



WAITROSE
& PARTNERS
FOUNDATION

PROGRESS REPORT
2021

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

WAITROSE
& PARTNERS

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CHAIR'S STATEMENT

2020 marked 15 years of the Waitrose Foundation. We felt this provided an opportunity to share some of the lessons learnt, and celebrate achievements through an annual report. Since the Foundation started in South Africa in 2005, we have extended our operations across Africa and Central America, supporting thousands of workers in our fresh produce and horticulture supply chains. The Foundation matters to Waitrose. It enables us to work in partnership with our supply chain to improve the lives of some of the most vulnerable workers globally. Together we aim to create a sustainable supply chain for the future.

As we all know, 2020 was a challenging year and the impact has been felt across our Foundation communities. The Foundation enabled us to ensure that at some of the most difficult points in the year, our worker communities were supported and I would like to take this opportunity to thank our farms, suppliers, and our Implementation Partners for enabling this to happen.

ANDREW ALLCHURCH

Acting Chair
Waitrose Foundation Global Board

OVERVIEW

“Creating better livelihoods for workers and their families, stronger communities and sustainable supply chains for Waitrose and supply partners”

The Waitrose Foundation was launched in 2005 with the ambition of improving lives and creating better opportunities for those who grow, pick and pack our fresh produce and horticulture. Through collaborative action, the Foundation aims to strengthen supply chains, ensuring a sustainable future for agriculture in some of the most vulnerable rural communities globally.

Each time a customer purchases a product with the Waitrose Foundation logo, a portion of the sale is invested back into the community where that product was sourced. Over fifteen years more than £14 million has been generated, helping to improve opportunities for workers and their families. More than a thousand projects have been supported, from those aimed at improving educational opportunities for workers and

their children, to others supporting clinics, creches and programmes addressing basic needs.

The Foundation is run in partnership with our suppliers, who contribute financially, as well as share their expertise through participation in our governing structure. Central to the Foundation is our focus on worker voice and worker representation. Local projects, we term ‘worker voice projects’, are chosen by committees made up of farmers and workers elected by their communities. These groups play an important role in the Foundation, identifying local needs and selecting initiatives that will bring the most benefit locally.

To ensure the success of the Foundation at the local level, we partner with non governmental



organisations (NGOs) who have the knowledge and expertise of how to best meet the needs of their local community. They support our efforts, for example by carrying out need assessments with the local communities, visiting farms, training worker committees, delivering projects and helping us to develop best-practice toolkits and frameworks.

We recognise that we can only address the more systemic issues facing rural communities globally, by taking a long term approach. Of the funding generated, 15% is put towards our Waitrose Foundation Global Fund. This is designed to support initiatives to address some of the global challenges facing workers in the farming sector through shared learning initiatives and project activities. In 2020 we launched a new gender module on our online learning platform, the Centre of Excellence, and supported Foundation communities, through our Global Response Fund to react to the challenges brought about by Covid-19.

OUR WORKER VOICE PROJECTS ARE THEMED AROUND 5 FOCUS AREAS



Health and Wellbeing



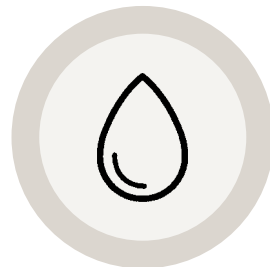
Environment



Education



Economic Empowerment



Water and Sanitation

GOVERNANCE OF THE WAITROSE FOUNDATION

GLOBAL BOARD

The work of the Waitrose Foundation is overseen by the Waitrose Foundation Global Board, which is made up of representatives from the business, our supplier partners and international development expertise. The Board meets quarterly and is responsible for setting the strategic direction for the Foundation, managing risks and measuring the success of the Foundation's activities.

COUNTRY STEERING GROUPS

To ensure that local operations are managed effectively we have five Country Steering Groups. These are chaired by Waitrose, but include representatives from all actors in the supply chain; importers, exporters, growers and farm workers. These Groups are supported by our Implementation Partners and are responsible for interpreting the Global Foundation strategy and setting direction at a Country level. They make final decisions on projects delivered and decide how funds are split between worker voice projects or more strategic country level projects.

WORKER COMMITTEES

Worker voice is central to the Foundation, ensuring that we are responding to the needs of the local communities we source from. Effective worker committees are key to the operational delivery of the Foundation. Supported by our Implementation Partners, farm worker committees are responsible for putting together project proposals for worker voice funds. Projects they design are based on the needs they see on their farms and amongst their communities. Projects are agreed by the Country Steering Group.

THE WAITROSE FOUNDATION IN NUMBERS

10
countries

More than
£14m
invested

Over
200
product lines

360
farm partners

5 local
implementation
partners



FARM AFRICA



United Purpose
Beyond aid

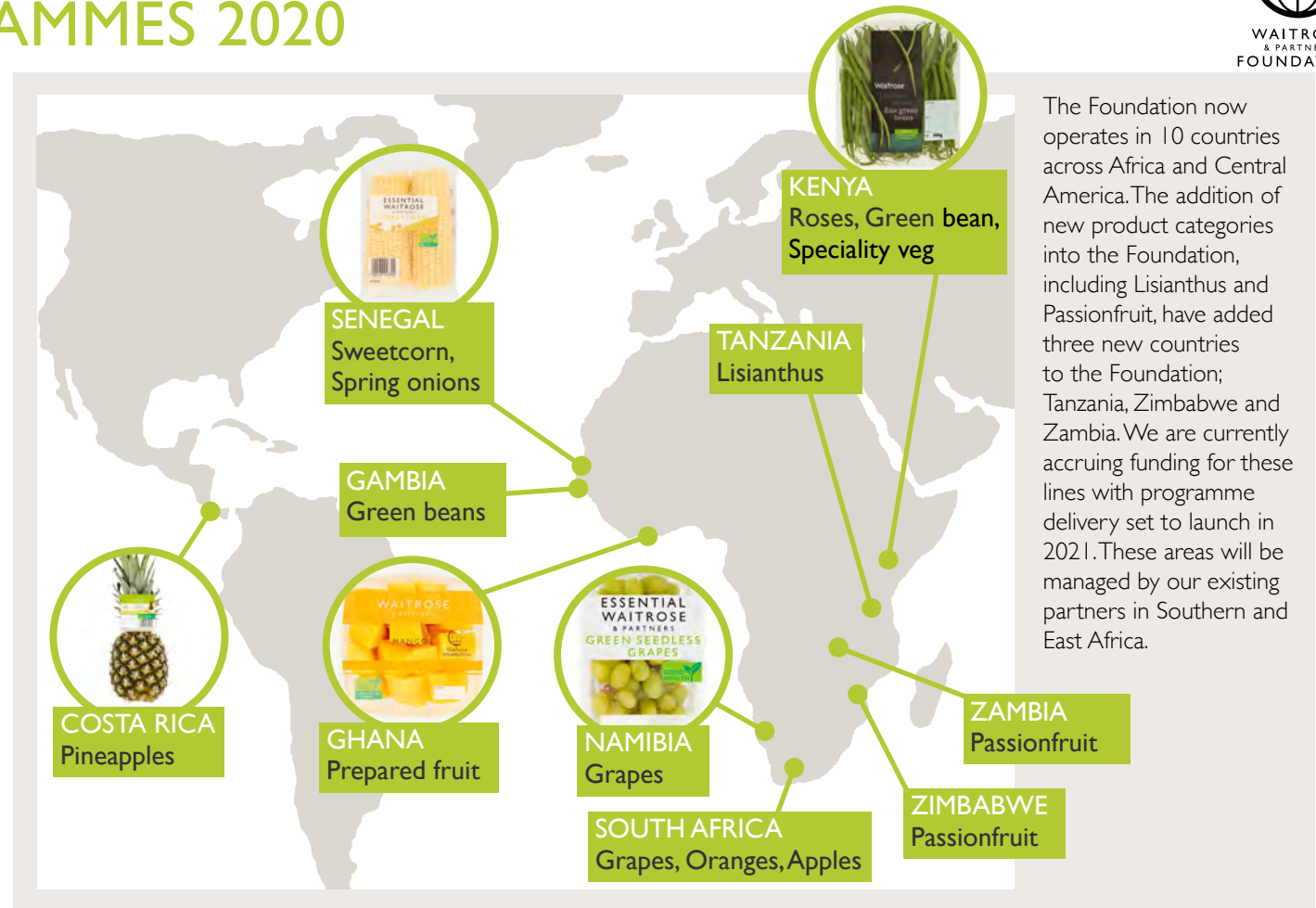


COUNTRY PROGRAMMES 2020

As we all know, 2020 was not the year we anticipated and we have felt the impact of Covid-19 across the Foundation. Country level lockdowns, export blocks, and shifting consumer purchasing habits have impacted all of our Foundation supply chains.

Despite this, we have been successful in completing the majority of our planned programme. We are grateful to our Implementation Partners who reacted quickly, adjusting how they communicated with farms and worker committees to ensure that they maintained a good understanding of the local challenges and local needs. We increased our use of messaging and video tools, as well as online surveys to communicate with farms and workers. We gave farms some flexibility to adjust how they used Foundation funds, where there were immediate worker needs to address. Where projects were paused because of national restrictions or concerns over worker health and safety, we have continued to monitor the situation, progressing only when safe to do so.

Whilst there continue to be ongoing challenges related to Covid-19 across our Foundation countries, we are confident that we will be able to progress plans for 2021, using what we have learnt over the last year.



The Foundation now operates in 10 countries across Africa and Central America. The addition of new product categories into the Foundation, including Lisianthus and Passionfruit, have added three new countries to the Foundation; Tanzania, Zimbabwe and Zambia. We are currently accruing funding for these lines with programme delivery set to launch in 2021. These areas will be managed by our existing partners in Southern and East Africa.

2020 ACHIEVEMENTS

£2m
generated for
Waitrose Foundation

More than
100,000
workers and their
families supported

102
projects
completed

£330,000
shared in two phases as
part of the Global Covid
Response Fund

3
new countries
(Zimbabwe, Zambia,
Tanzania)

3
new foundation
categories
(Lisianthus, Passionfruit, Figs)

SOUTHERN AFRICA

IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTHERN AFRICA



The largest and oldest of our Foundation operations, the Waitrose Foundation Southern Africa (WFSA) was established in 2005 and now works with approximately 340 grower partners across South Africa, Namibia, Zimbabwe and Zambia. The WFSA is set up as a registered non-profit in South Africa, chaired by Sir DeVilliers Graaf¹.

The impact of Covid-19 in Southern Africa has been severe. With over 58,000 confirmed deaths, and more than 4m cases recorded², South Africa has been subject to ongoing restrictions since April 2020. This has meant that the Waitrose Foundation Southern Africa team has been unable to carry out their usual programme of farm visits. However, programme activities have continued, where safe to do so through remote support.

During the first half of the year, a number of farms diverted their Foundation funds to support efforts to protect workers. For example, Market Demand Fruits, an export partner to the Foundation working with 25 independent farms, used all the Foundation funds accrued to respond to needs identified by workers through the provision of food parcels and safety equipment. A number of workers (especially seasonal workers) saw a reduced income because they needed to isolate, or because their working patterns shifted. Food parcels enabled workers to manage their incomes and hygiene kits ensured continued safety of farm operations. At Boschendal, one of Market Demand's farms, fresh fruit and food hampers were delivered to workers and their families by a team of the teachers at the farm pre-school and creche. Alongside these parcels teachers handed out learning resources such as pencils, play dough, colouring books and reading cards to support children's continued learning at



CASE STUDY: KOMATI FRUITS BEE PROJECT

Workers and management at Komati Fruits identified that bee numbers were declining which presented a risk to pollination of crops in the local area. They set up the Bee Project with the aim of raising bee numbers, whilst at the same time providing economic opportunities for workers. Workers participating on the programme receive training from the farm to help them understand the value that bees bring to the natural environment. They are trained in carpentry and welding skills to build bee boxes and are taught how to keep bees safely. Participants on the programme have gone on to generate income by selling the honey produced.

home whilst the centres were closed. As well as efforts to support workers, a number of the WFSA partner farms also provided quantities of fruit to charities and soup kitchens across the country.

1. <https://www.waitrosefoundation.org.za/About>
 2. World Health Organization <https://covid19.who.int/> - Access 28 March 21

CASE STUDY: MONTEITH TRUST FARM, EDUCATION CENTRES

With the announcement of lockdown in South Africa, all usual learning activities at the Foundation funded creche and aftercare centre at Monteith, were paused. Staff first diverted their attention to making and distributing face masks for workers and their families. They then looked at opportunities for continuing learning outside the classroom and ran a series of activities outdoors, including storytelling, dance programmes and drama workshops. These provided diversionary activities for 89 young people, ensuring they were in a safe environment. When the lockdown level dropped and centres were able to re-open, they extended hours of operation to ensure all children could attend in smaller groups. Their support shifted again when state schools reopened. Restrictions on class sizes meant not all pupils were able to attend school as normal. The aftercare facilities therefore became a place for the pupils not at school to complete their homework and research projects with dedicated support from trained staff.

FOUNDATION CITRUS SALES 2020

Easy peelers
22m

Lemons
7m

Oranges
5m

SOUTHERN AFRICA (continued)

A focus of the Foundation Southern Africa is towards education and training. Usually, this activity takes place on farm, however, given Covid-19 restrictions, this has not always been possible. The team have instead trialled online training courses. The Partial Care Facilitator training course, regularly run across Foundation farms, was the first to be trialled online in October. The session was attended by 40 people and although not without its technical challenges, feedback from participants was positive. This demonstrated the opportunities there are for continued remote training. A programme of work is now underway in Southern Africa to try and ensure that all aftercare facilities at Foundation farms have access to the internet, allowing activities like this to continue should farm access continue to be restricted.

With the outbreak of the pandemic, the focus also shifted towards health-care facilities and services on partner farms. Through collaboration with Agri-SA (the industry representative organisation) the clinics and qualified nursing staff on WFSA partner farms were made available to the Government for the vaccination of agri-workers in the rural areas of South Africa. This programme is yet to start for non-health workers.

Over the last year considerable progress has been made to improve the Waitrose Foundation Southern Africa's systems and operating processes. A new finance and reporting system launched in late 2020 enabling the team to more clearly track farm spend and project progress. This will be further developed in 2021 to include tools for impact measurement (to align with Waitrose Foundation Global, see 'Looking Forward').



“ We've been working with the Foundation for 12 years now and through that journey the Foundation has become more important in our key relationships with growers and exporters.

South Africa is a country with many social problems and farms and their surrounding rural areas are no exceptions to this. With progressive farm management, whilst the commercial relationship of good quality and sustainable pricing are keystones, the Foundation is the cement that makes a strong relationship. Waitrose is seen as a key partner who doesn't just buy fruit but invests back into their communities, their extended families. We have a connection which is above the normal transactional relationship.

The Foundation is good business, it does not control the commercial relationship but adds to it, be that healthier and more productive workers who know their families are being looked after, or with enhanced farm knowledge of social responsibility that leads into and supports them with increased governmental regulation of this aspect of the farming industry.

James Rowson, Commercial Director, Primafruit Ltd.
Direct supplier to Waitrose & Partners and Member of Southern Africa Steering Group

THEMATIC FOCUS OF PROGRAMME ACTIVITY 2020



47

Education and Training



31

Health and Sanitation



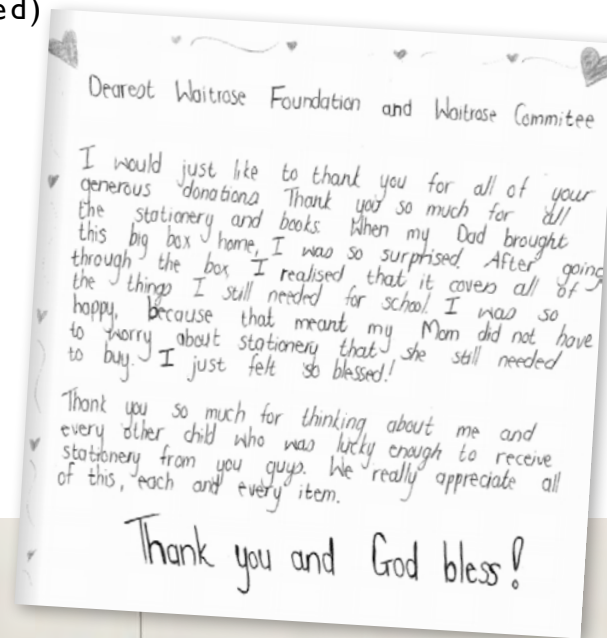
1

Economic Empowerment



3

Environment



WHAT WE'VE LEARNT

Over the last 15 years of operation Waitrose Foundation Southern Africa (WFSA) has had to regularly adjust its modus operandi to remain relevant and effective in its response to the changing social environment and challenges faced by rural communities. This agile approach has been particularly important over the last year. We believe the most powerful approach to improve the livelihoods of agri-workers is by building strong, mutually beneficial relationships between the Foundation and all role players; agri-workers, management, farm ownership, public services, and the broader community of service providers. We have relied heavily on existing relationships and networks to respond effectively. The logistics and support provided by grower-partners, exporters and worker committees accelerated the delivery of our covid response programmes. Farms that succeeded in integrating their social initiatives with the commercial focus of their business, proved to be the most robust and responsive to the demands of the Covid-19 pandemic.

During these turbulent times, we also saw an increase in awareness amongst farm owners and managers of the benefits of a constructive relationship with their agri-workers. We trust that this will continue long after the pandemic has passed. It was evident that the levels of motivation and satisfaction of agri-workers, a prerequisite for healthy relationships on the farm, are hugely affected by how workers are managed and treated. Workers looked to farm management for support and empathy during the pandemic. They needed understanding for the challenges they faced and a working environment in which they felt safe and protected. Farmers needed the cooperation and goodwill of everybody living and working on their farms to effectively contain the virus. A focus for WFSA going forward will be on how to continue to support and motivate managers to ensure the wellbeing and satisfaction of workers.

The long periods of lock-down also enabled WFSA to invest time and resources in the technological connectivity of the workers on farms – a capacity that stands to benefit both workers and the Foundation. Young people on farms currently have limited access to the internet or research resources and our programmes to improve connectivity will support them to prepare for their futures. WFSA programmes can now be delivered more cost-effectively and the Foundation can engage and support communities in times of need with immediate effect.

Kobus Visagie, CEO, Waitrose Foundation Southern Africa

EAST AFRICA

IMPLEMENTATION PARTNER: FARM AFRICA  **FARM AFRICA**

In East Africa the Foundation works with an estimated 12,000 workers across 10 partner farms which supply fresh vegetables and flowers to Waitrose & Partners. Since 2019 more than £2 million has been invested in projects chosen by workers which address our five Foundation focus areas. Activities have included improvements to childcare facilities and community libraries, construction of schools and healthcare centres, green energy solutions for workers to use at home and the provision of affordable finance.

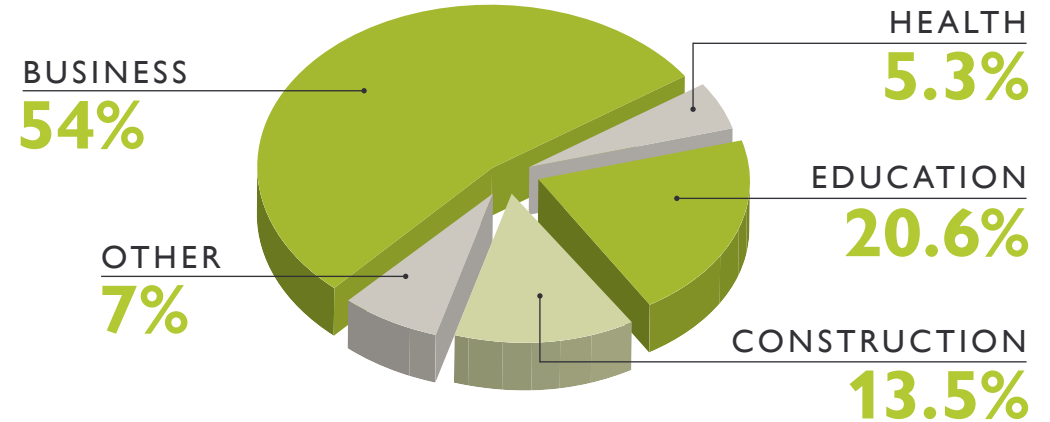


A significant programme of work for the Foundation over the last 18 months has been our micro savings and loan programme which is in progress across multiple Foundation farms. Worker committees identified that many colleagues were taking out high cost loans to support with unexpected expenses or to supplement their incomes. High interest rates left many workers struggling to repay their loans, a situation worsened by insecure income levels at the start of the pandemic. Our Implementation Partner Farm Africa, worked closely with farms, to look at the options for use of technology to offer easy access, affordable finance for farm workers. Working through the Okolea platform, farm workers across 9 farms are now able to apply to be part of the micro-loan programme. So far, more than £400,000 has been disbursed, with more than 1700 workers benefitting. 45% of these have been women. To date loans have been used to support workers with their children's education costs and to help develop additional income generation programmes.

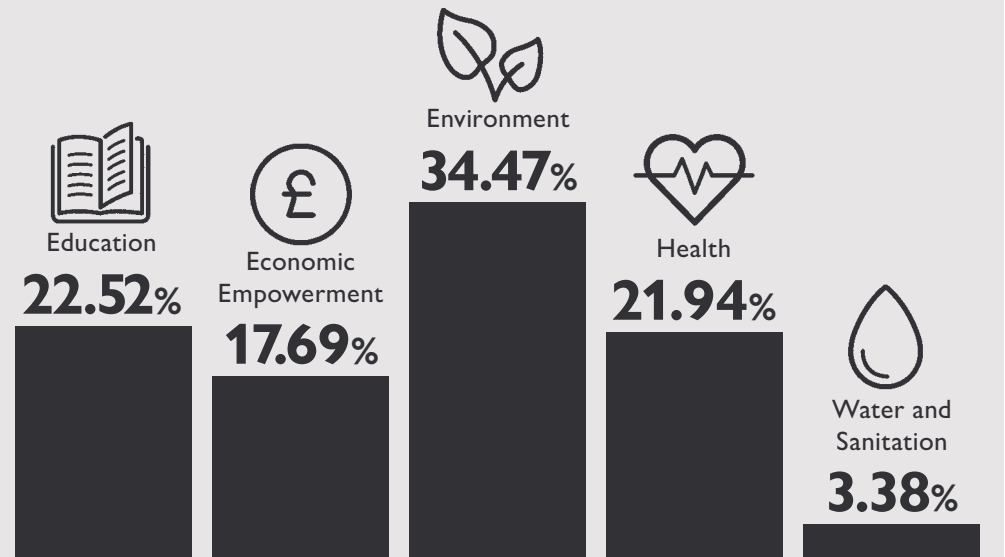
“ I bought a motorbike that I use for transport to work and for bodaboda services after work”.
Johnson, Farm Worker, KHE, Kenya

“ I took a loan of KSHs 30,000 and started small scale Poultry rearing, I am already reaping benefits from the project”
Charity, Farm Worker, Flamingo Ibis, Kenya

REASON FOR LOAN UPTAKE



THEMATIC FOCUS OF PROGRAMME ACTIVITY IN EAST AFRICA, 2019-21



EAST AFRICA (continued)

To understand the impact of the work of the Waitrose Foundation in East Africa over 2020, in October Farm Africa carried out nine in depth focus group discussions with 111 workers across all Foundation farms. This gathered feedback on individual programmes carried out since 2019. Workers overall were positive about the programmes delivered. A number of points were highlighted for improvement, including the operating models for the green energy project and micro-loan programme. As a result, changes have been made to the green energy project (see case study) and a more detailed evaluation of the micro-loan programme is being conducted by Financial Sector Deepening Trust Kenya (see Looking Forward). The focus group discussion was also used to reaffirm our understanding of local community needs, which is informing project plans for 2021.



**CASE STUDY:
GREEN ENERGY PROJECT**

The worker committee and management at Kenya Horticulture Exporters Ltd (KHE) identified that there was a lack of access to affordable, clean energy, which meant workers were using kerosene stoves, wood or charcoal burners in the home.

In September, KHE and Farm Africa distributed gas cylinders, pipes and burners, to benefit 1600 workers across the farm sites. Feedback from workers obtained in the focus group discussion identified that workers felt safer with the new stoves, no longer suffered from the effects of smoke on their eyes and lungs, and found that they were better able to prepare healthy meals faster. However, workers also noted that the costs of refilling the 13kg cylinders were a concern. In some cases national providers were only willing to fill containers in full, the costs of which could be prohibitive for workers. As such Farm Africa and KHE have worked with providers to set up kiosks locally, ensuring workers do not need to travel far and can buy only what they need or can afford each time.

WHAT WE'VE LEARNT

“ We found that the Foundation was able to rapidly deploy and be flexible when Covid-19 hit in March 2020 and the markets plummeted. This was because the Foundation, through Farm Africa, had already identified thematic and strategic areas of interest (through needs assessment work in 2018-19). The Foundation was able to be flexible to the needs of workers (for example increasing school feeding programmes) and go on to take a more strategic focus later in the year to assist smallholder vegetable outgrowers. This activity was a first for the Foundation in Kenya.”
Tom Cadogan, Kenya Director, Farm Africa

“ Another great example of our united approach to continually investing in our communities and environment, supporting the wellbeing and future welfare of our people and in so doing making a positive impact on the world around us”
Leena Malde, Executive Chair, Wealmoor.
Direct supplier to Waitrose & Partners and Member of WF East Africa Steering Group

GHANA

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION



The Waitrose Foundation in Ghana operates as a partnership between Waitrose, Albert Heijn and our supplier Blue Skies. In operation since 2010, activity is delivered locally by the Blue Skies Foundation, a registered Ghanaian not-for-profit company. As was the case across many of our Foundation countries, early 2020 saw a drop in sales of our prepared fruit lines from Ghana and restrictions to freight out of the country. Despite this, all planned projects for 2020 were successfully completed. We anticipate these projects will benefit approximately 13,500 people.

Programmes included the annual School Farm Competition, which in 2020 celebrated its fifth year. Started in 2015, the competition aims to encourage more young people to consider farming as a career by enabling schools to compete against each other to grow and manage their own school farms. Prizes are awarded to schools that produce the best farm, in terms of how they engage with students in farming to promote active learning and develop a positive attitude about food and agriculture, the environment and entrepreneurialism. The theme of 2020's competition was "growing the future amidst the Covid-19 pandemic" and 60 schools from across the country took part. School closures at the start of the year meant some students weren't able to tend to their farms. However, in a number of cases teachers took over to ensure that farms continued and were able to provide healthy vegetables for their local communities, at a time when incomes were low and access to affordable food limited. The final awards ceremony was streamed online to enable as many participants as possible to take place.

CASE STUDY: TIMIABU NURSES ACCOMMODATION

In 2020, the Blue Skies Foundation funded an accommodation block for nursing staff at a rural clinic which provides healthcare for a mango farming area in the Bono East Region in Ghana. The area is home to over 2,000 people, including around 10 mango farms which supply Waitrose. Without the clinic, the nearest health care facility is over 60 kilometres away. Due to its remote location, nursing staff had previously struggled to travel to the clinic, which restricted the hours it could be open for. This has meant there have been incidents where local people have been unable to attend to emergencies in time. Providing an accommodation block has enabled nursing staff to relocate to the community so that the clinic can be open for longer and offer an out of hours emergency service. Since it was opened in 2020, there have already been several occasions where staff have been available to prevent loss of life by providing



emergency support. According to the Assemblyman of the Timiabu Electoral Area, Hon Collins Owusu, the community now has 24/7 healthcare and has been able to safely deliver several babies during the night. This access to reliable healthcare for farmers and their families is particularly important at a time of Covid-19.

WHAT WE'VE LEARNT

“The pandemic has demonstrated the vital importance of continuing to support our staff, farmers and their communities through all the challenges and uncertainties that have come through the pandemic. We have of course implemented measures and protocols to ensure peoples safety and we have embraced digital technology to communicate and monitor activities remotely – but most important has been the determination to never give up. With shops, borders and schools closing down, there was a moment when we wondered whether the Foundation should also scale down its activities, however with mounting stress, anxiety and hardship among communities, it became clear that investing in projects to improve sanitation, education and access to healthcare, and providing hope for the future, was now more crucial than ever before.”

Simon Derrick, Sustainability Manager, Blue Skies

SENEGAL AND THE GAMBIA

IMPLEMENTATION PARTNER: UNITED PURPOSE



The Foundation launched in Senegal and The Gambia in 2019. After carrying out a local needs assessment across our partner farms, we appointed United Purpose, working with Le Partenariat as our local Implementation Partner to manage programme delivery.

The projects originally planned for 2020 delivery were paused, as a result of Covid-19 restrictions. Work focused instead on use of the Global Response Fund to support the management of Covid-19 in the local area. Funding was used across farms to provide healthcare items including soaps, buckets for handwashing, detergents, antibacterial gels and masks. Awareness and understanding of Covid-19 was found to be low amongst farm workers and existing government campaigns were not reaching the most rural populations. Therefore farms carried out their own awareness raising initiatives, including creation of posters and joint local radio campaigns.

In total 17 broadcasts were given across 7 radio stations local to the farms and their workers. The broadcasts focused on information about Covid-19; symptoms and transmission, the role of communities in preventing the spread and the measures taken on farms to maintain worker safety. The broadcasts explained the procedure to be followed in the event of a suspected case and emphasised the importance of reporting this in a discreet manner in order to prevent stigmatization of workers, which was an issue raised by callers into the radio broadcast. Speakers included farm management, local doctors, government representatives and teachers.

120 short, musical jingles were also played on these radio stations promoting general prevention messages (hand washing, social distancing, mask wearing) and the rise in community transmission cases.



WHAT WE'VE LEARNT

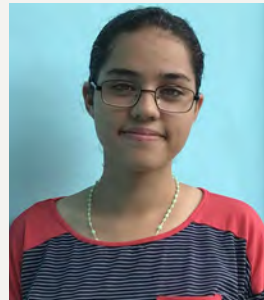
Where programmes are focused on behaviour change, we've seen the value of partnering community based organisations who understand the local context and when partnered with technical communications experts can effectively monitor behaviour change.

COSTA RICA

IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION



The smallest of the Foundation's operations, funds are generated through year round sales of our wholehead Costa Rican pineapples. At the start of 2020, we completed our first full programme with the Fruktus Foundation. This was a year long Entrepreneurship Programme aimed towards women and young people within the rural farming community, who often lack access to formal job opportunities. Over the course of the year, 58 participants took part in 26 workshops. Participants were supported through one to one training to build confidence and improve communication skills, as well as learning the tools needed to successfully set up a business, with the ultimate ambition of improving their incomes. Start up funds following the programme's completion have supported members of the training programme to establish their businesses, which are now progressing well.



'I liked the programme because it allowed me to get to know different people - either as a team or individually we all were able to play with our imagination, work on our self confidence, believe in ourselves and our ideas. All of this empowered us to overcome our fears and successfully finish our project business plan and financial presentation.'

Mileidy, Programme Participant, Costa Rica



WHAT WE'VE LEARNT

The programme offered tailored support to individuals which meant that project success rate and impact on individuals was high. However, because of this, the project came at a high cost per head and we want to be able to extend the reach of programmes like this in the future. Our next project will include digital technologies and mentoring to ensure we can bring benefit to a wider group of participants.

GLOBAL STRATEGIC PROGRAMMES 2020



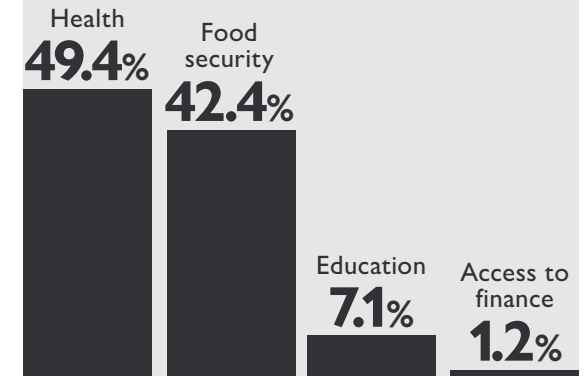
In March 2020 we began to see the impact of Covid-19 in Europe and so too, the impact on global supply chains. The initial effect was felt most strongly in our horticulture supply chains, with sales of flowers falling 40% in the March / April period. This is normally peak season for the flower industry, so a loss of income at this time was particularly concerning. Our buying teams worked closely with our supply chains to rationalise and re-design some product ranges to increase the use of Kenyan stems, and so support farms and workers as much as possible. However, export restrictions in East Africa limited market access, the impact of which was felt by our Foundation partners across both horticulture and fresh vegetable supply chains.

GLOBAL RESPONSE FUND PHASE I

Recognising the challenges in East Africa, the Global Board immediately released £200,000 of funding as a Global Response Fund. This was shared proportionally across Foundation countries (according to size of Foundation operation) to directly support workers. The following areas were identified by local partners as priorities:

- Healthcare and sanitation measures to prevent spread of the virus and protect workers
- Improving access to essential services (healthcare, childcare to support workers etc.)
- Support for those with reduced earning opportunities (sick pay, food parcels etc.)

TOTAL PROJECTS



£200,000
Total funding

52
Total farms supported

85
Total number of projects

111,131
Estimated number of workers supported (approx 64% seasonal)



IN KENYA, bulk purchase of staple foods like maize flour, cooking oil, rice, flour and soaps were purchased to make up essentials parcels for workers. An estimated 4000 workers benefited.

“The Covid-19 pandemic affected our work significantly. For starters we couldn’t export all the flowers produced in the farm. We therefore began operating on half day shifts. The new working terms affected our livelihoods because our salaries were cut by half. Fortunately no worker was laid off because we were all on a half day shift. The reduced salaries were a blow to our families because we had to squeeze our budgets so as to adjust to the tough economic times. To our relief, the Waitrose Foundation came to our rescue by issuing a food package to workers. We were supplied with 20kgs of maize flour, 5 litres of cooking oil, 10kgs of beans and a 5kg packet of rice. The food gave us a good boost because we were drained financially. Thankfully the market has now rebounded and our operations are slowly going back to normal.”
Dorothy, Simbi Roses, Kenya

“Last year we underwent a number of challenges as workers, and I was among the workers negatively impacted. This is because I was one of the workers who were sent home on compulsory leave while receiving half pay due to the negative impact of the pandemic. The reduced income I received was barely enough to meet my household expenses... I thank the Waitrose Foundation because they provided us with food supplies such as beans, rice, maize flour and cooking oil. The food package helped me to meet my basic needs and sustained me during that challenging time”
Justus, Simbi Roses, Kenya

IN SOUTH AFRICA, a majority of the fund supported hygiene kits for workers, and feeding programmes. In total 68 projects were supported across Foundation farms.

“Your support helps us to uplift the spirit of our workers and help us to survive this terrible thing....Thank you!”
A&C Niekerk Boerdery, South Africa

“We sincerely appreciate your contribution – it certainly made a big difference in our efforts to limit the virus and keep our families safe”
De Keur, Workers Committee

IN GHANA, in the first 2 months of operation, a hardship fund supported the most vulnerable 200 workers with small scale salary top ups:

“Although the sum was not very large, the amount helped me to clear some medical bills incurred by my sick son when my salary run out. Thank you Waitrose”
Margaret, Production Staff, Ghana

“My mom passed away during the lockdown period after taking ill. All my financial resources went into taking care of her. I benefited from the Hardship Fund which came in timely to help my family. I am grateful to the Waitrose Foundation”
Catherine, Reception Worker, Ghana

GLOBAL RESPONSE FUND PHASE 2

Recognising the long term implications of the pandemic on our supply chains, our second phase of funding focused on supporting the resilience of the supply chain, ensuring opportunities for workers are maintained. After conducting a short survey amongst our Implementation Partners, we identified that the focus for the next phase of funding should be towards three groups most impacted by the pandemic; smallholders, temporary workers and women. Three projects were successful in their application to the Global Board and are now underway.

CENTRE OF EXCELLENCE

Over the last year we've continued to develop our online training and resource portal, accessible to our Foundation supply chain partners. The portal hosts ethical trade guides, case studies from the Foundation projects and a new module on women's empowerment.

KENYA

SMALLHOLDER RESILIENCE PROGRAMME

Working with 920 outgrowers across the vegetable supply chain, the programme aims to provide an enabling environment for production to continue and improve long term outgrower resilience through innovations in agri tech.

Activities within this project:

- Provision of key inputs to support farmers to get back to normal production schedules.
- Installation of solar cooling stations for medium / large farmers to preserve produce as they await market availability.
- Water pumps and irrigation pipes for selected growers
- Smart farm mobile applications to support communication and training with farmers throughout social distancing
- Awareness training for farmers on business continuity

GHANA

FARMER SUPPORT PROGRAMMES

A series of programmes to support temporary staff and farmers who have experienced a sudden and significant loss of turnover as a result of Covid-19.

Activities within this project:

- Essential skills 'kick start' programme. Providing vocational training for those who may have lost their jobs, enabling them back to careers in agriculture - including engineering and business administration training
- Agritech lab to trial and implement new practices to improve efficiency and reduce costs for small scale farmers.
- Expansion of a savings and loan scheme for smallholder farmers.

SOUTH AFRICA

WOMEN HEALTH WORKERS TRAINING PROGRAMME

A series of 9 workshops across South Africa focused towards female health and support workers on Foundation farms. The programme, focused on psychosocial resilience, is designed to empower them to work effectively with those on the farm who are experiencing stress or anxiety as a result of the pandemic.

LOOKING FORWARD

LEARNING FROM WAITROSE FOUNDATION SOUTHERN AFRICA

In January 2020, Waitrose Foundation Southern Africa (WFSA) worked with Regeneration, an independent consultancy, to carry out an impact assessment of the Foundation's activities over the last 15 years. The assessment looked particularly at how successful the Foundation's interventions have been in meeting ambitions to improve the lives of workers and made a series of recommendations on adjustments in programme focus, monitoring and evaluation to improve delivery in the future.

The report highlighted a series of interventions by Waitrose Foundation Southern Africa which have led to improved capability of worker committees and improved livelihoods for workers. The report particularly noted the strong relationships developed between farms and the WFSA team which has been a key enabler in worker capacity building at the farm level.

An area for improvement highlighted in the report was around the monitoring and evaluation processes used. The report recognised that data collection has been limited, and an improved measurement system could better focus the Foundation's activity. This is now an area for development for the Foundation globally (see *Looking Forward*).

With the new model of delivery in Southern Africa, the role played by the Foundation on some partner farms has shifted, with the local team now supporting Exporters to deliver programme activity on their farms. All farm level intervention had previously been carried out directly by the WFSA team. The new model allows a wider number of farms to participate in the Foundation

and encourages all supply chain actors to take an active interest in social development on farms. The report recognised that high levels of engagement from Exporters in the Foundation's ambitions are key to the success of delivery and there is more work to be done to ensure this new model achieves its ambitions.

The report further identified that there are varying levels of engagement and interest in social development across farm partners in South Africa. A suggestion was made to put agreements, or 'social contracts' in place with all Foundation partners which outline a set of shared objectives for the development of workers and farms. The first stage of this process has been to put in place signed agreements with Waitrose's direct suppliers, which outlines our shared ambitions towards improving lives and ensuring sustainability of the supply chain into the future. Through 2021 we are looking at extending these agreements with exporters and farm partners in Southern Africa.



“ This report highlighted a number of successful and inspirational case studies of either individuals or a collective of individuals that profoundly and sustainably benefited, and were empowered through participating in, or being part of interventions that were initiated, professionally supported and funded or only financially supported by the Waitrose Foundation.

These case studies are an unequivocal testimony and confirmation that some of these interventions supported by the Waitrose Foundation are well targeted and successfully executed, more simply put, the right things are done in the right ways”

Waitrose Foundation Southern Africa Impact Assessment, Regeneration (2020)



IMPROVING ACCESS TO AFFORDABLE FINANCE

To date, our micro-loan programme in Kenya has focused primarily on permanent workers at our Foundation farms. This has enabled us to effectively trial the process, however we recognise that it is often the temporary workers who are susceptible to economic shocks or lower income levels. The Financial Sector Deepening Trust approached us to review the programme launched in 2019/20. They are now developing recommendations on how it can effectively meet the needs of a wider group of farm workers.

SUPPORTING OPPORTUNITIES IN AGRICULTURE

The impact of Covid-19 continues to be felt across the Foundation and 2021 has started with further lockdowns in South Africa and most recently in Kenya. The long term implications on global supply chains are likely to be significant. Over the next two years we plan to use our Global Fund to improve the resilience of the supply chain through a strategic focus towards creating opportunities for young people in agriculture. We would welcome collaboration from the industry in doing this. In South Africa, WFSA is scoping a programme for young emerging farmers which will support them to learn the management skills required to become successful commercial farmers for the future.

MEASURING IMPACT

As noted, the research carried out in South Africa and feedback from our key stakeholders has highlighted opportunities to improve our monitoring and evaluation processes. In recent months we have been reviewing our impact framework with an independent consultant and are working with our local partners to refine the measures used to monitor the success of our activity.

TARGETS FOR THE FOUNDATION IN 2021

- We aim to positively impact the lives of over 70,000 workers³.
- In South Africa, we hope to positively impact the lives of over 27,000 people, and have a target that 55% of beneficiaries will be women.
- In Kenya, we hope to reach 3,000 workers with our micro-loan programme.

³. Figure will be reviewed following implementation of our new M&E Framework

FINANCIAL SUMMARY 2020-21

Income for the Foundation is generated by sales of Foundation marked products. A proportion of the retail sales value is invested back into the Foundation (approximately 2% or equivalent). Costs for the Foundation are shared between Waitrose and direct suppliers.

The Waitrose Foundation is not a UK registered charity, primarily because of the link to Waitrose's business operations. All Foundation funds are ring-fenced by Waitrose to be used for projects in our supply chain, as set out in this report.

KEY HEADLINES

- £2.0m income generated for the year to 30 January 2021, an increase of £0.35m from the year to 25 January 2020 (£1.65m) due to inclusion of new supply chains.
- During the year, £1.36m was sent as country funds and £0.34m Global Strategic Funds were disbursed, with the majority being to relieve the effect of Covid-19.
- Approved multi-year support for eight projects in South Africa comprising a committed investment of £0.68m.

INCOME GENERATED BY GEOGRAPHICAL REGION

£000s	YE JAN 21	YE JAN 20	YOY
Southern Africa	1,308	1,004	304
Eastern Africa	363	343	20
Western Africa	274	254	20
Central America	58	47	11
TOTAL	2,003	1,648	355

INCOME GENERATED BY CATEGORY

£000s	YE JAN 21	YE JAN 20	YOY
Berries	198	166	32
Grapes	210	199	11
Stonefruit	121	44	77
Avocados	51	28	23
Citrus	510	409	101
Top fruit	180	148	32
Pineapples	58	47	11
Vegetables	288	202	86
Prepared Fruit	145	145	0
Wines	16	10	6
Flowers	204	250	(46)
Passionfruit	22	0	22
TOTAL	2,003	1,648	355

PAYMENTS MADE FROM
COUNTRY FUNDS

	PAID YEAR TO 20 JAN 2021 (£)
South Africa	995,992
Kenya	160,077
Senegal/Gambia	92,928
Costa Rica	61,535
Ghana	87,000
TOTAL	1,357,532

PAYMENTS MADE FROM
THE GLOBAL FUND

	2021 (£)
South Africa	130,646
Kenya	144,917
Senegal/Gambia	8,000
Costa Rica	6,738
Ghana	51,000
TOTAL	341,301

The distributions from the global strategic funds supported the following activities over the year to 30 January 2021

Coronavirus relief (phase 1)	£199,738
Coronavirus relief (phase 2)	£131,533
Additional contribution to Kenya	£10,000
Total	£341,301

Monies are accrued each season and applied thereafter, consequently there are timing differences between income generation and expenditure. For the year 2020/21 the difference was £0.3m which will be applied in 2021/22.

