

John Lewis Partnership — 96 Years of Employee-Owned Retail in the UK

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Quality score: 71/100

Evidence strength: Strong

Summary

Owned by a trust for its ~74,000 staff ('Partners') since 1929, the John Lewis Partnership shares profits through an annual bonus — once averaging over 14% — but suspended it for three straight years (2023-2025) as retail profits fell, testing the model's resilience.

Key dimensions

Dimension	Score
Evidence of impact / measured results	2/3
Transferability / demonstrated replication	2/3
Scalability	2/3
Sustainability / continuity	2/3
Innovation	3/3
Inclusiveness / equity	3/3
Multi-stakeholder collaboration	1/3

Evaluated by C-NAPSE

Data sources

[C-NAPSE web research](#) — accessed 2026-09-27

[John Lewis Partnership](#) — accessed 2026-09-27

[John Lewis Partnership Annual Report and Accounts 2024](#) — accessed 2026-09-27

[Personnel Today: John Lewis restores staff bonus with 2% payout](#) — accessed 2026-09-27

[Employee Ownership Association: John Lewis Partnership case study](#) — accessed 2026-09-27

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