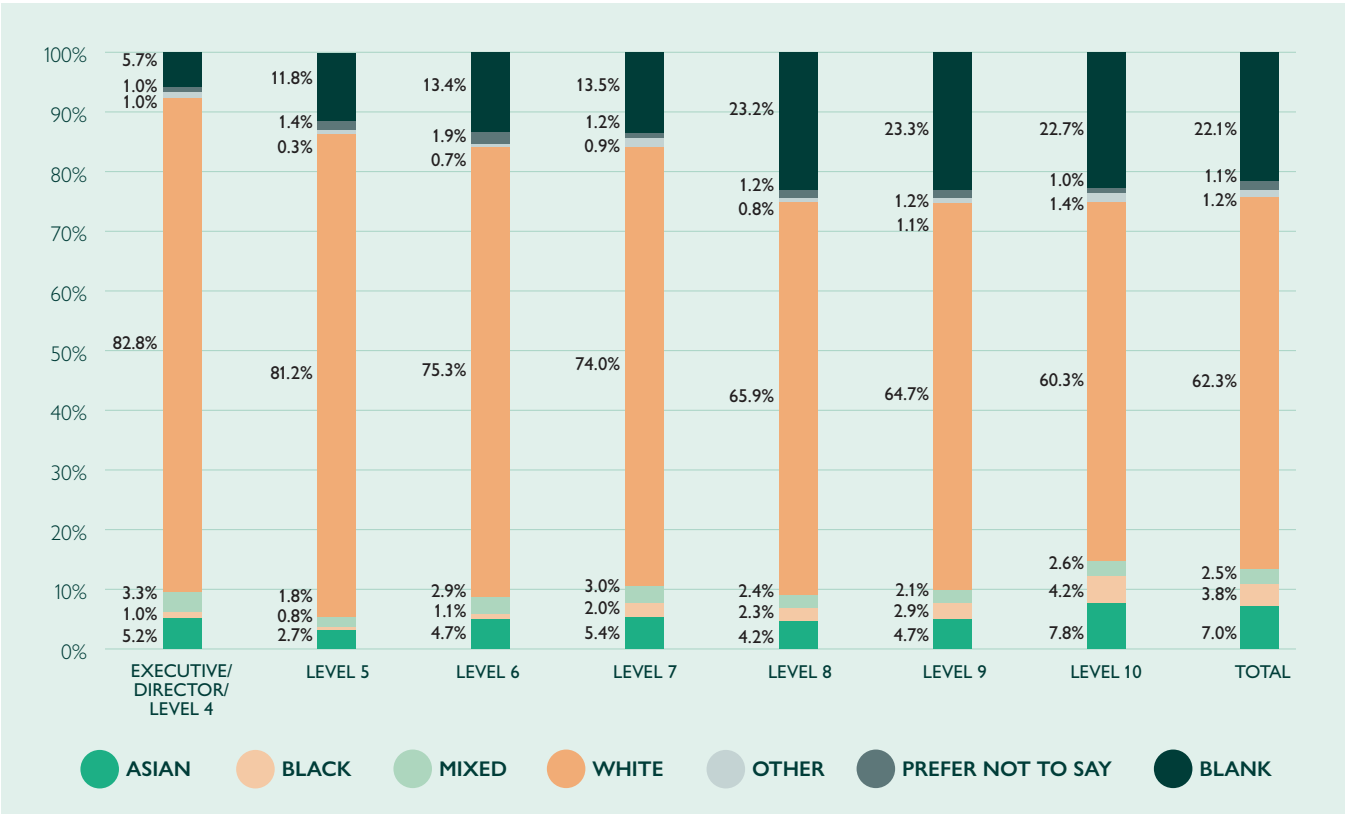
Prefer not to say: -6.4%
Blank: -4.4%
(2024 medians)

	ASIAN	BLACK	MIXED	OTHER	PREFER NOT TO SAY	BLANK
MEDIAN PAY GAP	-2.9%	-5.6%	-0.9%	-1.5%	-6.4%	-4.4%
MEAN PAY GAP	1.8%	4.5%	-0.1%	4.4%	-7.2%	3.7%



Ethnicity by level

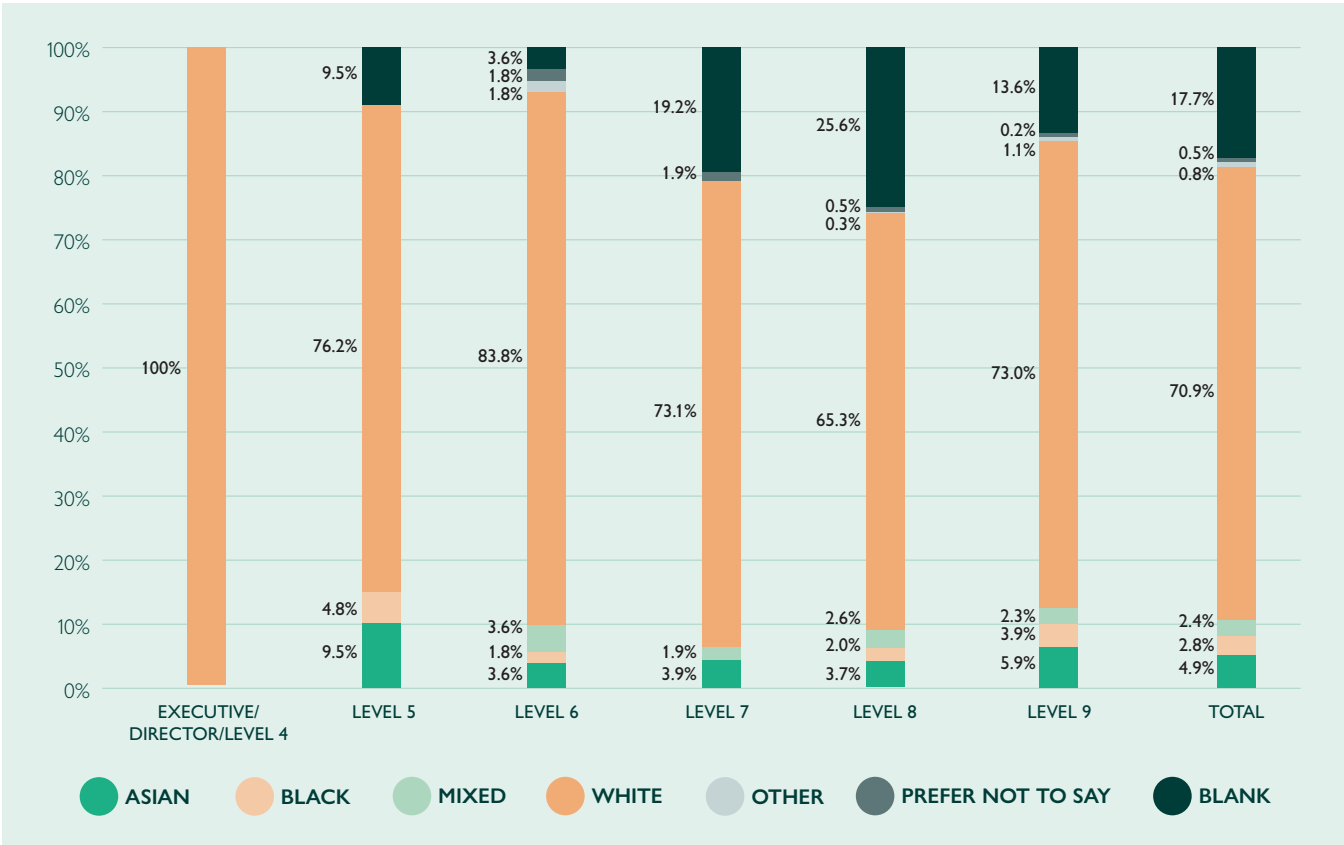
LEVEL	ASIAN	BLACK	MIXED	WHITE	OTHER	PREFER NOT TO SAY	BLANK
EXECUTIVE/DIRECTOR/LEVEL 4	5.2%	1.0%	3.3%	82.8%	1.0%	1.0%	5.7%
LEVEL 5	2.7%	0.8%	1.8%	81.2%	0.3%	1.4%	11.8%
LEVEL 6	4.7%	1.1%	2.9%	75.3%	0.7%	1.9%	13.4%
LEVEL 7	5.4%	2.0%	3.0%	74.0%	0.9%	1.2%	13.5%
LEVEL 8	4.2%	2.3%	2.4%	65.9%	0.8%	1.2%	23.2%
LEVEL 9	4.7%	2.9%	2.1%	64.7%	1.1%	1.2%	23.3%
LEVEL 10	7.8%	4.2%	2.6%	60.3%	1.4%	1.0%	22.7%
TOTAL	7.0%	3.8%	2.5%	62.3%	1.2%	1.1%	22.1%



Our ethnicity pay gap data continued

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%	0.0%	100.0%	0.0%	0.0%	0.0%
LEVEL 5	9.5%	4.8%	0.0%	76.2%	0.0%	0.0%	9.5%
LEVEL 6	3.6%	1.8%	3.6%	83.8%	1.8%	1.8%	3.6%
LEVEL 7	3.9%	0.0%	1.9%	73.1%	0.0%	1.9%	19.2%
LEVEL 8	3.7%	2.0%	2.6%	65.3%	0.3%	0.5%	25.6%
LEVEL 9	5.9%	3.9%	2.3%	73.0%	1.1%	0.2%	13.6%
TOTAL	4.9%	2.8%	2.4%	70.9%	0.8%	0.5%	17.7%



What we are doing to close our ethnicity gap?

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

- To help us improve experiences and develop a greater sense of belonging in the Partnership, we have been supporting our Partners to share their personal information with us, where they've felt comfortable to do so. Combined with the results of our Engagement Survey, this information has helped us build a much clearer picture of our Partner demographic and how we can support them better. One outcome of this has been the launch of our new 'Elevate' progression programme in September 2024, which aims to support ethnically diverse Partners to progress their careers and ultimately increase representation in our senior roles, specifically at Levels 1 to 4. This programme is designed to support Partners in a way that supports their personal strengths and career aspirations and includes access to a sponsor.
- Sixty-five Partners completed a 15-week Career Confidence Programme. This comprehensive programme was specifically designed for ethnically diverse individuals at Levels 9, 8, and 7 who hold managerial positions, aiming to enhance their skills and boost their confidence in the workplace. Through this programme, participants gained valuable tools and information on topics such as self-confidence, personal growth, and career development which helped them create a strategic action plan to support them with their future professional growth.
- We recognise the importance of allyship and the role this plays in supporting Partners from under-represented groups. We have launched a new learning programme to support all Partners to become an effective and authentic ally. We know that our leadership and people managers have an important role to play in creating a sense of belonging, and so we are embedding content to improve their cultural competence into our existing leadership learning programmes.
- We have taken the time to create deeper and regular 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.



*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.

OUR AGE DATA

Age breakdown by level

LEVEL	16–25	26–35	36–45	46–55	56+
EXECUTIVE /DIRECTOR	0.0%	0.0%	30.2%	47.6%	22.2%
LEVEL 4–5	0.0%	12.5%	39.6%	37.7%	10.2%
LEVEL 6–7	1.5%	32.6%	33.2%	24.1%	8.6%
LEVEL 8	7.0%	30.9%	29.5%	22.7%	9.9%
LEVEL 9	7.6%	22.8%	21.5%	24.7%	23.4%
LEVEL 10	27.2%	11.7%	12.9%	17.9%	30.3%

Level 10 roles:
16–25: 27.2%
26–35: 11.7%
36–45: 12.9%
46–55: 17.9%
56+: 30.3%

Percentage of Partners promoted into new level by age

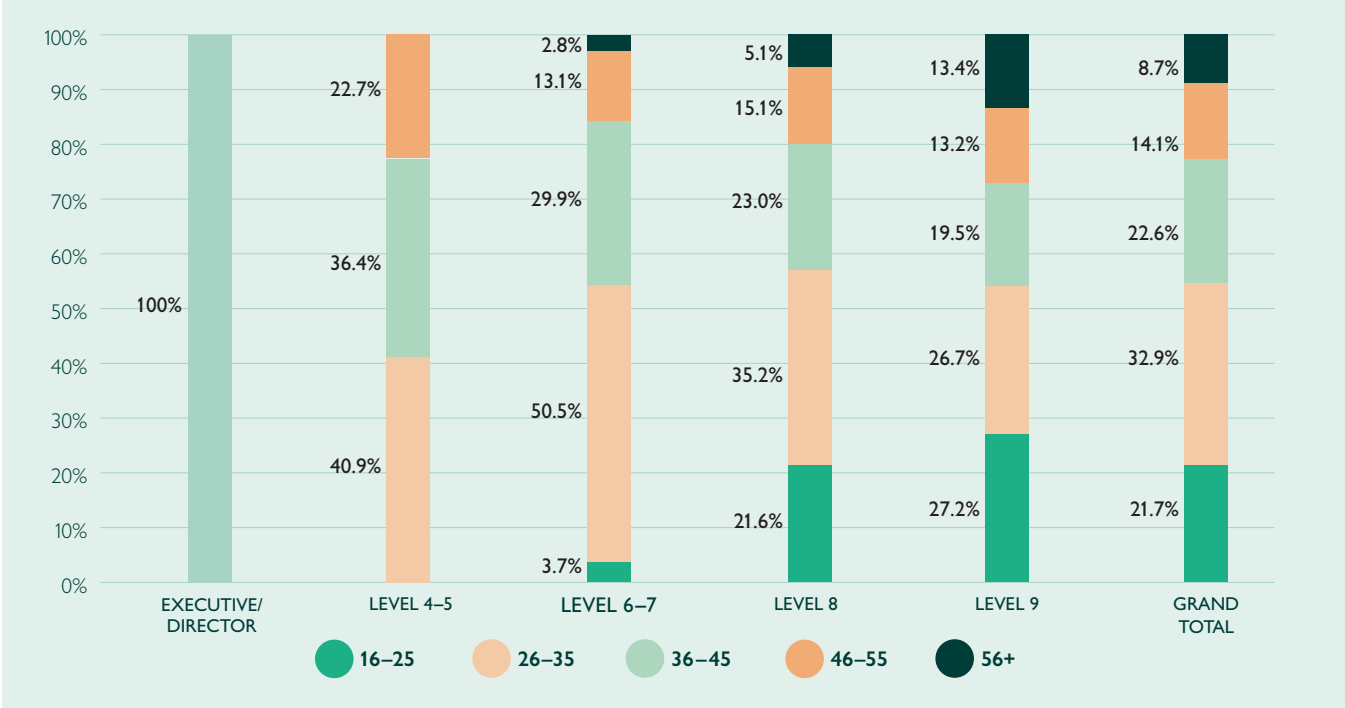
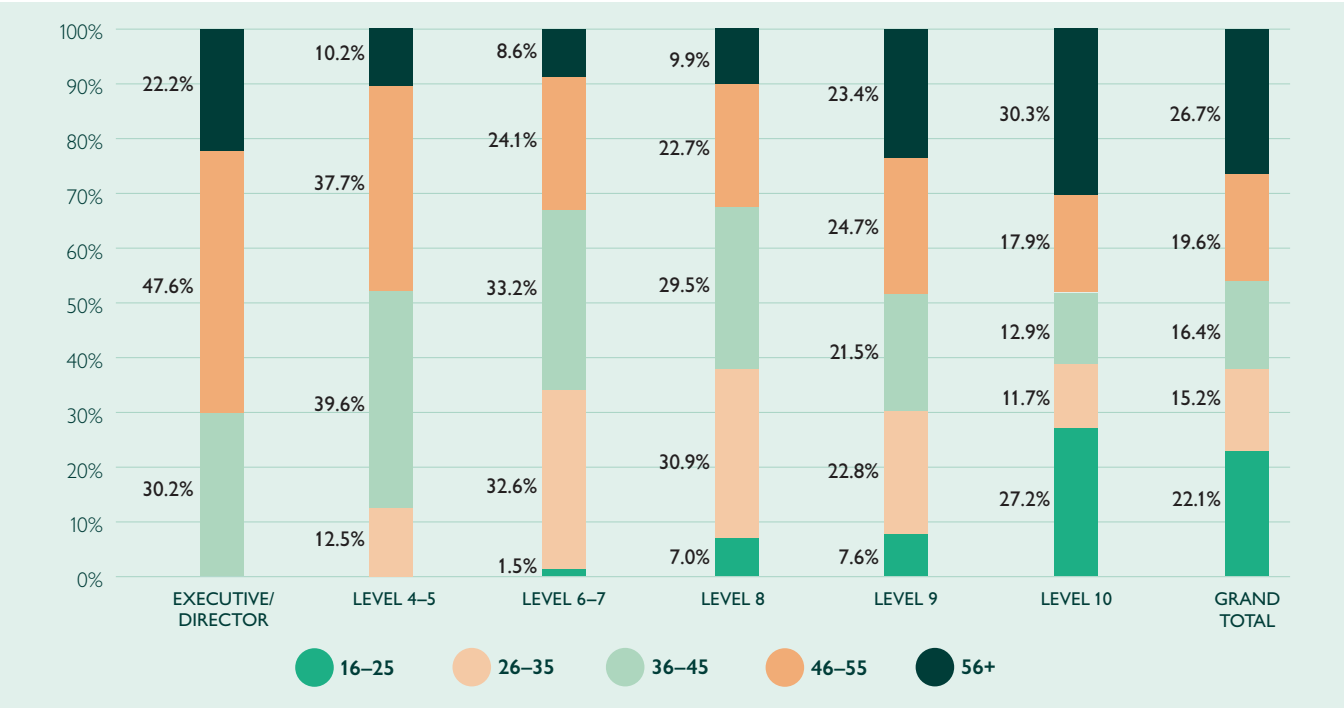
LEVEL*	16–25	26–35	36–45	46–55	56+
EXECUTIVE/DIRECTOR	0.0%	0.0%	100.0%	0.0%	0.0%
LEVEL 4–5	0.0%	40.9%	36.4%	22.7%	0.0%
LEVEL 6–7	3.7%	50.5%	29.9%	13.1%	2.8%
LEVEL 8	21.6%	35.2%	23.0%	15.1%	5.1%
LEVEL 9	27.2%	26.7%	19.5%	13.2%	13.4%

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.

*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.



Director statement

This report covers employees (Partners) of John Lewis PLC, the employing entity of the John Lewis Partnership. The report covers Partners at all levels, including the Executive Directors. As Partner & Chairman of the John Lewis Partnership, I, Jason Tarry, can confirm that the information contained herein is accurate.



JASON TARRY
Partner & Chairman



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