

Job title: Head of Quality, Technical, Compliance (QTC) and Sourcing

Core information

Location: Hybrid working	Lines of business or shared capability area: John Lewis
Reports to: Michael Kerr	
People Management: Yes	
Assignment Management: Please select	
Partnership Level: Partnership level 4	Manager's Partnership level: Partnership level 3
Number of direct reports: approx 10	Partnership level(s) of direct reports: Partnership level 5

About the John Lewis Partnership

The Partnership is the UK's largest employee-owned business and home to our two well-loved retail brands - John Lewis & Partners and Waitrose & Partners, as well as expanding into new areas beyond retail.

We aren't an ordinary business though. The Partnership is different because everyone who works here isn't just an employee. We are Partners, with a shared responsibility for our success, and we share the rewards when we're successful.

Everything we do is powered by our unique purpose: **Working in Partnership for a happier world.** Our Purpose inspires our principles, drives our decisions and acts as our guide, so that everything we do contributes to Happier People, Happier Business and a Happier World.

Critical purpose of the role

This is a senior leadership position responsible for the end-to-end oversight of Own Brand product delivery, uniting the Sourcing and Quality & Technical functions under a single strategic leader. The primary focus is to ensure the Partnership delivers the right product, at the right price, with the right quality standard, supporting commercial ambitions, margin growth, and brand integrity.

The role will lead teams in the UK and work closely with international sourcing offices in India and Hong Kong. It serves as the initial link between the commercial and sourcing functions, ensuring that category strategies are translated into effective sourcing execution and supplier capabilities while maintaining robust quality and compliance standards.

Primary Outcomes & Accountabilities	Commercial and Operational Performance
Functional Leadership: Lead the integrated UK Sourcing and Quality & Technical (Q&T) teams, combining expertise in sourcing, product quality, and technical standards to ensure unified, efficient operations. Own Brand Focus: Champion product delivery across all Own Brand categories by collaborating closely with commercial teams on category vision, design innovation,	Improved margin contribution from Own Brand through optimised sourcing (e.g. better cost-price ratios, higher-volume deals, or lower landed costs). Ensures all performance metrics are clearly defined, regularly monitored, and consistently achieved to meet organisational goals. Time-to-market reduction through improved sourcing and

pricing, and quality expectations. Sourcing Strategy Execution: Define and implement nearshore and offshore sourcing strategies, including supplier location planning and consolidation. Drive margin-enhancing sourcing decisions and ensure the scalability of the supply base. Quality & Technical Excellence: Maintain end-to-end product assurance, from supplier selection through to the final product. Ensure all factories and suppliers meet agreed-upon quality, safety, and compliance standards. Commercial Collaboration: Partner with category teams to ensure sourcing and quality functions support broader brand and business goals. Governance & Accountability: Own critical governance for sourcing and product assurance, reporting to senior leadership and influencing cross-Partnership decision-making. Supplier & Factory Management: Provide overarching direction and coordination to the Partnership's regional sourcing offices in India and Hong Kong, as well as the manufacturing unit in the UK. This includes holding each respective lead accountable for their individual P&L performance. The role also includes the authority to veto chosen suppliers or factories if they fail to meet quality, safety, legal, and performance requirements. Sustainability & Ethical Sourcing: Integrate sustainability and ethical sourcing principles into all strategies and promote environmentally responsible practices among suppliers and internal teams. This includes working with the Head of Corporate Responsibility on a responsible sourcing strategy. Market & Industry Insights: Leverage insights and external networks to stay current with key customer requirements, market conditions, trends, and technological advancements.	assurance processes. Strategic Impact Execution of appropriate sourcing strategy in order to deliver best quality product at the required values, including identified resource deployment and location diversification. Implementation of simplified product supply routes from source to shelf – with measurable process improvements. Contribution to category strategy on sourcing. Vendor selection frameworks and deal-making processes improved and embedded (e.g. adoption of standardised commercial scorecard for sourcing decisions). Leadership & Capability Employee engagement scores within Sourcing and Q&T functions improve or remain high. Clear succession plans and talent development in place for key roles. Reduction in siloed working, measured through feedback and delivery of cross-functional initiatives. Colleague turnover within acceptable thresholds, with positive feedback on leadership during organisational change. Collaboration and Partnership Positive feedback from Commercial teams on the effectiveness of sourcing/Q&T collaboration and alignment to category vision. Integrated planning processes established and adopted across sourcing, quality, and commercial functions. Risk and Governance Compliance with quality and ethical standards across sourcing base (e.g. % of factories audited and meeting threshold). Reduced product recalls or quality issues, tracked year-on-year. Effective governance of sourcing decisions, evidenced through audit outcomes, documentation, and stakeholder assurance.
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Skills/Experience

Senior Leadership Experience: Proven senior leadership experience in sourcing, quality, and technical management in both Fashion & Home.



Strategic & Commercial Acumen: Strategic thinking with the ability to create and deliver sourcing and product assurance plans aligned with commercial goals. This includes understanding margin, cost levers, and deal-making dynamics. The role requires expert commerciality to drive profit through inspirational and differentiated products.

Sourcing & Supply Chain Expertise: Deep knowledge of global sourcing models, including nearshore/offshore dynamics and vendor optimisation. Experience managing large groups of partners and an understanding of supply chain across multiple product types and manufacturing are essential.

Quality & Technical Knowledge: A sound understanding of product quality, safety, compliance and sustainability standards.

Cross-Functional Collaboration: Strong ability to influence both up and down. With close collaboration across matrix functions, particularly Commercial and Design teams and the global supplier base with a proven track record of developing internal and external networks.

Team Leadership: Inspirational and visible leadership to unite previously separate functions under a shared purpose. The ability to lead through change and empower teams to make decisions and resolve challenges is crucial.

Qualifications & Experience

Desirable

Experience in a similar, large-scale retail environment: This role is for the UK's largest employee-owned business, so experience in a comparable, large-scale retail company, especially one with both physical and online channels, would be highly beneficial.



International leadership: The job involves leading teams in the UK and working closely with international sourcing offices in India and Hong Kong. Experience managing global teams and navigating the complexities of international supply chains would be a strong advantage.

Experience with ethical and sustainable sourcing: The role requires integrating sustainability and ethical sourcing principles into strategies and working with the Head of Corporate Responsibility. Prior experience in this area would be a plus.

Background in both home and fashion sectors: The role requires senior leadership experience in both fashion and home. While this is listed as essential, deeper, more extensive experience in both categories would be highly desirable.

Version	Created/updated by	Date
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v1	R Palinowski & EM Frost	21/08/2025
v2	R Palinowski & V Chan	18/10/2025