

John Lewis Partnership

A Shared Passion

CORPORATE SOCIAL RESPONSIBILITY
REPORT 2010



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ABOUT US

The John Lewis Partnership is the UK's largest and longest-lasting employee-owned business. Between them, our 70,000 permanent Partners share in the benefits and profits of a business with a turnover of £7.4 billion in 2009.

What makes us different

As a responsible retailer, co-owned by our Partners, we believe that the long-term future of the John Lewis Partnership is best served by respecting the interests of all our stakeholders: Partners, customers, suppliers and the wider community.

The Partnership is commercial and competitive, but our business model gives us three significant advantages. It allows us to:

- **take a long-term view.** We can build lasting, mutually beneficial relationships with suppliers, customers and neighbours because we don't have to deliver short-term returns for shareholders.
- **maximise the value of co-ownership.** Partners have worthwhile, secure and fulfilling employment, which generates loyalty, pride, job satisfaction, knowledge and empowerment. We recognise their role as co-owners and advocates of the Partnership, and work hard to harness their shared passion for the way we do things as a business.
- **act in the interests of society.** As a long-term employer and neighbour, we aim to act with integrity and courtesy, behave as a good corporate citizen and contribute to the communities where we operate.

Our CSR communications

We know we don't have all the answers, but we remain committed to telling all those with an interest in our corporate social responsibility (CSR) performance how we are doing against the commitments we have set ourselves and the external standards we aspire to. We aim to be clear about our priorities and aspirations, open and balanced about our position and our beliefs, and honest about the challenges we face.

MORE INFORMATION

On www.johnlewispartnership.co.uk:

- ➔ About us
- ➔ Our Constitution
- ➔ Working for us

- ➔ In the first phase of a partnership trial with Boots, Waitrose's Food for Now lunchtime range went on sale in four Boots stores, and three others began selling a larger range of Waitrose lunchtime and convenience food. In return, a small number of Waitrose shops now sell Boots health and beauty products and toiletries, and in June, two acquired a Boots pharmacy.



Waitrose opened its second shop in Dubai in 2009, and plans to open one in Bahrain in 2010.

- ➔ Arrangements established with Shell and Welcome Break in 2009 (see 2009 CSR report page 4) continue, with the latter having expanded to include 12 locations.

JOHN LEWIS	WAITROSE	GREENBEE	LECKFORD ESTATE	HERBERT PARKINSON
<ul style="list-style-type: none"> • 28 department stores • John Lewis at home store, Poole • John Lewis Home outlet, Swindon • johnlewis.com 	<ul style="list-style-type: none"> • 231 supermarkets • Online shopping services all available via waitrose.com including groceries, flowers, HomeDirect, WaitroseWineDirect and Entertaining 	<ul style="list-style-type: none"> • Our direct services company • Products include insurance; phone and broadband; travel; all available via greenbee.com 	<ul style="list-style-type: none"> • Our 4,000-acre estate in Hampshire includes: <ul style="list-style-type: none"> • Leckford Farm (milk, poultry, fruit and mushrooms for Waitrose) • Longstock plant nursery • Longstock Park water garden 	<ul style="list-style-type: none"> • Our manufacturing business in Lancashire • Produces own-brand furnishings, fabrics and curtains for John Lewis

Outside scope of report

Partnerships in the UK: Welcome Break, Boots, Shell
Middle East partnership: Fine Fare Food



During 2010, John Lewis received the Scottish Business in the Community Large Business of the Year award for its flexible and innovative working practices. In addition, John Lewis Newcastle won a Business in the Community (BITC) 'Big Tick' for its Community Liaison Programme and a reaccreditation in the 'Talent' category, John Lewis Glasgow retained its Investing in Young People award and John Lewis Cambridge was highly commended in the BITC East of England Business Volunteering Team Award for 2010.



ABOUT THIS REPORT

Having produced separate Waitrose and John Lewis reports every other year, we now produce an annual Partnership-wide summary of our CSR performance, achievements, challenges and external recognition. This change better reflects the management and governance of CSR issues in the Partnership and helps to build a fuller, single picture of our company's CSR activity. This report is aimed largely at the informed CSR community.

Scope and boundaries

We published our last report in November 2009, but as our aspiration is to better align the release of our reports with our financial Annual Report and Accounts, we are producing our report earlier this year. Therefore, this report covers our operations' activities from autumn 2009 to summer 2010.

Unless otherwise stated, performance data relates to our 2009/10 trading year.

The report focuses on those areas of our business where we have operational control. Therefore, new and experimental routes to market, and our Middle East-based stores operated by Fine Fare Food Market LLC, are excluded from our CSR reporting boundary and KPIs at this time (see diagram on [page 1](#)).

This report aims to provide a 'warts and all' account of our social, ethical and environmental performance. It has been prepared in accordance with the Global Reporting Initiative's (GRI) G3 Sustainability Reporting Guidelines, which provide a globally recognised framework for reporting (see [page 39](#)) and has been self-assessed at Level C.

Assurance and independent recognition

While we recognise that some stakeholders value external assurance, this year we have decided to focus our resources in other areas related to improving our CSR reporting. Therefore, we do not currently formally assure our CSR reporting. Nonetheless, we remain committed to open and honest disclosure, and this report is part of that process. In addition, our business' co-ownership structure, which is built around the principles of openness and transparency, supports this commitment.

We also believe that our involvement in external initiatives like Business in the Community's CR Index and the British Retail Consortium's 'A Better Retailing Climate', as well as feedback from stakeholders and the best practice standards and independent certification schemes we use, add value and credibility to our sustainability work and the reporting of our performance.

MORE INFORMATION

In this report:

- ➔ GRI index
- ➔ Our stakeholder engagement

CHAIRMAN'S MESSAGE

The John Lewis Partnership faces similar CSR challenges to other major retailers but in one respect our response is very different. That's the energy and passion of our Partners who, as co-owners of our business, drive our work to operate an ever-more sustainable and responsible business.

The Partnership has always taken a long-term view, guided by our values and principles and operating in the interests, not just of those connected to us now, but also those who will follow in the future. This approach has driven our continuous investment in tackling environmental challenges and achieving a highly positive social impact through difficult economic times.

We have made good progress over the last year in supporting our suppliers, including helping British producers to improve labour practices and widening our support for African farming communities through the expansion of the Waitrose Foundation. We have also launched the John Lewis Foundation to our suppliers, which will fund and manage projects that support and service the communities from which John Lewis products are sourced. A key focus now is on decoupling business growth from carbon emissions. We have set ourselves the ambition of achieving an absolute reduction in our carbon emissions by 2020, which will be a significant challenge, since we are looking to double the size of our business during that time.

We remain confident that the shared responsibility among the co-owners of our business, together with the loyalty and support of our customers, suppliers and business associates, will ensure that we continue to demonstrate that the Partnership offers society a better and more sustainable way of doing business.

Charlie Mayfield
Chairman, John Lewis Partnership

“ *Our values and principles remain a powerful driver on our continuous journey to be a more sustainable business.*

Our business takes a long-term view, operating in the interests of not just those who work for us now, but those who will follow in the future. ”

CSR OVERVIEW

OUR PEOPLE

OUR CUSTOMERS,
PRODUCTS & SUPPLIERS

OUR COMMUNITIES

OUR ENVIRONMENT

OUR STAKEHOLDER
ENGAGEMENT

OUR PERFORMANCE



TRACEY KILLEN

Board Director responsible for CSR and Chair, Community Investment Committee

Our governance arrangements for CSR have provided a pivotal role in supporting and directing our efforts and aspirations to continually improve our business sustainability.



CSR audit

An internal assurance audit on CSR was conducted in April 2010, to assess the effectiveness of our key CSR management controls. It focused on the communication and reporting of our CSR strategy and performance within the Partnership and the wider CSR community.

The findings suggested that acceptable processes were in place but that improvements could be made. The key recommendations included:

- continuing to improve the robustness of our internal processes and controls to track and prioritise material CSR issues and risks more efficiently
- improving the way CSR targets are set and monitored, and communicating any changes in targets more openly in our reporting
- refining our approach to stakeholder engagement and communication on CSR issues.

These recommendations were presented to the Responsible Business Group and the Partnership's Audit Committee, and will be a key focus for the Partnership's CSR team in 2010/11.

OUR GOVERNANCE

Business governance

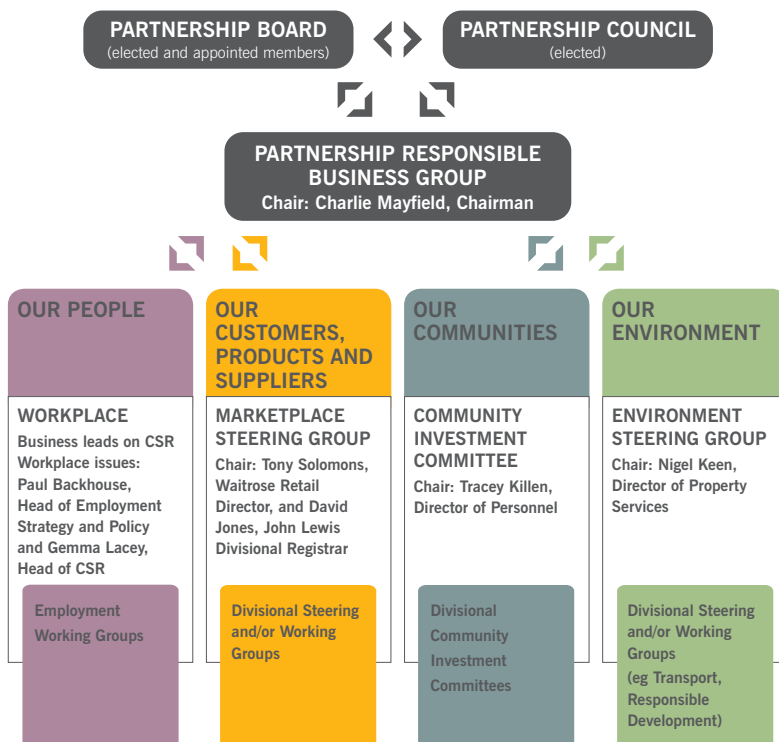
When John Spedan Lewis founded the Partnership, he created a governance system – set out in a written Constitution – that would be both commercial and democratic. Coupled with our unique ownership structure, the company's 70,000 permanent Partners share the rights and responsibilities of co-ownership through active involvement in the business.

At the top level, the **Partnership Council**, directly elected by Partners, holds the **Executive Chairman** and executives to account, and appoints five non-executives to the **Partnership Board**. The Chairman and the Partnership Board are responsible for the overall strategic direction of the Partnership, while day-to-day management and strategic direction of John Lewis and Waitrose rest with the **divisional Management Boards**.

CSR governance

Our **Responsible Business Group**, led by our Chairman Charlie Mayfield, lies at the centre of our CSR governance arrangements, supported by several Partnership-wide steering groups focusing on environment, marketplace and community. During 2009/10, we took the decision not to formally establish a Workplace Steering Group because this activity is covered through the Partner Strategy (see page 11), where we already have a clear process in place for agreeing priorities and measuring our progress. Instead, the Head of CSR and Head of Employment Strategy and Policy are responsible for ensuring workplace matters are fully considered throughout the development of the Partner Strategy, which includes all the key stakeholders.

Since the structure (shown below) was established, our focus has been on mobilising the steering groups and committees to drive forward our CSR programmes and to continue to embed CSR into our everyday business practices.



OUR MATERIAL ISSUES AND RISKS

Issues, risks and materiality

The risks and opportunities associated with our social, environmental and ethical impacts are recorded on our CSR issue register, and assessed against financial and non-financial criteria, together with the likelihood of the risk materialising. We use these 'issue ratings', classified from low to critical, to define priorities and set targets. We also track environmental legislation to ensure we deliver compliance against our legal obligations. Responsibility for tracking and assessing CSR risks, opportunities and legislation lies with the CSR team, supported by our four steering groups (see [page 4](#)).

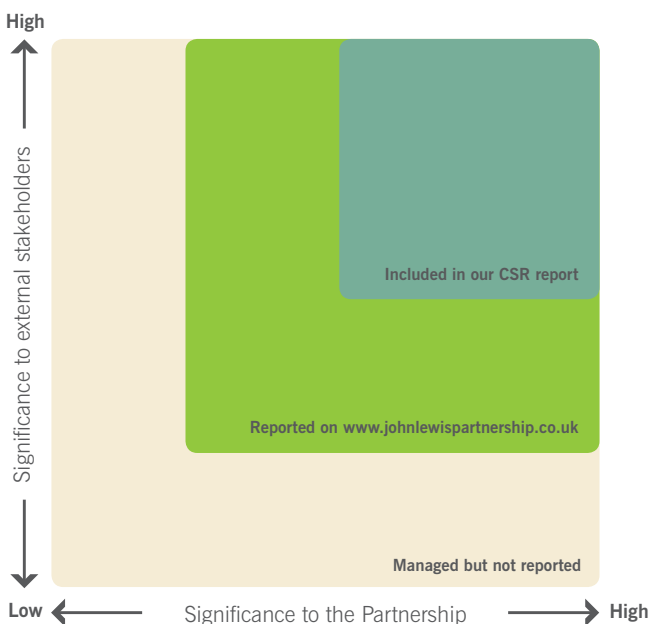
Following the strategic review of CSR across the Partnership, we are refreshing our approach to identifying, assessing and prioritising CSR risks and opportunities to help us to decide where to focus our future efforts. This will also realign the role our governance groups can play in assessing, mapping and ranking the issues that are most material to us, which will enable the business to have greater visibility of these issues and, in turn, will help to ensure better integration of CSR issues with broader business risk management processes.

This materiality exercise also involves regularly assessing the topics under discussion with key stakeholders, as well as the relationships we have with our customers; the influences shaping our supply chain; the demands of regulators; and the expectations of the wider world.

The process for this materiality exercise currently follows the recommendations of the external Global Reporting Initiative (GRI).

As we develop our approach, we will better incorporate a range of other inputs, such as external research and media coverage, and link it more closely with our stakeholder engagement processes.

Materiality matrix



Our material issues

Our most material issues include:

- employing and retaining people of ability and integrity, who support our business principles of honesty, respect and encouragement
- engaging our Partners and customers as agents for change for sustainable living
- dealing fairly with our suppliers and selling responsibly sourced, quality products
- making a positive difference to the communities where we do business
- responding and adapting to climate change
- minimising the impact of our built operations
- reducing waste generated by our operations and increasing the proportion of waste that can be used as a resource.

An update on our position and progress in tackling these issues is included in this report, as well as on our corporate website (www.johnlewispartnership.co.uk). As indicated by our materiality matrix (see below), the level and location of reporting relates to an issue's significance to both our business and our external stakeholders.

MORE INFORMATION

- In this report:**
- ➔ Our stakeholder engagement
 - ➔ GRI index

OUR PROGRESS AGAINST COMMITMENTS AND TARGETS

The targets and commitments set out below are a mixture of ongoing projects, future aspirations, longer-term objectives and repeating annual aims. Targets with a defined period that were stated as met in last year's report have been excluded. Commitments and targets are at a Partnership level unless otherwise stated.

COMMITMENTS AND TARGETS	STATUS	PROGRESS MADE DURING 2009/10	RELATED INFO
OUR PEOPLE			
Aim to achieve an upper quartile score on percentage of Partners who agree/strongly agree for each question in the Partner Survey.	Partially met; ongoing	15 questions from the May 2010 survey scored an upper quartile score. Of the remainder, five scored in the top 50% and eight in the bottom 50%, indicating that while there are some areas where Partner experience is meeting and exceeding expectations, there are also areas where we need to improve.	Page 12
OUR CUSTOMERS, PRODUCTS AND SUPPLIERS			
All own-brand supplier sites to register on Sedex and complete self-assessment; independently audit high-priority supplier sites	Ongoing	John Lewis: 1,237 registered, equivalent to 76%; 57% of registered sites completing self-assessment. Launched an audit framework for own-brand suppliers, fully identified high-priority suppliers and rolled out an independent third-party audit programme. Waitrose: 914 registered (96.1%); 92% of registered sites completing self-assessment. Audited all high-priority supplier sites.	Page 15
Pre-agree terms of payment; pay promptly and fairly.	Ongoing	Payment terms are included in standard terms and conditions; we remain committed to the principles of the Prompt Payment Code.	N/A
Waitrose: We are committed to nurture and develop smaller suppliers and strengthen relationships within the community.	Ongoing	Our local and regional sourcing covers nearly 2,500 locally and regionally sourced products from over 450 producers. We also invite local farmers into shops to meet customers, and to attend supplier conferences and industry workshops. These help smaller producers to understand food legislation and ensure best practice is shared throughout our supply chain.	Page 16
Waitrose: To supply the best-quality produce in season, and when sourcing worldwide fruits, vegetables and flowers, aim to minimise environmental impact by working to achieve LEAF certification.	Ongoing	We sell more UK fruit and vegetables (relative to sales) than our competitors, and 100% of our fresh chicken, beef, pork, milk, eggs and cream are British. Waitrose is the only UK retailer to have all its British fruit, vegetable and major flower growers meeting the LEAF Marque certification standard, and we are working to extend the standard globally during 2010.	Page 16
Waitrose: Maintain industry-leading standards on animal welfare.	Ongoing	Waitrose was named the UK's Most Compassionate Supermarket 2009/10 by Compassion in World Farming.	Page 16
Waitrose: We are committed to continue to only source fish from sustainable wild sources and responsibly farmed aquaculture.	Ongoing	Waitrose, alongside M&S, was named 'best of the bunch' in a <i>Which?</i> report on fish sustainability, labelling and supermarket policies in June 2010.	Page 16
Waitrose: Work with suppliers on healthier everyday products.	Ongoing	Considerable work has taken place on saturated fat with reductions in desserts, biscuits and sandwiches. We have also switched to semi-skimmed milk in our coffee shops.	Page 19
Waitrose: Continue to expand the Nutrition Advice service to meet demand for nutrition and health information.	Ongoing	We continue to provide nutrition and health information through our Nutrition Advice Service and recipe cards, and have extended our on-pack 'traffic-light' labelling to include percentage Guideline Daily Amounts (GDA).	Page 19
Waitrose: Support the Roundtable on Sustainable Palm Oil (RSPO); develop a sustainable palm oil strategy.	Ongoing	Waitrose remains a member of the RSPO and has set a target to use only Certified Sustainable Palm Oil (CSPO) in own-brand products by the end of 2012.	Page 17
Waitrose: Continue to support Fairtrade products through Fairtrade fortnight and in-store promotions, including dedicated point-of-sale materials and Fairtrade farmer stories.	Ongoing	We supported Fairtrade Fortnight in March 2010, and continue to build our Fairtrade offer. Waitrose became the first supermarket to exclusively stock the first Fairtrade cola, Ubuntu Cola.	Page 18
John Lewis: In 2010, double the number of Fairtrade lines in both existing and new categories.	On track	In spring 2010, we launched Fairtrade-branded products in fashion. John Lewis has also been granted a Fairtrade licence to produce and import own-brand clothing products.	Page 18
John Lewis: All outdoor furniture to be FSC-certified for 2010 season; extend timber sourcing policy to all wood-based furniture and non-furniture products.	Met; ongoing	All outdoor furniture sold in 2010 was FSC-certified. We remain committed to extending our timber sourcing policy to all wood-based products (see indoor furniture target below).	Page 17
John Lewis: By 2015, 50% of our indoor furniture ranges will be FSC-certified. (Revised target).	On track	We have extended our timber programme to indoor furniture ranges (Living and Dining, Bedroom and Upholstery). Our target was previously 30% by 2012 but during 2009/10, we increased our ambition to 50% by 2015.	Page 17

COMMITMENTS AND TARGETS	STATUS	PROGRESS MADE DURING 2009/10	RELATED INFO
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OUR CUSTOMERS, PRODUCTS AND SUPPLIERS continued

John Lewis: Continue to ensure 95% of domestic large electrical appliances, excluding tumble dryers, are A rated or above.	Met; ongoing	96% of these appliances were A rated or above.	Page 17
John Lewis: In 2010, increase, by at least 50%, lines in the following categories: organic, sustainable lifestyle, sustainable raw materials and recycled.	On track	We achieved a 25% increase in John Lewis-sourced products from accredited and sustainable sources in 2009/10, bringing the total to 700 separate product lines. We continue to sell the most energy-efficient appliances and in spring 2010, we joined the Energy Savings Trust's voluntary retailer initiative for TVs. Based on experience to date, we have revised two of our targets to ensure that these are more realistic: we will now aim to increase both our Green Living range (previously referred to as 'sustainable lifestyle') and our recycled ranges to 300 skus (from 133 and 147, respectively) by end of 2011.	Page 17
Phase out sale of incandescent light bulbs by 2012.	Ongoing	John Lewis met the phase-out deadline for all GLS A-shaped lamps with an energy rating higher than 40W. Waitrose has just one 60W line remaining on sale which is due to be delisted later this year. Both divisions continue to add new energy-saver products to their ranges. We believe we are well placed to meet the 2011 phase-out date for standard A-class bulbs, although we have concerns around the availability of energy-saving decorative bulbs.	N/A

OUR COMMUNITIES

Contribute at least 1% of pre-tax profits to charitable and community initiatives.	Met	The Partnership contributed £7.9m in 2009/10, equivalent to 2.59% of pre-tax profit.	Page 21
Using the LBG model, develop processes and tools to identify and measure the outputs and impacts of sizeable community investment projects and our community programmes.	Ongoing	2009/10 contributions were measured using the LBG model. Work to develop a clearer Partnership-wide strategy will enable better demonstration of the value and impact of our community activity.	Page 21
Provide support to overseas disasters through the British Red Cross.	Met	As reported in November 2009, in 2009/10, we contributed £50,000 to the Red Cross. This has supported relief efforts in Haiti and Pakistan. A similar contribution will be made in 2010.	N/A
Increase participation in Golden Jubilee Trust volunteering programme.	Met	While total hours donated were down by 9%, the number of participants increased by 18% from 50 in 2008/09 to 59. Additional funding in 2010/11 will see the number of participating Partners increase again this year.	Page 23
Roll out Partners in Sport (PinS) scheme.	Met; ongoing	In the last 12 months, the PinS programme has supported 5,000 Partners via branch funding bids and to date, 160 Partners have been involved in coach training.	Page 13
Waitrose: Measure impacts of Waitrose Foundation; increase product range; extend geographical range; promote achievements.	Met; ongoing	There are 22,000 beneficiaries of Foundation projects in South Africa. Further beneficiaries will be supported by new projects in Kenya and Ghana.	Page 18

OUR ENVIRONMENT

Carbon: We are committed to looking for absolute changes in our overall CO ₂ equivalent emissions despite the fact that we are a growing business.	Ongoing	We have started to develop a roadmap that will enable us to deliver this. Following a scoping workshop in May 2010, considered options and rationales for carbon footprint reductions are being developed so that an informed decision on the size and scope of the Partnership's commitment can be made.	Page 25
Energy: Source all electricity from green sources and consider all forms of renewable energy for our shops and head offices.	Met; ongoing	100% of the Partnership's purchased electricity was derived from certified 'green' sources. We have trialled the use of a photovoltaic roof at Waitrose Wimborne and our assessment of the viability of other renewable sources such as woodchip and biomass include a pilot project on the Isle of Wight.	Page 29
Energy: Improve shop energy efficiency by 20% by 2010 (kWh per sq ft trading floor area, 2003 baseline).	Met	Both divisions exceeded this target. Waitrose achieved a 22% reduction in shop energy consumption per sq ft and John Lewis achieved 23%.	Page 29
Transport: 15% reduction in energy-related transport CO ₂ e emissions from deliveries by 2013, relative to £m sales (2005 baseline).	On track	We have achieved a 6.3% reduction in relative transport CO ₂ e emissions since 2005/06.	Page 27
Refrigeration – Waitrose: Halve the impact of our refrigeration and cooling direct emissions (CO ₂ e emissions tonnes) by 2012 (baseline 2008).	On track	We have reduced average CO ₂ e emissions from 453 tonnes per shop to 336 tonnes. This is a 26% reduction in relative terms, and an absolute reduction of 16%.	Page 28

CSR OVERVIEW

OUR PEOPLE

OUR CUSTOMERS, PRODUCTS & SUPPLIERS

OUR COMMUNITIES

OUR ENVIRONMENT

OUR STAKEHOLDER ENGAGEMENT

OUR PERFORMANCE

COMMITMENTS AND TARGETS	STATUS	PROGRESS MADE DURING 2009/10	RELATED INFO
OUR ENVIRONMENT			
Water: Reduce shop water use by 20% per square foot of trading floor area by 2012 (2008 baseline).	On hold	Due to uncertainties over baseline and 2009/10 data completeness, this target is currently on hold.	Page 26
Responsible development¹: Apply Responsible Development Framework (including sustainable interiors – fixtures and fittings framework) to all new builds and refurbishments; achieve minimum BREEAM standard of 'Very Good' (with a menu of options to be considered on each project to take us to 'Excellent').	Ongoing	Framework applied to all new builds and refurbishments; 100% build achieved required BREEAM 'Very Good' standard. Revised target: Our minimum acceptable standard will be 'Very Good', which will only be accepted where it is not practical to achieve 'Excellent'.	Page 30
Responsible development¹: Increase the use of recycled materials in all projects.	Ongoing	2010 has seen us continue our work to understand what materials are available so we can set realistic targets for our contractors. Recommendations will be presented to our Environment Steering Group (see our governance structure diagram on page 4) later this year.	Page 30
Responsible development¹: Achieve a minimum of 95% building waste recycling on all new building projects in 2010.	Met; ongoing	At the Croydon construction site, all waste is segregated for recycling. In addition, 3D modelling software is being trialled during the rebuild of Waitrose Sevenoaks. The 'walkthrough technology' allows our teams to visualise the building before construction and to coordinate architectural, structural and services design, avoiding the need for major changes during the build and reducing construction waste.	Page 30
Responsible development¹: Register all construction sites under the Considerate Constructors Scheme (CCS) from 2010.	Met	All sites are registered under the CCS. New target: Every new construction will be registered with the CCS and achieve a score of at least 35 out of 40.	Page 30
Waste: Divert 95% of our waste from landfill by 2013; recycle 75% waste by year-end 2012.	On track	We diverted 52% of operational waste from landfill last year, up from 49%, with John Lewis recycling 50% of its waste (up from 43%) and Waitrose 53% (up from 50%).	Page 31
Waste – Waitrose: Help WRAP to reduce UK food waste by 155,000 tonnes by March 2010 (2008 baseline).	Met	We issued customer leaflets on portion size to all branches giving practical guidance. We also used our <i>Food Illustrated</i> magazine and recipe cards to promote the use of leftovers. We continue to provide clear and prominent date labelling on pack, using 'Use by' and 'Best before' where appropriate and have incorporated the recent FSA guidance into our policy.	Page 31
Packaging – Waitrose: Reduce own-brand packaging by 2013 (2005 baseline) and work with suppliers to encourage similar reductions.	Ongoing	Tonnes primary packaging per £m sales decreased by 13% from 2005/06 to 2009/10, to 21.8 tonnes while secondary and tertiary packaging decreased by 41% from 2007/08 to 2009/10, to 7.5 tonnes per £m sales (accurate data for secondary and tertiary packaging 2005/06 is not available).	Page 32
Packaging – Waitrose: Apply on-pack recyclability labelling to own-brand products by year-end 2009.	Not met; ongoing	The roll-out of this labelling scheme is ongoing, with 5,000 own-brand lines complete. Labelling has not been applied retrospectively, but as we update or redesign existing packs, we are adding the labelling where space permits. Given recent and future planned growth as well as changes to our own-brand assortment, we expect that this will now be complete by year-end 2012.	Page 32
Packaging – John Lewis: Apply on-pack recyclability labelling to own-brand products by year-end 2009.	Not met; ongoing	This target has been met for all new products with sufficient space and logos are being applied to all new product packaging, where space allows. To avoid product and packaging wastage, existing lines are only being updated with the logos when packaging is due to be reprinted.	Page 32
Packaging – John Lewis: Reduce use of own-brand plastic packaging material and eliminate the use of non-recyclable plastics (as defined by the on-pack recyclability labelling scheme).	Ongoing	On target to delete all PVC in packaging by 2010 and to achieve 100% recyclable packaging by year end 2010. We recognise that local variations in recycling facilities exist and use the on-pack recyclability labelling scheme as our definition of 'recyclable' packaging.	Page 32
Packaging – John Lewis: Reduce own-brand packaging on a like-for-like basis, delivering 50 new examples of 'lightweighting' per year.	Met	50 new examples of lightweight packaging were delivered. New target: Deliver 100 new examples of 'lightweighting' in 2010.	Page 32
Packaging – John Lewis: Ensure all paper and card own-brand packaging can be recycled and is made from a recycled or sustainable source.	Ongoing	Since 2008, all new packaging schemes are specified as needing to be recycled or from FSC-certified material. For existing packaging schemes all suppliers being contacted material to specify recycled or FSC-certified.	Page 32

¹ Commitments and targets previously referred to as 'sustainable construction' have been renamed 'responsible development' to reflect the launch of the Responsible Development Framework, which encompasses and supersedes the 2007 Sustainable Construction Framework.

WORKING WITH OTHERS

Strategic partnerships and alliances

To support the delivery of our CSR commitments, we continue to work with a wide range of organisations through strategic partnerships and alliances, and support a number of independent campaigns and initiatives. For example, in addressing challenges such as reducing our carbon footprint, we are a member of the [UK Corporate Leaders Group on Climate Change](#), which supports national and international frameworks for reducing carbon emissions. We are also a signatory to the [British Retail Consortium's](#) Climate Change Initiative, 'A Better Retailing Climate', which includes commitments to reduce energy and resource use, transport emissions, waste and packaging.

The Partnership's senior executives are personally active in a number of associations covering areas of importance to our business. For example, Charlie Mayfield, the Partnership's Chairman, is a commissioner for the [UK Commission on Employment and Skills \(UKCES\)](#). The business has also been a member of [Business in the Community \(BITC\)](#) for many years and is actively involved in a number of its workstreams including the Marketplace and Business Action on Economic Renewal leadership teams and the Prince's Rural Action programme.

A partnership with Forum for the Future

Founded in 1996, Forum for the Future is an independent, non-profit organisation that works with leaders from business and the public sector to create a green, fair and prosperous world. It is a charitable organisation that strives to ensure that everything it does ultimately benefits the public, and shares the results of its work widely.

As a part of the Forum for the Future network, we are committed to playing a leading role in achieving a sustainable future, to re-engineering our operations, and to changing attitudes and behaviour among our customers, suppliers and Partners. Forum for the Future works with us to future-proof our strategy and to inspire and equip our Partners with the skills they need to help play their part in ensuring our organisation is fit for the future.

Since 2007, we have asked Forum for the Future to help us to benchmark our leadership position on issues such as products and services, supplier relations and community impacts, improve our governance arrangements and our environmental performance, assess our indirect transport impacts and co-develop our Responsible Development Framework. In 2010/11, we committed to work with Forum for the Future to continue to push for a longer-term outlook on sustainability throughout the Partnership and to keep stretching boundaries for our CSR activities.

Working with Corporate Citizenship

Corporate Citizenship, which was established in 1997, is one of the world's leading CSR consultancies. It believes that business can be one of the most effective forces for positive change and helps companies to understand their capabilities and responsibilities, manage their risks and realise their opportunities. It works with the public and private sector, NGOs and international organisations in projects across the spectrum of CSR.

The John Lewis Partnership has been engaged with Corporate Citizenship for eight years in its capacity of manager of the [London Benchmarking Group \(LBG\)](#), working with members to measure the value of their community investment programmes. Broadening our relationship, Corporate Citizenship is now supporting us in our strategic review of the Partnership's current approach to community investment (see page 21).



“ DR. SALLY UREN

Deputy Chief Executive,
Forum for the Future

The ability of the John Lewis Partnership to take a long-term view, along with its unique ownership structure, means that the business has the potential to push its current CSR programme further and faster to deliver a truly sustainable business. The ambition to decouple the growth of the business from its carbon emissions is the first, important step towards this end goal. The challenge is to match the ambition around carbon with other aspects of the current CSR programme. This will ensure that the Partnership delivers sustainability for all the people it touches, both now, and for the next 50 years to come.



“ AMANDA JORDAN OBE

Co-Chair, Corporate Citizenship

We are delighted to be supporting the John Lewis Partnership in its current review of its community strategy. As a company that has a long track record of making a difference to the communities where it operates, it is commendable that it is now taking time to review its engagement and ensure that it maximises the impact of the contributions it makes.





CSR OVERVIEW

OUR PEOPLE

OUR CUSTOMERS,
PRODUCTS & SUPPLIERS

OUR COMMUNITIES

OUR ENVIRONMENT

OUR STAKEHOLDER
ENGAGEMENT

OUR PERFORMANCE

A SHARED PASSION THROUGH... **OUR PEOPLE**

We are committed to providing worthwhile and satisfying employment in a successful business. Our 70,000 permanent Partners share our passion for honesty and respect, and as co-owners of the business, they also get to share the profits – the equivalent of 15% of annual salary in 2009/10 – which is something to smile about.

OUR HIGHLIGHTS

- Developing and delivering our new Partner Strategy.
- Creating a new Partnership Services division.
- Refreshing our Partner Survey.

OUR CHALLENGES

- Bedding in new shared services arrangements.
- Managing the necessary change, and its effect on those who work for us, that comes with growing and diversifying our business.

PARTNER COMMITMENTS

By working in partnership, we:

- take responsibility for our business success by delivering the right experience for our customers and generating profits for us all to share
- build relationships Powered by our Principles of honesty, respect and encouragement
- create real influence over our working lives by taking opportunities to develop ourselves, balance work and life priorities, and support others.

➔ The Partnership's newest division, Partnership Services, was created to provide simple and efficient shared services for Partners and to support business success. Launched in October 2009, Partnership Services currently has responsibility for financial processing and developing the business procurement strategy for 'goods not for resale' with the team focused on 'working together to buy better'. Current priorities include the Finance Optimisation programme, which will improve the service and efficiency within Finance, and the development of support functions for Partners within the division, such as learning, personal development and communication mechanisms and protocols.

➔ To improve the efficiency and effectiveness of our business over the long term, management must take decisions in the best interests of the Partnership, even where this may mean posts are declared redundant or terms of employment are changed. In such circumstances, we have a commitment to make every effort to provide Partners with continued employment in the Partnership.

EMPLOYEE OWNERSHIP

The John Lewis Partnership is the UK's largest employee-owned business. Our vision of co-ownership, instigated by our founder John Spedan Lewis, is based on building a sustainable business in which all 70,000 permanent staff (Partners) have shared rights, responsibilities and rewards. It also has the happiness of our people as its ultimate purpose.

Our written Constitution states our aim to employ and retain people of ability and integrity who are committed to working together, and to supporting our business principles of honesty, respect and encouragement. To achieve this, we seek to develop relationships with our Partners based on mutual respect and courtesy, and aim to recognise and reward their individual contributions.

OUR PARTNER STRATEGY

Our Partner Strategy defines three Partner Commitments (see left) and is underpinned by a number of goals and projects covering all aspects of the Partner experience. This strategy will enable us to ensure our Partners' experience of the Partnership is increasingly relevant, consistent, rewarding and effective, and encourages them to demonstrate their responsibility as co-owners of our business.

One of the initial workstreams has been developing a set of measures to enable us to better track how both Partners and the Partnership deliver on the Commitments. This has included the launch of a revised Partner Survey (see [page 12](#)), as well as the development of additional ways of measuring and reporting against a wider set of Partner indicators. This will provide us with a greater level of detail that can be utilised for internal decision making.

We have also set out a clear internal framework to govern who should be defined as a Partner. Where people fall outside this scope – such as our arrangements with Boots (see [About us](#)) – we review the standards those employers provide to ensure they are aligned with, and support, our own principles and values.

DIVERSITY

The Partnership is committed to providing equal opportunities for all, and developing a working environment in which everyone engaged in the Partnership – not just Partners, but customers, suppliers and neighbours too – has a consistent and rewarding experience.

We already do much to celebrate individual differences, and our 'Fair Treatment' policy ensures discrimination of any kind is not tolerated. We will continue to focus on supporting initiatives like our diversity toolkit, which provides Partners with practical advice and information on issues ranging from race and religion to age and gender equality, and through our relationships with organisations such as Remploy, we are providing opportunities to people who experience barriers to work.

TALENT

Over the last 12 months, we have focused on clarifying the distinctive requirements of leadership in our business. We have created one model for the senior team that explains the unique characteristics of leadership within the Partnership. This model now forms the basis of selection, assessment and development, targeting activity to get the best value for the individual Partner and the Partnership at large.

Our desire over the next year is to fully embed this model and adopt a modified version for all Partners in the organisation. These Partnership behaviours will include elements relating to environmental, social and ethical issues. We will also continue to define our Partnership-wide Learning and Development Strategy so as to leverage the full benefits of all the development activity conducted in the divisions.



13,000

New Partners invited to complete our Partner Survey for the first time in 2010



CHARLIE MAYFIELD

Chairman,
John Lewis Partnership

The Partner Survey is key to understanding how it feels to be a Partner. Every Partner's view is important. I feel sure the survey will continue to give us a clear guide for how we can make this experience even better in the future.



PARTNER ENGAGEMENT

To be a truly democratic business, we share the details of all our major business decisions with Partners. We hold AGMs, produce a range of online and printed publications, including our Partnership magazine *the Gazette*, and hold regular roadshows and presentations. We also conduct an annual survey (see below).

Our democratic network of elected councils, committees and forums gives Partners a real say in our decision-making processes, and allows them to challenge management on performance. These bodies include our Partnership Council, which has recently discussed managing change, the Partnership's 2009/10 results, the impact of the recession, the Partnership's commercial future and what it feels like to be a Partner. Three specialist groups focused on the Partner, Customer and Profit areas of our Partnership business model, as well as a fourth covering Co-ownership, update the Council on their work at council meetings (see diagram).

Partner Survey

Our sixth annual Partner Survey in 2009 gathered the views of more than 60,000 Partners (90% of our workforce) on a range of issues, from pay and working hours to personal development and job satisfaction.

The latest survey was conducted in May 2010, and featured a new-look questionnaire with fewer questions but a keener focus on what matters most to Partners. The revised survey was developed in conjunction with Partners at focus groups across the Partnership, and grouped under the three commitments of our Partner Strategy (see page 11), allowing us to measure how we are delivering a positive Partner experience against these aspirations.

For the first time, we used the percentage of Partners who either agreed or strongly agreed to each question to benchmark our results against those of other companies. The results for the Partnership overall mean that 15 questions – including 'I would recommend the Partnership as a great place to work' – scored in the top 25%. Five questions scored in the top 25–50% and eight questions were in the bottom 50%. The results indicate that there are some areas where our Partner experience is meeting and exceeding expectations but there are also clear challenges where we need to improve. Discussions about the survey results have started across the business and Partnership Council will discuss the results to help to determine the Partner priorities for the coming year.

PARTNERSHIP COUNCIL SPECIALIST GROUPS

CUSTOMER

The purpose of the Customer group is to work with the divisional Managing Directors to gain an understanding of their customer strategies.

PARTNER

The purpose of the Partner group is to work principally with the Director of Personnel to gain an understanding of the Partner Strategy.

PROFIT

The purpose of the Profit group is to work with the Finance Director to gain an understanding of the Partnership's financial strategy.



CO-OWNERSHIP

The two main purposes of the Co-ownership group are to work with the Partners' Counsellor on the strategic priority of revitalising the Partnership's democratic character and to oversee and organise the work of the Council so that it can best fulfil its responsibilities as a governing authority of the Partnership. This involves working with each of the other three specialist groups.

SKILLS AND TRAINING

We want our Partners to share their passion, confidence and knowledge, and believe that a skilled and motivated workforce will help to drive business success, so we take a holistic approach to the needs of each individual. This includes access to a range of in-house training programmes and other learning and development opportunities, many of which lead to transferable and accredited qualifications.

REWARDS AND BENEFITS

Recognising the growing diversity of Partners, we are committed to developing a total reward package that offers competitive pay and distinct market-leading benefits, as well as a share of our profits, in the form of an annual bonus (15% of salary in 2009/10).

The wide range of benefits we offer is designed to help Partners to balance their work and home lives, and stay committed to a long-term career with us. These include a non-contributory, final salary pension scheme, discounts on most purchases from John Lewis and Waitrose, and extended paid leave after 25 years' service. We provide a number of subsidised facilities and discounted offers, financial support and our Partners run 25 clubs and societies. When Partners retire, specific retirement welfare and social benefits are also available.

Partners in Sport

Partners in Sport (PinS), which will run until the London 2012 Games, consists of three main themes:

- **Discover Sport** enables branches to bid for funds so that Partners can engage in sport, activity or review their lifestyle through fitness and dietary advice. Over the last 12 months, this scheme has supported over 5,000 Partners, with activities ranging from the Three Peaks Challenge to setting up yoga classes.
- **Coaching in Sport** offers Partners the opportunity to train as sports coaches. Currently, 160 Partners have been involved, including two Partners who delivered football coaching at Waitrose Foundation farms in South Africa (see [page 18](#)).
- **Succeed in Sport** is aimed at helping Partners and their close relatives who compete at a high level to fulfil their London 2012 aspirations. This scheme was a key part of John Lewis securing its commercial sponsorship agreement with London 2012. We currently have seven individuals aiming to be selected to represent the UK in 2012.

Partner support

In the discussions we had with Partners in developing our new Partner Strategy (see [page 11](#)), three key themes emerged:

- Partners were increasingly worried about the state's ability to provide health and wellbeing support
- Partners appreciated the benefits they receive but felt simpler messages would help them to make the most of them
- Partners expressed concern that the provision of facilities and amenities differed across the Partnership.

We have therefore undertaken a Partner Support review, to assess the extent and costs of these aspects of our current offer, how they compare to others in the market and how we can maximise the Partner experience. By the end of 2010, we should be in a position to make initial internal recommendations.



12,000

John Lewis Partners have accessed career development resources, courses and materials through the Horizons programme launched in 2007



“ SIMON WARDELL

Development Manager,
Partners in Sport

Over the last 12 months, I have been delighted with the support we have been able to provide for these London 2012 hopefuls. As we begin the two-year countdown to London 2012, we are encouraging those Partners and close family members who may be looking to compete in the London 2012 Olympic and Paralympic Games to apply for support from our Succeed in Sport scheme.”

MORE INFORMATION

In this report:

- ➔ Our stakeholder engagement
- ➔ Waitrose Foundation

On www.johnlewispartnership.co.uk:

- ➔ Safety and health
- ➔ Working for us

A SHARED PASSION FOR...

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We are committed to dealing fairly with our suppliers and selling responsibly sourced, quality products. And when it comes to customer satisfaction, providing good value and unrivalled service will help us to stay the pick of the bunch.

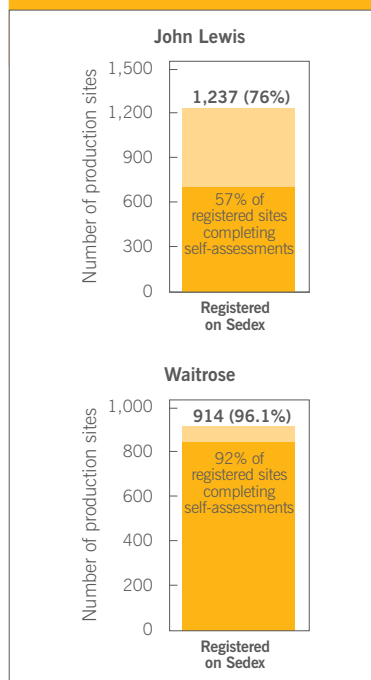
OUR HIGHLIGHTS

- 100% FSC-certified garden furniture achieved by 2010 season.
- Collaboration between our Partners in Sport programme and Waitrose Foundation to provide qualified football coaching to our farms in South Africa.
- Being granted a Fairtrade licence to produce and import John Lewis own-brand clothing products.
- Winning customer satisfaction awards from *Which?*, Verdict Research and the Institute for Customer Service.

OUR CHALLENGES

- Progressing the sourcing of certified sustainable palm oil and soy.
- Understanding the provenance of our cotton and the complexities of its supply chain.
- Understanding and reducing the embedded carbon and water in our products.

SUPPLIERS REGISTERED ON SEDEX



MORE INFORMATION

On www.johnlewispartnership.co.uk:
 → Our Responsible Sourcing Code of Practice

RESPONSIBLE SOURCING

Working in partnership with our 5,600 suppliers, we treat all those in our supply chain honestly and fairly, and support them in obeying the law and respecting their employees and the environment. All our own-brand suppliers are obliged to commit to the terms of our Responsible Sourcing Code of Practice, which addresses standards on workers' rights, covering issues such as child and forced labour, health and safety, working hours and wages.

In both John Lewis and Waitrose, all our own-brand suppliers are required to register on Sedex – a web-based database that enables the management of ethical and responsible practices within global supply chains. These suppliers must complete relevant self-assessment questionnaires on Sedex so that we can assess labour standards and working practices at their sites; high-priority sites are also independently audited. In John Lewis, all our own-brand, high-spend suppliers and 76% of the total own-brand supplier sites are registered. In Waitrose, 96% of own-brand suppliers are registered and all high-priority sites were audited.

In 2010, John Lewis will continue to develop its Responsible Sourcing programme through Sedex and its new audit and compliance partner. We will use any audit non-compliance information to devise continuous improvement programmes and we also plan to issue a John Lewis Responsible Sourcing Handbook to suppliers.

Following its establishment 10 years ago, the Waitrose Responsible Sourcing programme was independently reviewed in 2009. Many of the recommendations from the review will be built into the Waitrose business plan; in particular, we will aim to ensure that the programme continues to effectively monitor and support suppliers and will also strengthen internal awareness.

Our efforts to improve working conditions throughout our supply chain saw us support the launch of the Supermarkets and Suppliers' Protocol with the Gangmasters Licensing Authority in March 2010. We also contributed to and continue to be involved in the work of the Equality and Human Rights Commission, following its inquiry into recruitment and employment in the UK meat and poultry processing sector.

Ethical Handbook for UK Growers

Waitrose, along with other leading food retailers and ethical trade organisation Impactt, has commissioned an online Ethical Handbook for UK Growers. The handbook sets out ways for smaller operations in the UK agriculture and horticulture sectors, for which risk assessments and third-party audits may be inappropriate or unaffordable, to improve labour practices on their farms. The handbook will help growers to tackle employment standards and better understand the requirements of UK employment law so they can meet both their legal and ethical obligations. For example, the handbook provides advice on wages, working hours, young workers and collective bargaining.

2,151

Partnership own-brand supplier sites are registered on Sedex, a global database for ethical and responsible practices within supply chains



Waitrose is the only supermarket to sell only free-range turkey outside the Christmas period and our free-range ducks have access to water for swimming.

→ Waitrose continually works to increase the compaction of its laundry cleaning formulas, having compacted formulas twice in the last four years, reducing packaging and altering consumers' washing habits. The division also subscribes to the AISE charter for sustainable cleaning and uses its logos in consumer education about laundry washing behaviour. We also encourage lower washing temperatures through front-of-pack messages.

→ A web-based farm traceability system operated and independently verified allows Waitrose to monitor animal welfare Key Performance Indicators (KPIs) set for our continental cured and cooked meat supply chain.



HEATHER JENKINS

Director of Meat, Poultry, Fish, Frozen Food and Dairy Buying and Agriculture Strategy

Waitrose has funded the creation of a Chair of Sustainable Agriculture at Aberystwyth University. This academic post dedicated to food security is the first of its kind in the UK and will spearhead vital research designed to help to secure the UK's food supplies over the next few decades.

SUSTAINABLE PRODUCTS

As the nature of their product offering differs, Waitrose and John Lewis have divisional priorities for increasing the sustainability of their products. However, where common positions are appropriate, Partners will work together to deliver a joined-up approach. For example, through our Partnership-wide Marketplace Steering Group (see [page 4](#)), the divisions collaborate and share information on their plans.

British sourcing

In addition to owning Herbert Parkinson, which produces our own-brand duvets, pillows, furnishing fabrics and curtains, John Lewis supports British manufacturing wherever possible, stocking a range of British-made products including duvets handmade in Devon and Yard O Led silver pens. We offer suppliers fair prices, build long-term relationships and help them to reinvest in their businesses.

Waitrose's own commitment to local and regional sourcing is one of the most established in the food retail sector, and covers nearly 2,500 locally and regionally sourced products from over 450 producers. We also sell more UK fruit and vegetables (relative to sales) than our competitors, and 100% of our fresh chicken, beef, pork, milk, eggs and cream are British.

Initiatives to promote local sourcing include inviting local farmers into shops to meet customers, supplier conferences and industry workshops, which help smaller producers to understand food legislation and ensure best practice is shared throughout our supply chain.

Sustainable agricultural standards

As farmers ourselves, we understand the importance and the challenges of maintaining high standards in agricultural production and environmental management.

Our sustainable agricultural practices are developed and embedded within our product protocols and sourcing policies, and we engage with our producers through a wide range of grower and producer groups. We utilise a growing number of certification, verification and assurance schemes. For example:

- Waitrose is the only UK retailer to have all its British fruit, vegetable and major flower growers meeting the **Linking Environment and Farming (LEAF)** Marque certification standard, and we are working to extend the standard globally during 2010.
- Waitrose has been selling **organic** products for over 20 years, and its purchase of the Duchy master licence will see more lines added to its already broad range, which commands an impressive 20% share of the organic market.
- All fresh beef, lamb, pork, chicken and turkey used in **John Lewis restaurants** is **Red Tractor** certified and fresh produce is sourced from UK-based Red Tractor or LEAF-accredited growers wherever possible.
- Guided by our **responsible fishing** policy, Waitrose works alongside the **Marine Stewardship Council (MSC)**, the **Marine Conservation Society (MCS)** and many other organisations to develop the sustainability of fish around the world and to ensure all our fish comes from sustainable sources and is caught using responsible methods, or is farmed from responsible farming systems.
- We take **animal welfare** throughout our supply chain extremely seriously. Many of our standards exceed legal requirements and have been recognised by the **RSPCA** and **Compassion in World Farming**. We only use free-range eggs in own-brand Waitrose products, carefully select our processing partners to minimise 'time to slaughter' journeys and use UK livestock with very few exceptions, such as New Zealand lamb in season.

Electrical appliances

John Lewis has a leading position on energy-efficient electrical appliances. All our own-brand and branded domestic large electrical appliances, excluding tumble dryers, are A-rated or above. We also stock the most water- and energy-efficient dishwashers and washing machines.

John Lewis, alongside seven other retailers, has recently joined a Voluntary Retailer Initiative to promote best-in-class televisions. Launched by the [Energy Saving Trust](#) and [Defra](#), the initiative plans to remove the least energy-efficient TVs from sale a year ahead of EU requirements and educate customers about the reduced electricity consumption and CO₂ emissions of more energy-efficient models.

Palm oil

Waitrose is committed to the transparent labelling of palm oil in its products and is a member of the [Roundtable on Sustainable Palm Oil \(RSPO\)](#) and the [British Retail Consortium Palm Oil committee](#). To strengthen our position, following a meeting with the WWF-UK in December 2009, Waitrose has agreed to use only Certified Sustainable Palm Oil (CSPO) in its own-brand products by the end of 2012.

We are already working to minimise or eliminate palm oil from our products, with initial efforts focusing on two categories – soap and biscuits – which account for a quarter of the palm oil used in our products. As an interim measure, we will use the [Greenpalm](#) certificate trading programme, endorsed by the RSPO, while we work through our range.

Soy

Waitrose has also joined the [Roundtable on Responsible Soy \(RTRS\)](#) to engage with the industry, with the aim of preventing deforestation and soil degradation, promoting management practices, ensuring fair working conditions and minimising water and pesticide use. The RTRS encompasses genetically modified (GM), non-GM and organic producers. Waitrose is very aware of the global trend towards growing GM soya and we are currently researching the options for our animal feed in the longer term. Our commitment to not selling GM food remains unaffected.

Timber, paper and cotton

John Lewis first developed its policy on timber sourcing six years ago, and by 2009, 83% of our outdoor furniture range sold in John Lewis was [Forest Stewardship Council \(FSC\)](#) certified. Our entire outdoor furniture range is now independently certified, so we are focusing on indoor furniture and other wood-based products going forward.

We have set ourselves the ambitions of:

- all our own-brand paper-based products sold by John Lewis to be made from recycled material, PEFC or FSC sources by 2012
- 50% of the indoor furniture we sell to use FSC sources by 2015 (previously 30% by 2012).

We also recognise our responsibilities in improving labour standards in the supply chain for our cotton products and, working with an external consultancy, we have mapped the provenance of the cotton used in a number of the furnishing textiles we sell. We have submitted an application to Defra to join its Sustainable Clothing Roadmap, which aims to improve the sustainability of clothing. As part of our commitment, we will be introducing a 'Save Energy – Wash at 30°C and Line Dry' message to the care labels of our own-brand men's and women's clothing.



DAVID NUSSBAUM

Chief Executive, WWF-UK

It is good to see Waitrose putting its words into practice by ensuring it will start using Certified Sustainable Palm Oil. We hope that this will encourage many other household names to take responsibility for their actions.

- ➔ All suppliers of Waitrose and John Lewis have access to its full range of quality, safety, ethical and environmental standards via an online portal.

MORE INFORMATION

In this report:

- ➔ Our progress against commitments and targets
- ➔ Product footprints

On www.johnlewispartnership.co.uk:

- ➔ Our Leckford farm
- ➔ Accessible shops and services
- ➔ Responsible drinking



- ➔ John Lewis' Partner and customer restaurants stock coffee blended from 100% Fairtrade arabica beans, as well as Fairtrade sugar and tea.



From left to right: Ruth Dudumashe, Faith Brown, Bettie Hendricks and Deborah Dudumashe.

RUTH DUDUMASHE

Naudeshof grape farm

The Waitrose Foundation has changed our lives because we now have a community hall that we can use for lots of different things – and the youth can keep out of trouble because they use the training room for the internet and homework. ABET (Adult Basic Education & Training) has made big changes as people in the community can now read and write – this is a big thing.



TRADING FAIRLY

We trade fairly with our suppliers and support established schemes such as Fairtrade and Traidcraft, which contribute to the sustainable development of the communities where farmers and workers live.

The Partnership again supported Fairtrade Fortnight in March 2010, and we continue to build our Fairtrade offer. For instance, Waitrose became the first supermarket to exclusively stock the first Fairtrade cola, Ubuntu Cola, which uses Fairtrade sugar from Malawi. Through the Ubuntu's Africa Program, 15% of its annual profits will be reinvested into the communities of the sugar growers and their families.

John Lewis hopes to double its range of Fairtrade products by the end of 2010. As part of this commitment, it launched Fairtrade People Tree fashion lines in spring 2010 and has been granted a Fairtrade licence to produce and import own-brand clothing products.

Waitrose Foundation

The Waitrose Foundation is a supply chain partnership that returns a percentage of profits from the sale of produce to fund projects chosen by the farm workers and smallholders who grew it. Since its beginnings in South Africa in 2005, we have raised nearly £3 million and launched over 170 projects. These projects are diverse and reflect the individual needs of the communities, ranging from crèches to adult literacy programmes, and from sports teams to income-generating jewellery projects. Tertiary education bursaries were introduced in 2007 and our first two students have now graduated in financial management from Stellenbosch College.

In 2009, we launched two further Foundations: one in Kenya to cover the supply of vegetables and flowers, and one in Ghana for our prepared fruit. There are now 100 products in the Waitrose Foundation range, from flowers and fruit to wine and marmalade. The first projects in Kenya include supplying solar lighting to flower workers to replace kerosene lanterns and the provision of equipment to a clinic that meets the medical needs of a community of over 5,000 people. In Ghana, projects are now well underway with the renovation of a school and kindergarten and the first phase of a new sports ground.

This year, we have taken advantage of the World Cup in South Africa to highlight the work of the Foundation with a multi-channel marketing campaign. The highlight for the farms, however, was the visit of two football coaches from our Partners in Sport programme, who spent two weeks in April coaching both the youngsters and the adults. For the children to whom a football is a luxury, professional coaching was a once-in-a-lifetime opportunity.

John Lewis Foundation

We launched the John Lewis Foundation to suppliers in early 2010, and are currently identifying opportunities for suitable educational or employment-based community projects that will support and service the communities where John Lewis products are sourced.

MORE INFORMATION

In this report:

- ➔ Partners in Sport

OUR CUSTOMERS

Value, quality and choice

To attract, retain and deepen relationships with customers, we build their trust and confidence in our reputation for quality, price and service.

As co-owners of our business, great customer service is something we take pride in. Our Partners' dedication to service as a part of their everyday work is highly valued by our customers. For example, in 2010 to date:

- Waitrose has been named 'Britain's favourite supermarket' in an online food shopping survey by consumer organisation *Which?*, voted 'top food and grocery retailer' in a poll of 6,000 shoppers conducted by retail analysts Verdict Research and named 'Best supermarket' for the sixth consecutive year at the Good Housekeeping Food Awards.
- John Lewis has been voted 'Britain's favourite retailer' in the same Verdict poll, coming first for customer satisfaction, and topped the overall and non-food retail categories in the Institute for Customer Service's UK Customer Service Index (UKCSI). Johnlewis.com was also named Best Online Retailer at the annual *Which?* Awards.

Reaching new customers

There are millions of potential customers without access to one of our shops, and we are keen to explore all the possibilities for making our products available to more of them. For example, John Lewis has opened its first John Lewis at home store in Poole and a second in Croydon is due to open in August this year. It has also developed its online presence with a considerably enhanced fashion offer. In total, Johnlewis.com took £393 million last year, a £60 million (18.2%) increase on 2008/09. We also foresee significant opportunities in the food-to-go sector, so we have opened new Waitrose convenience shops and are utilising partnerships with Welcome Break, Shell and Boots (see [About us](#)).

As part of our due diligence in establishing such partnerships, we work to ensure that we are satisfied that the third party is committed to conducting its business in an economically, environmentally and socially responsible way; that we believe its values and principles reflect its commitment to being a responsible business; and that it can provide evidence that this commitment is integral to the way it does business. We are also keen to ensure that these are compatible with our own principles. To further strengthen our approach, additional work is being done to develop the assessment of new business partnerships and investment opportunities in relation to CSR.

Nutrition

Waitrose has already met the Food Standards Agency's original 2010 targets for salt reduction in all categories. We supported their 2010 campaign, 'Saturated Fats Made Simple', with in-store posters and a low-salt menu in our Partner dining rooms.

Considerable work has taken place on saturated fat with a 6.4% reduction in the desserts category, a 12.7% reduction in rich tea biscuits and a 29.7% reduction in our biscuit for cheese assortment. We have also achieved a 19% reduction in sandwiches and switched to semi-skimmed milk in our coffee shops. Work has also been undertaken to look at appropriate portion sizes.

We continue to provide nutrition and health information through our Nutrition Advice Service and recipe cards, and have extended our on-pack 'traffic-light' labelling to include percentage GDA (Guideline Daily Amounts).



➔ Waitrose's reputation for freshness, quality, safety and provenance, and our 'Price Commitment', ensures we offer consistent value for money without compromising on our standards and sourcing integrity. This is reinforced by our 1,400 own-brand 'essential Waitrose' products. John Lewis similarly provides excellent service and quality products that are responsibly sourced, and is committed to being 'Never Knowingly Undersold', our trading philosophy since 1925.

➔ John Lewis plans to update its customer communication in 2010 to demonstrate more clearly to customers the care it takes in selecting products and the work undertaken within its supply chain and local communities.



Four days before Christmas, more than 100 customers and Partners were provided with food and a bed for the night in John Lewis High Wycombe after heavy snow gridlocked local roads.

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Being a force for good has always been a part of the Partnership's vision, and we are committed to making a positive difference to the communities where we do business. And for our Partners, whether they're giving their time to help local people in need or plummeting from 10,000 feet to raise money for charity – like Maria from Partnership Services – the sky's the limit.

OUR HIGHLIGHTS

- Partnership-wide charitable and community contributions totalled £7.9 million.
- The 10-year anniversary of our Golden Jubilee Trust volunteering secondment scheme, celebrated with an additional investment enabling 10 extra secondments in 2010/11.

OUR CHALLENGES

- Devising and implementing a new Partnership-wide community strategy.
- Measuring and assessing the value and impacts of our community activity.

2.59%

Share of pre-tax profits donated to charitable and community initiatives

OUR COMMUNITY STRATEGY

Being a force for good in the community has always been a part of the Partnership's vision, and we have a broad and varied range of successful community programmes in place. However, these have developed in an organic way so, since May 2010, we have been working to develop a clearer Partnership-wide strategy. The aim is to define a compelling vision for what community means in an increasingly diversified Partnership so that a strategic direction for all our community activity, now and in the future, can be set. This will seek to engage our Partners both individually and collectively.

It will enable us to:

- work more closely with our communities, address the important issues and leverage our combined expertise
- better demonstrate the value and impact of our community activity
- manage our community investment using the most appropriate resources
- inspire and engage our Partners, customers and suppliers to support our community programmes.

The initial phase of this process (see diagram below), led by the CSR team and supported by our Responsible Business Group and Community Investment Committee (see [page 4](#)), will involve a review of our current activity and the vision for community set out by our founder John Spedan Lewis. We also plan to re-examine how that vision is affected by modern developments such as moving into new markets, developing an online presence and joining forces with other businesses. By late 2010, we will have defined what community means at a Partnership level, and set a strategy for maximising our positive community impacts.

Our charitable contributions

At a time when many charitable groups are struggling to raise funds, the Partnership continues to support local charities and community groups and provide opportunities for them to raise the profile of their work. In 2009/10, our Partnership-wide charitable and community contributions totalled £7.9 million, which is equivalent to 2.59% of our pre-tax profits, as measured using the [London Benchmarking Group \(LBG\)](#) model. This is up from £7.5 million (1.85% of pre-tax profits) in 2008/09.

OUR COMMUNITY STRATEGY REVIEW PROCESS

1. RESEARCH

- Understand where we have come from, where we are now and what the future (external) landscape will look like.

2. ENGAGE

- Understand the commercial context and stakeholder perspectives of our community activity.

3. EVALUATE

- Analyse the research and engagement outputs.
- Evaluate the strengths, gaps, threats and opportunities.

4. DEFINE

- Define a clearer vision for community (and a set of underlying principles) which encapsulates current activity and reflects future ambition.

5. DEVELOP

- Develop a guiding framework for planning and managing our community activity which addresses any gaps and actions the opportunities.

6. DEPLOY

- Deploy the framework with supporting materials, as required.
- Review organisational structures required to support delivery.
- Define and agree future targets and measures of success.

7. COMMUNICATE

- Work with communications teams to deploy a communication plan at a Partnership, divisional and local level.

Over £31,000

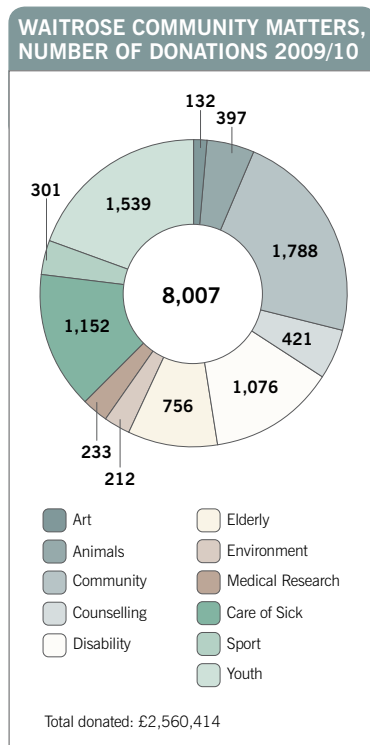
Fundraising by Corporate Partners for their 2009 Charity of the Year, the Alzheimer's Society

£195,000

Fundraising by John Lewis Partners for their 2009 Charity of the Year, Contact the Elderly

59

Number of Partners who volunteered 21,399 hours through the GJT in 2009/10 (see page 23)



MORE INFORMATION

In this report:

- ➔ Responsible development
- ➔ Nutrition

On www.johnlewispartnership.co.uk:

- ➔ John Spedan Lewis Foundation
- ➔ The John Spedan Lewis Trust for the Advancement of the Natural Sciences

On the web:

- ➔ Waitrose Education

PARTNER-LED ACTIVITIES

Our community programmes offer opportunities for our Partners to develop skills and enable us to mobilise customers and suppliers behind good causes.

John Lewis

John Lewis' 2010 Charity of the Year is Beating Bowel Cancer. The partnership began in February 2010, and the division's charity week saw a flurry of activity in aid of the cause that featured everything from abseiling to fashion shows to leg-waxing. Throughout the year, the charity – selected by Partners – will also benefit from John Lewis' mobile phone recycling scheme, which generates a donation for every phone received.

A survey in January 2010 to find out about John Lewis Partners' knowledge of bowel cancer discovered that levels of awareness were comparable with those of the general public, but it is hoped that by the end of the year, Partners will have greater awareness of bowel cancer and its symptoms. Kate Green, Manager, Corporate Affairs, who oversees the John Lewis relationship with the charity, says, "It is a charity where we can make a difference by getting people to talk about the illness and therefore be more aware – it is the most easily treated form of cancer if caught early enough."

Waitrose

Waitrose's Community Investment Committee drives and co-ordinates activity to ensure the division plays its part in achieving the Partnership's commitments and targets. For example, Waitrose's Community Matters scheme donated over £2.5 million in 2009/10 and helped more than 8,000 worthy causes. Using tokens handed out at the till, customers at each shop decide how much of a £1,000 monthly total (£500 in convenience shops) is given to each of the three charities or community groups, nominated by customers and selected by Partners. Good causes in other communities will benefit from at least 22 new shops scheduled to open during 2010. Our head office, Leckford Estate and Distribution Centres also make similar monthly contributions.

The Waitrose Community Investment Committee also considers one-off donations to local organisations and supports Partners and retired Partners involved in volunteering. For example, in 2009/10, the committee sponsored the development of a new food technology room at a school in Marlborough where many of our local shop Partners were educated.

Initiated by the exclusive licensing of Duchy Originals to Waitrose, the division donated £250,000 to support the work of the Prince's Charities Foundation, a group of 20 non-profit organisations. The partnership will grow in 2010 with the product range increasing from 200 to 500 Duchy Originals lines and will see Waitrose donating a minimum of £1.5 million.

Sharing our passion for good food

Waitrose operates and supports a number of initiatives to encourage and support children and young people to eat well and learn where their food comes from. Its sponsorship of the Royal Horticultural Society's Campaign for School Gardening encourages schools to set up their own garden and teach pupils about gardening and growing fruit and vegetables. The campaign aims to have 80% of the UK's 21,500 primary schools participating by the end of 2012 and over 10,000 schools have already signed up. Waitrose has also enabled 11,904 children to attend free workshops at our Demonstration Studios in Salisbury, Southend and Cheltenham as part of our Waitrose Education initiative.

PARTNER VOLUNTEERING

Our Partners make a genuine difference to local people's lives and serve the needs of their communities by giving their time and skills through voluntary work. In addition to providing a valuable resource, Partners can develop new skills, grow in confidence, take on new responsibilities and become more motivated.

Our flagship volunteering scheme, the Golden Jubilee Trust (GJT), is an independent charity through which Partners can undertake secondments with UK-registered charities for up to six months. Set up in April 2000 to mark the 50th anniversary of the business' co-ownership structure, 2010 sees the GJT celebrate its 10th anniversary. During that decade, 441 Partners have given over 181,500 hours to more than 400 UK charities. To celebrate the GJT's 10-year anniversary, the Partnership has made a donation to the Trust of £50,000. This funding will enable 10 additional secondments to take place, creating 10 extra chances for Partners to make a lasting difference to a charity. These opportunities can also lead to new experiences and personal development for the Partners themselves.

In addition, our Time Bank scheme encourages John Lewis and head office Partners to get involved with local community projects. In the London Victoria area alone, these included a local school's lunchtime reading club, revamping a youth club's theatre space, sorting out clothes donated to a charity for the homeless and creating a garden for the residents of an Autism London care centre.

LOCAL INVESTMENT

Vibrant, economically sustainable town centres are important to us as a business, and we believe we can play a vital role in their long-term prosperity as we continue to expand our business into new areas.

When considering the location for a new shop, we explore all potential aspects and impacts, from transport to architecture to public safety, with local authorities and developers. We also engage with community groups to ensure they will suit their surroundings and offer long-term value. This approach not only ensures we create comfortable, attractive environments for customers, but also helps us to build stronger relationships with our neighbours and to attract, train and recruit local people into rewarding, fulfilling jobs.

Following the success we had in embracing bilingualism in John Lewis Cardiff, our first shop in Wales, Waitrose Menai Bridge also gives precedence to the Welsh language.

Local recruitment

The first John Lewis at home store in Poole, which opened in October 2009, attracted more than 1,000 applications for 100 jobs and, in April 2010, Croydon's biggest retail recruitment campaign kicked off our search for 220 Partners to work in our second at home store.

Similarly, Waitrose's first shop in York will create up to 180 new jobs, while the acquisition of five shops from The Co-operative Group in November 2009 resulted in 500 employees joining the business from four Somerfield stores at Ashbourne, Melksham, Storrington and Wellington, and a Co-operative shop in Menai Bridge, North Wales.



JO CASHMAN

People and Organisational Development Manager, Marie Curie Cancer Care

Gill Bowler (Internal Communications Manager, Waitrose) certainly hit the ground running, and from the work she has done, we've ended up with a clear idea of how we'll improve communication within our Nursing Service. Gill went above and beyond to make her GJT secondment a success, and her expertise, energy and focus has put us in a great position to further help our staff deliver exceptionally high-quality care at the end of people's lives – a pretty significant impact for three weeks work.



NIGEL KEEN

Director of Development, Waitrose

It is important we have the right sites to deliver successful stores and provide the foundation for the substantial benefits Waitrose can bring to a location. New stores provide a boost to the local economy, not only with the creation of jobs, but also through our commitment to supporting local projects through our Community Matters scheme and exploring new opportunities for local and regional producers.



A SHARED PASSION FOR... OUR ENVIRONMENT

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One of the foundations of our business is making the right decisions for the long term. We are committed to reducing our impact on the environment and to promoting good environmental practice, and have put programmes, processes and targets in place to ensure our efforts do not go to waste.

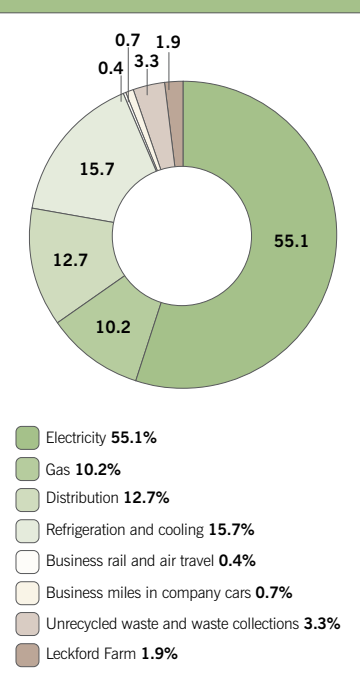
OUR HIGHLIGHTS

- Waitrose and John Lewis both met and exceeded their 2010 target to improve shop energy efficiency by 20% since 2003/04.
- Achieved BREEAM 'Very Good' rating and Considerate Constructors Scheme 'Beyond compliance' performance at Waitrose Wellington.
- Purchased 90 multi-deck trucks for consolidating Waitrose store deliveries.

OUR CHALLENGES

- Minimising our indirect emission impacts, including those embedded in products or associated with Partner and customer transport.
- The effect of business growth – more shops in new locations, more home deliveries – on the carbon footprint of our transport operations.
- Our anaerobic digestion scheme is limited by the number of plants available.

PARTNERSHIP CARBON FOOTPRINT (%) 2009/10



CLIMATE CHANGE

The carbon challenge

Climate change is the biggest environmental challenge we face today. We remain committed to developing policies and initiatives to support the UK Government's target to reduce greenhouse gas emissions by 80% by 2050, and the EU's commitment, agreed at the UN Climate Change Conference in Copenhagen in December 2009, to cut greenhouse gas emissions by 20% from 1990 levels by 2020.

Reducing our carbon footprint

We have already made significant cuts in our CO₂e (CO₂ equivalent) emissions, relative to the size of our business. Sales grew by 7% in 2009/10, but our total emissions increased by less than 2%, to 516,697 tonnes, during the same period. This equates to a 30% like-for-like reduction in CO₂e emissions, on a normalised basis, from 99 tonnes CO₂e per £million of sales in 2001/02 to 70 tonnes in 2009/10.

During the next decade, we are looking to double the size of our business so the real challenge is for us to decouple growth from carbon emissions. Rising to the challenge of absolute reductions will require investment and innovation and there will be a strong need to focus on improving our existing estate as well as building more efficient stores.

In 2009/10, we committed to making an absolute reduction in our overall CO₂e emissions, and started to develop a carbon footprint reduction programme to deliver this. At a scoping workshop in May 2010, we considered future options for carbon footprint reductions, highlighting possible routes to take, the activity schedule needed and the potential costs and emissions savings. This ongoing work will enable us to make an informed decision as to the size and scope of the Partnership's commitment.

Our carbon footprint reduction programme also reflects the need to better promote the opportunities for all our Partners to make a difference. However, we also believe that there is a need for 'big solutions' that will require Government and businesses to work together over the long term, and successfully combine ambitious objectives with practical action. To this end, we are a member of the [UK Corporate Leaders Group on Climate Change](#) and have contributed to the development of its 2010–2012 strategy.

JOHN LEWIS PARTNERSHIP GHG EMISSIONS

	Tonnes CO ₂ e		
	2001/02	2008/09	2009/10
Scope 1*	183,015	186,518	187,986
Scope 2*	199,313	264,879	274,960
Scope 3*	60,445	55,778	53,752
Total	442,773	507,175	516,697

* See page 24 of our [2009 CSR report](#) for descriptions of scope boundaries



Iain Dalton, General Manager of Leckford and Heather Jenkins, Director of Agricultural Strategy

BIODIVERSITY AT LECKFORD

Last year, as part of work done in connection with the Leckford Estate's Environmental Stewardship agreement with Natural England, the Environment Agency (EA) commissioned an ecological survey that included an assessment of water voles. Numerous signs of their presence were found at two sites, and the EA's survey report concluded that there was a good water vole population, an encouraging result given that the UK water vole population has suffered the most serious decline of any wild mammal in Britain in the last 100 years.

Leckford has been involved in a number of other ecological surveys.

- The wildfowl and water birds on the River Test have now been counted annually for over 30 years, and monthly winter counts contribute to the national Wetland Bird Survey organised by the British Trust for Ornithology (BTO). The common birds around the Estate are also counted for the BTO's Breeding Bird Survey.
- Moth experts working for the John Spedan Lewis Trust for the Advancement of Natural Sciences have repeated a comprehensive moth survey from the 1970s, and more than 500 species have been recorded.
- During the summer, weekly butterfly counts are undertaken on two sites on the Leckford Estate. These contribute to Butterfly Conservation's national monitoring of butterfly populations.

All these surveys help to find ways to preserve our country's rich biodiversity.

WATER USE

Water demand already exceeds supply in many parts of the world, including the UK, and many more areas are expected to experience this imbalance in the near future.

Climate change could have significant impacts on water resources around the world because of the close connections between the climate and the hydrological cycle.

We do not use a lot of water, but still recognise the need to manage our consumption. As with many areas, monitoring is the key to management, and by January 2010, we had installed additional water meters in all our shops. We now install water meters in all new shops as standard. We are also exploring the feasibility and costs of implementing additional metering at our other premises such as our head offices and distribution centres.

The additional water meters are above and beyond those required from the Water Boards and will deliver accurate and timely consumption information, meaning we no longer rely on billing information for our shop water consumption data. They will also enable us to identify issues and take appropriate action immediately. Data from the new meters has already highlighted a small number of instances of over-consumption of water due to leakage faults that we have been able to pinpoint and rectify. The increased level of detail on water consumption has also highlighted the high levels of estimation that were previously included in our annual water consumption figures. Due to uncertainties in the accuracy of baseline data, our water reduction target is currently on hold. Once data is available for 2010/11, we will be in a much firmer position to review and set a meaningful target for water reduction.

During 2010, we will remain committed to exploring initiatives to reduce water use and to also utilise further opportunities for rainwater harvesting.

PRODUCT FOOTPRINTS

We recognise the importance of our responsibility to mobilise others in actions that lower the impact associated with the use of water and CO₂ generated from the production, distribution and consumption or use of our products.

Carbon footprinting of 50 fruit, vegetable and horticulture products has been completed and all our Waitrose produce suppliers have committed to using data from a number of carbon lifecycle assessments that have been co-funded by Waitrose, Bangor University and relevant suppliers. We are focusing on work that will make future audits more detailed and easy to access by both suppliers and growers. This will enable us to establish reduction targets and draw up policy objectives across a wider group of products in the future.

Waitrose is also working with key produce suppliers to improve water efficiency and encourage good water stewardship. A policy for agricultural packers and growers has been published, which covers the origin, sustainability, quality reduction and storage of water. Water reduction targets are also in place.

TRANSPORT AND DISTRIBUTION

The Partnership is a growing business, with more shops across a wider area and more home deliveries, so it is not surprising that our owned and contracted fleet generated 4% more CO₂e emissions last year. However, against our target to reduce transport CO₂e emissions by 15% relative to turnover, we have made an improvement of 2.4% since last year and 6.3% since our 2005/06 baseline. We still face some challenges in meeting our 2013 target but we remain committed to reducing the environmental impact of our operations.

Driving efficiencies

Driving fewer miles and doing so more efficiently are the best ways for us to reduce our transport emissions. Our logistics and distribution operations already use computerised route planning, forward and backhauling on otherwise empty vehicles on outward or return journeys and 'load consolidation' to avoid unnecessary journeys.

Our efforts to improve driver efficiency include the Driver CPC (Certificate of Professional Competence) and in-cab telematics to help drivers and managers to assess driving styles and fuel efficiency. This alone could save 4.6 tonnes of CO₂ per vehicle every year – equivalent to 4%.

We were pioneers in the adoption of multi-deck trucks. Most trucks for John Lewis are multi-decks and we're now expanding their use to Waitrose. We will introduce the first of our multi-temperature multi-decks for carrying fresh and frozen produce this year. Generally, two multi-decks will replace the use of three conventional trucks, giving rise to a significant CO₂e saving.

Our trucks have a range of features to reduce drag and improve fuel efficiency, and future developments include extending the use of sophisticated software modelling to optimise the aerodynamics of our vehicles.

Alternative fuels

Our aim is to devise a cohesive, long-term fuel policy using a range of technologies with the potential to become cost-effective alternatives to fossil fuels. Having conducted initial research, we are currently exploring the carbon reduction potential, projected availability and cost of a range of low-carbon technologies and alternative fuels. In the short term, we'll be using PPO (Pure Plant Oil) and biomethane.

PPO from locally grown rapeseed produces 60% less CO₂ emissions than diesel and is the most effective liquid fuel for carbon reduction available today. It is currently being trialled in seven vehicles and we also plan to test PPO–diesel mixes. There are still some uncertainties with widespread use of PPO, including the degree of food crop displacement and the price. Therefore, we will extend the use of PPO to reduce emissions for now, but will seek alternatives to replace it in the longer term. Those in the early stages of evaluation include jatropha, an oil-rich seed, and bio-ethanol from miscanthus grass. Although both can be grown on poor soil in water-scarce areas, thereby avoiding land used for food crops, they remain unproven for large-scale use.

In addition, we have ordered five electric vehicles for home deliveries in London. Although they will provide valuable research data, electric vehicles will not make a large impact on our overall CO₂e emissions as they have a limited capacity and range, and are not suitable for long-distance haulage. In time, we expect various types of hybrid vehicle to be used for home deliveries and through our trials of first generation hybrid commercial vehicles, we are actively contributing to their development.



JUSTIN LANEY

General Manager,
Central Transport

In many ways, our fleet is already industry leading in carbon reduction, but we need to keep pushing for improvement. To that end, we have several pilot projects either running or in the final stages of planning. We are committed to working with others, including vehicle manufacturers, legislators and planning authorities, to be at the forefront of developments in both emerging technologies and robust carbon reporting in transport.



6.3%

Reduction in relative transport CO₂e emissions since 2005/06

65,657 tonnes

Transport and distribution CO₂e emissions in 2009/10, 12.7% of our total emissions (see [page 25](#))

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16%

Absolute reduction in average Waitrose direct refrigeration and cooling CO₂e emissions per shop



- ➔ In our Waitrose shops in Wallingford and Monmouth, we are trialling a new way of detecting refrigeration leaks: the addition of a cherry bakewell scent to HFCs to help us to 'sniff them out'.



“

STEVE ISAIA

Head of Feasibility,
Development and Engineering

The Carbon Trust Standard validates and recognises the hard work that all Partners have delivered to reduce our energy consumption and associated carbon emissions, of which we are all very proud.

”

REFRIGERATION

Currently, almost 16% of our total Partnership carbon footprint comes from refrigeration and cooling, with Waitrose responsible for 93% of these emissions. To address this, we have committed to halve Waitrose's refrigeration and cooling direct emissions by 2012/13, compared to 2008/09 levels. To date, we have reduced average CO₂ emissions from 453 tonnes per shop to 336 tonnes. This is a 26% reduction in relative terms, and an absolute reduction of 16%.

Reducing our impact

Waitrose completed a five-year programme to phase out ozone-depleting hydrochlorofluorocarbon (HCFC) refrigerants in 2009 and, ahead of the EU ban on hydrofluorocarbons (HFCs) – greenhouse gases with a global warming potential up to 3,800 times that of CO₂ – we became the first major UK food retailer to commit to stop using HFCs for refrigeration in all new and refitted shops from 2010. To achieve this, we have started to fit a new refrigeration system that uses a water- and propane-based natural refrigerant. This is more reliable and uses 20% less energy compared to an equivalent shop operating with traditional systems.

A further 25 shops will use this new natural refrigerant by the end of 2010, and by rolling this out to all our shops by 2020, we will reduce our carbon footprint considerably and make Waitrose shops totally HFC-free.

Our other efforts also include:

- an extensive leaks prevention programme
- trials of HFC-free options for transport refrigeration
- the implementation of sub-metering for refrigeration, lighting, heating, ventilation and air conditioning in all new Waitrose shops
- linking our refrigeration with our heating, ventilation and air conditioning systems, which allows us to reuse their by-products.

For example, Waitrose Altrincham (opened in October 2009) uses a cold air retrieval system that takes cold air from the chillers at floor level and circulates it to other areas of the store that are prone to overheating – removing the need both for heating and cooling.

Independent recognition

The Partnership's efforts to be more energy efficient and to reduce emissions supported its application for the Carbon Trust Standard, which the Partnership received in June 2010 following the third-party audit by the Carbon Trust Standard Company. In addition, Waitrose topped the 2010 Environmental Investigation Agency's 'Chilling Facts' survey on supermarket refrigeration.



ENERGY USE

As a responsible business, we aim to use energy as efficiently as possible in our shops, head offices and equipment, and to use renewable energy where we can. Our approach is to make the right changes for the long term across our estate, so that improved energy efficiency becomes embedded into all new and existing shops.

Improving energy efficiency

In 2009/10, we used 782 million kWh of gas and electricity. Almost 85% of this was used in our Waitrose (60.5%) and John Lewis (24.2%) shops, and this is only likely to increase as our estate expands. Our total energy consumption across the Partnership rose by 2% last year (Waitrose +4%, John Lewis -1%), but through a Partnership-wide energy management programme, we continue to improve our energy efficiency. In 2009/10, Waitrose used 112.8 kWh per sq ft of trading floor area (-3% on previous year) and John Lewis stores consumed 47.7 kWh per sq ft (-6%). This means that both divisions exceeded our target to improve shop energy consumption by 20% by 2010 against a 2003/04 baseline.

This success was achieved by fitting the latest technology into our new shops (making them 25% more efficient than five years ago) as well as our existing estate, and engaging our Partners about the benefits of simple actions such as turning lights and equipment off when not in use. In-store Energy Awareness Manuals, developed in collaboration with the Carbon Trust, empower Partners to use technology in an energy-efficient way, while data from automatic meter readers (AMRs) in every shop allows us to monitor 'real-time' consumption.

During 2009/10, we established new systems and processes to ensure we are well placed to meet legal obligations under the [CRC Energy Efficiency Scheme](#). As part of our Responsible Development commitments (see page 30), we will also now display Energy Performance Certificates in all our new, extended or major refurbished shops, which show the results of an energy efficiency assessment.

Green energy

We see renewable energy as a sustainable, long-term alternative to fossil fuels and use it wherever we can. For instance, we already purchase electricity from certified 'green' sources such as hydroelectric generation, biomass, wind farms, energy from waste, and combined heat and power.

Self-generation

As the division of our business that is growing the fastest, with more shops opening and a wider variety of formats and sizes, Waitrose provides us with the most opportunities to trial new initiatives, such as a photovoltaic roof at Wimborne (see [page 30](#)).

Our assessment of the viability of other renewable sources such as woodchip and biomass include a pilot project on the Isle of Wight. In collaboration with the South East England Development Agency (SEEDA), a biomass combined heat and power plant will provide energy to Waitrose East Cowes, making it our first zero-carbon shop – as defined by BREEAM and in line with the UK Government's definition for zero carbon in non-domestic buildings. The residual heat will be used in an adjacent medical centre and 50 zero-carbon homes.

22%/23%

Waitrose/John Lewis reduction in shop energy consumption per sq ft (2003/04 baseline)

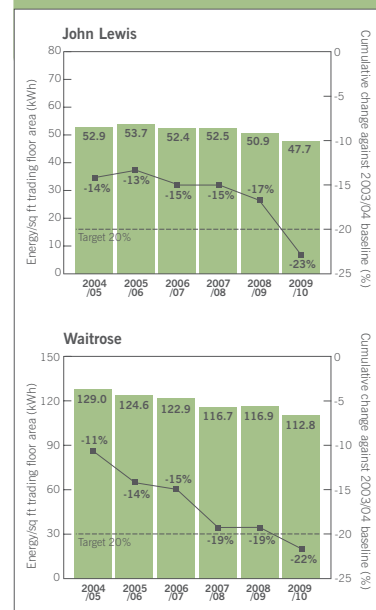
100%

Partnership purchased electricity derived from certified 'green' sources



John Lewis Cardiff gets 100% of its electricity from the incineration of demolition waste.

ENERGY EFFICIENCY



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- ➔ Waitrose Wimborne was built using a low-carbon, modular design that minimised its carbon footprint, and is trialling our first fully integrated photovoltaic roof, which will produce 1% of its energy needs.
- ➔ We have successfully trialled the installation of sun tubes at Waitrose Altrincham to utilise more natural light, and intend to extend this solution to other new shops.



FROM SUSTAINABLE CONSTRUCTION TO RESPONSIBLE DEVELOPMENT

The change in terminology reflects:

- a shift of emphasis towards a whole-life approach to buildings, including acquisition, design, build, fit-out, operations and maintenance
- our joint responsibility to design sites intelligently, build them responsibly and operate them efficiently
- the need to communicate our Partners' responsibilities and embed them into our everyday behaviour
- our work with local communities to make our buildings an integral and valued part of community life.

MORE INFORMATION

In this report:

- ➔ Biodiversity at Leckford
- ➔ Our communities

On www.johnlewispartnership.co.uk:

- ➔ Responsible Development Framework

RESPONSIBLE DEVELOPMENT

We have always been conscientious about the sourcing of our materials, designing efficient and resilient buildings, and respecting the needs of our local communities. Since 2007, we have made a conscious effort to use more recycled materials, recycle more construction waste, improve shop energy efficiency and explore new sources of renewable energy for all new builds, extensions and major refurbishments.

A new guiding framework

We launched a new Responsible Development Framework to our construction supply chain in February 2010, and promoted it to all Partners. Using clear, accessible language to 'demystify' some of the theory, it builds on our previous Sustainable Construction Framework but now includes targets and guidance for the development, refurbishment and extension of our retail shops, offices and warehouses. The objectives and targets will be driven by the project manager on every development project and the outputs and measures now form an integral part of each project's management review process. New commitments include aims to use 100% timber from certified sustainable sources in the construction process and to reduce the volume of waste generated to a maximum of 6.5 tonnes per 100m² gross internal floor area. We have also committed to explain to all new Partners, at the time of store handover, how their shop has been designed to minimise its impact on the environment and how they can help. In addition, our Retail Design departments have developed sustainable shopfit design criteria, which will prompt our teams to design fixtures with simplicity, deconstruction and low-impact material use in mind.

Putting the theory into practice

Our efforts during the development of John Lewis at home in Croydon and Waitrose Wellington are just two examples of the progress we are already making. For the latter, our construction team earned a Bronze Award from the Considerate Constructors Scheme – after being assessed for site cleanliness, consideration to the surrounding community, being a good neighbour, providing excellent site facilities, the professionalism of site operatives and on-site safety.

The construction site for the John Lewis at home store in Croydon separates and recycles all its paper and cardboard, as well as canteen and office waste, metal, gypsum and lighting fixtures. Plastics and timber are chipped and reused, food waste provides electricity, heat and a high-nutrient fertiliser through anaerobic digestion and rainwater is harvested for irrigation.

Meanwhile, our efforts at Waitrose Wimborne reinforce the importance of working together with our communities and the benefits this can have on local biodiversity. As part of the development of the site, a bankside maintenance and management plan for the adjacent River Allen has been set out to protect and enhance the local ecology. The plan, which spans tree surgery, weeding, litter collection and the installation of bird and bat boxes, is based on a report produced in conjunction with Ecology Solutions, and guidance received from the Environment Agency and Dorset Wildlife Trust.

Future focus

During 2010, we have measured and assessed significant amounts of data from our build projects in several key areas, such as carbon emissions, sustainable energy, working considerately, waste generated and waste recycled. This will help us to benchmark and report on our performance, prioritise issues, and set more stretching targets for 2011 and beyond.

One of the next key challenges the Partnership will work through is the development of a whole-life costing process for building design and the feasibility of embedding this into investment appraisal processes.

WASTE REDUCTION AND RECYCLING

To reduce the impacts of waste going to landfill, from the generation of methane – a gas with 20 times the global warming potential of CO₂ – to the cost of disposal, we actively support waste reduction and recycling within our business, by our customers and throughout our supply chain.

Our approach for our operational waste involves:

- providing the right equipment and processes, such as having suitable recycling bins and collection systems in place
- sharing information, including putting our best practice guidance document onto our intranet for all Partners to access
- implementing an effective waste management strategy that doesn't impose on our core functions as a retail business.

Diverting waste from landfill

The Partnership recycled just over 30,000 tonnes of operational waste, thereby diverting 52% of its operational waste from landfill last year, up from 49%. With John Lewis recycling 50% of its waste (up from 43%) and Waitrose 53% (up from 49%), we remain on track to meet our waste target to recycle 75% of operational waste by 2012.

Our success in Waitrose has been partly attributed to increased use of anaerobic digestion (see below). In John Lewis, a number of new recycling initiatives have been put in place. For example:

- John Lewis started segregating waste acrylic display material for reprocessing into new plastic products last year, and diverted 13 tonnes from landfill during 2009/10.
- Through shopfitting trials at Peterborough, Cheadle and Brent Cross, we diverted 50 tonnes of waste from landfill, saved £3,250 and donated fixtures and fittings to 13 charities.
- We also began to backhaul mixed waste paper in July, which not only makes good use of available truck space but also reduces our dependence on third-party collectors.

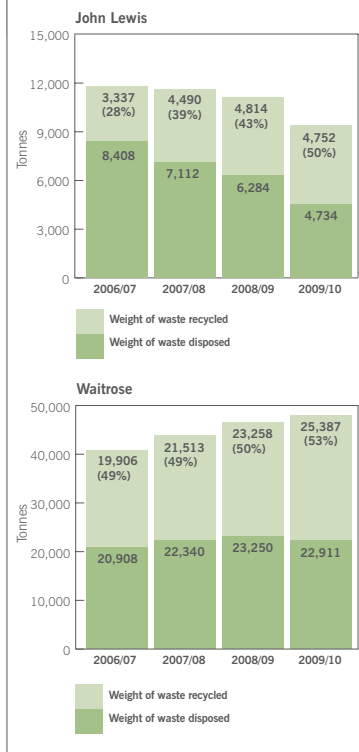
Once we have maximised recycling and anaerobic digestion opportunities, we will utilise energy from waste facilities to divert approximately 25% of our waste from landfill. This will enable us to meet our target to divert 95% of operational waste from landfill by 2013. However successful we are, we will not be able to claim 'zero waste' to landfill, as contaminated material and energy from waste processes leave a small amount of residual waste that still needs to be landfilled.

Food waste and anaerobic digestion

As a signatory to the first and second Courtald Commitments (see page 32), Waitrose endeavours to minimise food waste through accurate ordering and shelf life improvement, and its work with FareShare and Company Shop, which make use of waste food. Waitrose also stipulates a three-month maximum stockholding of packaging and consults all parties before deciding to delist any lines, to keep product write-offs to a minimum.

In 2008, Waitrose became the first UK food retailer to use anaerobic digestion (AD) plants for its own operational food waste, which mix food waste with pig slurry to generate green electricity, heat and a high-nutrient fertiliser. Our trials began with five Waitrose shops; by the end of 2009, 49 were involved, and a further 66 signed up in May 2010, so half our estate (115 shops) now sends food waste to anaerobic digestion plants in Rushden through a partnership with Cawleys. A new plant being built in Doncaster will enable us to begin a new AD trial with six Waitrose shops further north. We are also seeking to expand these solutions to John Lewis, with Peter Jones and Cambridge stores already utilising such arrangements.

WASTE AND RECYCLING



ARTHUR SAYER

Manager, Recycling and Waste

We work hard to reduce the amount of waste we produce. Inevitably though, some food waste does occur and AD has proven to be a sustainable way of eliminating the need to send it to landfill, reducing our impact on the environment and creating renewable energy along the way. The recognition from being named as the 'best retail or commercial food waste recycler' at the 2010 Association for Organics Recycling Awards comes at an exciting time as we extend AD to more of our shops.

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Header	Additional Information	
SLEEVE	TRAY	FILM
CARD widely recycled	METAL check local recycling	PLASTIC not currently recycled
Visit www.recyclenow.com to see which items are collected in your area.		

- ➔ Working with WRAP, the British Retail Consortium and other retailers, our standard on-pack labelling scheme for packaging uses a single Recyclenow logo and an icon to clearly indicate its recyclability to customers.



- ➔ The Partnership continues to engage in dialogue concerning the impact of single-use carrier bags. While we continue to believe that a voluntary approach using campaigns to educate and raise awareness, rather than charging for bags, is the best means for reducing their use, we have contributed directly, and via the BRC, to the shaping of the Welsh Government's plans to introduce charging so that regulations are workable.

MORE INFORMATION

In this report:

- ➔ Our progress against commitments and targets

On the web:

- ➔ Courtauld Commitment

PACKAGING

We take our own packaging usage very seriously. Building upon the product packaging reductions cited in previous years, we continue to explore what packaging optimisation can be achieved across all areas without being detrimental to product quality or safety, with the packaging remaining fit for purpose and not incurring waste further down the supply chain. For example, John Lewis delivered over 50 examples of lightweighting in 2009/10 including 12 examples in electrical leads, four toys from our Christmas range and 16 lines in bakeware. Updated packaging guidelines for buying and packaging designers were also launched to help to support further reductions in 2010.

In Waitrose, we have begun an audit of our complete own-brand assortment. Once complete, this information can be used to measure improvements. We continue to encourage recycled content where it is appropriate and safe to do so, with the majority of our PET plastic now having a percentage of recycled content.

In March 2010, Waitrose was one of 28 signatories for the second phase of the Courtauld Commitment (CC2). CC2's targets for 2012, against a 2009 baseline, are to collectively achieve:

- a 10% reduction in the carbon impact of grocery packaging
- a 4% reduction for household food and waste
- a 5% reduction for product and packaging waste in the supply chain.

We have recycled transit packaging materials such as cardboard and plastics from our shops and distribution centres for more than 20 years. More recently, 11 John Lewis shops have begun backhauling polystyrene packaging along with electrical appliances that have been collected from customers' homes. In an attempt to 'close the loop', a company in Brackley turns the polystyrene into 'chipped' pieces for reuse as a packaging material, but also treats it with an enzyme so that it biodegrades, should it end up in landfill via the customer's general waste.

In addition, while we have chosen not to backhaul cardboard and polythene waste streams using trucks that also carry fresh food, we have instead conducted a successful 18-month trial at 12 Waitrose shops using Lenham Storage, which delivers paper goods to our stores. Now, instead of paying for a contractor to collect waste, 120 Waitrose shops are working with Lenham Storage to backhaul and bale their waste cardboard and plastic, which can then be sold for recycling.

Involving our customers

We encourage customers to play their part by offering recycling facilities where space or local collection arrangements allow, and provide recycling points for plastic carrier bags in our Waitrose shops and four John Lewis shops. Our five Waitrose Food & Home shops offer mobile phone recycling, and in line with legislative changes requiring us to do so, we have put battery recycling facilities in all shops. John Lewis stores also run a bed recycling scheme – taking away customers' old beds when they deliver a new one. We also support the recycling of electrical and electronic appliances by helping to fund the Distributor Take Back Scheme (DTS) as part of our obligations under the UK's Waste Electrical and Electronic Equipment (WEEE) Regulations.

OUR STAKEHOLDER ENGAGEMENT

We believe that being a responsible retailer means, among many other things, respecting the interests of our stakeholders, so we take their needs seriously. We also believe that sustainable solutions to the pressing issues we face can only be developed if all groups of society work together.

Therefore, we continually seek dialogue at the local, national and international levels with representatives from politics, industry and society as well as our Partners, customers and suppliers, and strive to build strong long-term relationships with them. Only in this way can we hope to increase our responsiveness to their concerns, find new ways to reduce our impacts, balance business efficiency with economic success and, ultimately, continue to make the John Lewis Partnership a more competitive, profitable and sustainable enterprise.

Triggered by our strategic review of CSR and, more recently, our internal audit of CSR, we have initiated a review of our stakeholder engagement activities. This includes exercises to map, group and prioritise our existing stakeholder relationships, as well as to consider the need for developing existing or new relationships. During 2010/11, we will be utilising our internal stakeholders and governance groups to assist in this process.

We have identified seven key stakeholder groups on which our continued success is dependent, to some degree, and here we outline some of the ways we have engaged with them over the last year.

MORE INFORMATION

In this report:

- ➔ Our governance
- ➔ Our material issues and risks
- ➔ Working with others

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PARTNERS			
WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>Our Partners are all co-owners of the business, share in its success and have a say in how the business is run. They also have an 'external voice' as advocates for our business and all that we do. By engaging with them, we can create a working environment in which everyone can feel valued and reach their potential.</p>	<ul style="list-style-type: none"> • Education and awareness regarding sustainability. • Employee satisfaction. • Long-term future of the company and its impact and sustainability. • Business change and job security. • Business principles and democracy. 	<ul style="list-style-type: none"> • Annual Partner Survey. • AGMs and other meetings. • Printed publications, including letters pages in <i>the Gazette</i> and <i>the Chronicle</i>. • Regular roadshows and presentations, including video presentations by the Chairman and Managing Directors. • Online communication tools such as our intranet. • Councils, forums and committees at local, divisional and Partnership level. • CSR governance groups (see page 4). 	<ul style="list-style-type: none"> • Redesign of 2010 Partner Survey (see page 12). • Changes to the Partnership Council arrangements and ways of working (see page 12). • The Partnership Council will be updated on the proposed plans for the community strategy review later this year (see page 21). • Council discussions covered topics such as the pension scheme, training and support for Partners during periods of change, outsourcing and overseas expansion in 2009/10.

CUSTOMERS

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We aim to deal honestly with our customers and secure their loyalty and trust through the provision of outstanding quality, price and service. Only by gathering feedback on our performance from our customers can we raise our standards of service and keep our customers satisfied.</p>	<ul style="list-style-type: none"> • Customer satisfaction. • Quality and value. • Sustainable products and services. 	<ul style="list-style-type: none"> • Focus groups. • Customer satisfaction and opinion research and surveys. • Feedback through customer service teams and online feedback forms. • Customer forums on waitrose.com. 	<ul style="list-style-type: none"> • Waitrose Customer service recorded 1,684 contacts (via phone, email, letter and in person) regarding its trading policies last year; 56.7% were enquiries, 33.4% were complaints and 9.9% were praise. Of those, 45.8% concerned boycotts, 27.9% were about environmental issues such as palm oil and excessive packaging, and 15.4% concerned animal welfare. Other topics raised included carrier bags, Fairtrade, GM and organics. • We received a number of customer service awards (see page 19).

SUPPLIERS

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We aim to build lasting relationships with our suppliers, as well as their employees and their suppliers, based on honesty, fairness and courtesy. This increasingly extends to our other business partners too. We are committed to working with them to help them to build sustainable businesses and provide long-term, satisfying employment.</p>	<ul style="list-style-type: none"> • Increasing the sustainability of their products and their companies. • Long-term relationships. • Fair treatment and pricing. 	<ul style="list-style-type: none"> • Supplier conferences, forums and workshops. • Day-to-day communications between suppliers, buying teams and technologists. • Supplier Working Groups and partnered projects. • Waitrose 'Meet the Buyer' and 'Meet the Farmer' events. • Dedicated online supplier data exchanges. 	<ul style="list-style-type: none"> • Waitrose supported the launch of the Gangmasters Licensing Authority (GLA) Supermarkets and Suppliers' Protocol. • A John Lewis supplier conference, the first of its kind, focused on the provenance of materials and innovation, and how suppliers can support our growth ambitions. It also marked the launch of the John Lewis Foundation (see page 18), requesting suppliers to support projects. • A Waitrose milk supplier hosted a visit to his farm by the Waitrose Buying Manager, Dairy, two local Waitrose supermarket assistants and another dairy farmer who was also representing the Waitrose producer group. This reinforced the importance of the premium Waitrose pays its milk producers in enabling farmers to protect and improve farm biodiversity.

NON-GOVERNMENTAL ORGANISATIONS AND CAMPAIGN GROUPS

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We recognise the benefits and importance of proactively engaging with NGOs to understand their views on a range of issues. We continue to work proactively with NGOs and campaign groups on issues that are relevant and material to our business operations or fit with our business principles.</p>	<ul style="list-style-type: none"> • Establishment of mutually beneficial relationships. • Environmental protection, social and economic development. • Sustainability of raw materials. • Supply chain labour standards. 	<ul style="list-style-type: none"> • Conferences and speaking engagements. • Correspondence. • Face-to-face discussions. • Communicating our position on a range of social, ethical and environmental matters. • Responding to information requests and surveys. 	<ul style="list-style-type: none"> • Waitrose's internal CSR conference – which covered such topics as emissions and food waste – was well attended and gave the opportunity for a range of speakers to directly inspire and engage with our Partners. • Concerned about the issues associated with flystrike and the practice of mulesing in Australia, John Lewis has engaged with the Australian Wool Industry, via the BRC. • Engagement with WWF on palm oil contributed to the setting of an ambitious target for using Certified Sustainable Palm Oil (see page 17).

GOVERNMENT AND REGULATORS

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We aim to meet the spirit as well as the letter of the law. We engage with governments and regulators to raise awareness of the unique nature of our business and to provide a considered view on issues that impact on our Partners, customers and the communities in which we operate.</p>	<ul style="list-style-type: none"> Information sharing, particularly on our co-ownership model. Compliance and shaping future regulation. Skills, economic development and employment opportunities. Minimising environmental impact. Labour standards and worker exploitation. 	<ul style="list-style-type: none"> Government consultations, Select Committee sessions and meetings. Regular dialogue with policy makers, for example we have shared the knowledge of our experience of co-ownership in business with opinion formers and influencers, including members of the three main political parties. Presence on various business leader forums and policy advisory groups. Working with trade associations, eg British Retail Consortium (BRC), Scottish Retail Consortium (SRC) and other industry groups. Working closely with local authorities during the planning and construction of all our new builds. Work closely with regulators such as the Environment Agency and the Health & Safety Executive to ensure legal compliance. Public Affairs personnel engage in and coordinate lobbying activity. Conferences and speaking engagements. 	<ul style="list-style-type: none"> We have contributed to consultations across devolved governments on single-use carrier bag use and charging, packaging and green claims guidance. Shared our approach to CSR at the BASE conference in March 2010. Developing a public affairs strategy for CSR. Helped to stimulate debate on employee ownership in the public sector. For example, by the time of the General Election, there was a consensus of support for employee ownership in all three election manifestos. Commissioned a Demos research paper, Reinventing the Firm; commissioned research from the Cass Business School on the performance of employee-owned firms; and hosting, with the Employee Ownership Association, a symposium to launch the research and generate discussion.

MEDIA

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We engage with the media to ensure that the public perception of us is as closely aligned to reality as possible. It is our aim to enhance and protect our brands.</p>	<ul style="list-style-type: none"> Our progress on the CSR agenda. Comparisons against competitors and peers. 	<ul style="list-style-type: none"> Proactive media relations including journalist briefings. Responses to media requests for information and interviews. Conferences and speaking engagements. 	<ul style="list-style-type: none"> Promoted understanding of the Partnership ownership model in the media. Coverage of all programmes in local and national media. In a survey of all business, retail and consumer affairs journalists, John Lewis achieved the highest score for corporate responsibility and this score was also an increase on the previous year.

LOCAL COMMUNITIES

WHY?	KEY INTERESTS	EXAMPLES OF ENGAGEMENT	OUTCOMES AND ACTIONS
<p>We actively consult with local communities to understand and manage the social, economic and environmental impact of our operations. We also commit to make a positive difference to the communities where we do business.</p>	<ul style="list-style-type: none"> Acceptability of development/building projects. Support for their community needs. 	<ul style="list-style-type: none"> Waitrose Community Matters scheme and John Lewis Community Liaison Coordinators. Planning application processes and consultations. Community strategy review will provide an opportunity to gauge opinion from community commentators and some of our key community partners. 	<ul style="list-style-type: none"> The result of gauging opinion will feed into our community strategy review. Waitrose set up a website detailing the plans for its redevelopment of its Bracknell head office site, sharing details of the changes occurring, its commitments to minimising environmental and community impacts, as well as providing a means of contacting Waitrose.

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EMPLOYEES	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Number of Partners	28,314	27,346	28,323	4%
Number of full-time equivalents (FTEs)	21,606	21,016	21,606	3%
Sickness rate	3.5%	3.7%	3.2%	-14%
Partner turnover	22.1%	16.8%	12.0%	-29%
Waitrose				
Number of Partners	40,070	40,072	42,873	7%
Number of full-time equivalents (FTEs)	22,821	23,346	24,712	6%
Sickness rate	3.2%	3.4%	3.0%	-12%
Partner turnover	24.7%	23.6%	17.5%	-26%
Corporate				
Number of Partners	981	1,093	1,075	-2%
Number of full-time equivalents (FTEs)	889	972	972	0%
Sickness rate	1.2%	1.5%	1.3%	-13%
Partner turnover	12.4%	13.2%	14.7%	11%
Partnership				
Bonus as a proportion of pay*	20%	13%	15%	15%
PROPORTION OF ETHNIC MINORITY PARTNERS				
	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
White	84%	83.3%	83.2%	-0.1%
Asian or Asian British	7%	7.1%	6.9%	-3%
Black or Black British	4%	4.3%	4.1%	-4%
Chinese or other ethnic group	2%	2.1%	2.0%	-5%
Mixed origin	1%	1.4%	1.5%	9%
Not given	2%	1.7%	2.3%	33%
PARTNER SURVEY				
	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
Partnership				
Average response rate	94%	93%	90%	-3%
Average score	12.4	12.9	13.0	1%
John Lewis				
Average response rate	94%	93%	90%	-3%
Average score	12.6	13.1	13.2	1%
Waitrose				
Average response rate	94%	94%	90%	-4%
Average score	12.3	12.9	12.9	0%
Corporate				
Average response rate	88%	86%	85%	-1%
Average score	10.5	10.2	10.1	-1%

AGE PROFILE OF PARTNERS*	2009-10
Under 19	14.4%
19-29	27.3%
30-39	15.3%
40-49	19.8%
50-59	16.5%
60-65	5.3%
65+	1.3%

LEAVERS BY GENDER*	2009-10	%
Female	8,679	52%
Male	8,011	48%
Total number of leavers	16,690	

LEAVERS BY AGE RANGE*	2009-10	%
Under 16	9	<1%
16-18	5,123	31%
19-29	7,958	48%
30-39	1,018	6%
40-49	908	5%
50-59	886	5%
60-65	667	4%
65+	120	1%

EMPLOYMENT CONTRACT*	2009-10	%
John Lewis		
Full time	10,763	38%
Part time	17,560	62%
Waitrose		
Full time	12,433	29%
Part time	30,440	71%
Corporate		
Full time	828	77%
Part time	247	23%
Partnership Services		
Full time	137	86%
Part time	22	14%

* Partnership-wide data.

Calculated relative to the previous year, including data expressed as a percentage.

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ECONOMIC	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Number of shops at year end ¹	26	27	29	+2
Trading floor area at year end (sq ft) ²	3,562,020	3,887,880	4,102,119	6%
Operating profit (£ million)	198 ³	146	166	14%
Gross sales (£ million)	2,813	2,811	2,889	3%
Waitrose				
Number of shops at year end ¹	187	197	223	+26
Trading floor area at year end (sq ft)	3,928,187	4,102,068	4,475,573	9%
Operating profit (£ million)	226 ³	215	268	25%
Total sales (£ million)	3,950	4,157	4,532	9%

RESPONSIBLE SOURCING	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Number of own-brand production sites registered on Sedex	953	1,065	1,237	16%
Proportion of registered production sites that have completed a self-assessment questionnaire	84%	50%	57%	14%
Waitrose				
Suppliers registered on Sedex as a percentage of own-brand sales	99%	99%	n/a ⁴	n/a
Proportion of registered production sites that have completed a self-assessment questionnaire	n/a	91%	92%	1%
Percentage of suppliers' sites by priority category ⁵ :				
High priority	9%	5.5%	4.8%	-13%
Medium priority	36%	41.0%	39.3%	-4%
Low priority	55%	53.5%	56.9%	6%

Calculated relative to the previous year, including data expressed as a percentage.

- 1 Data relates to number of shops at the end of the trading period.
- 2 Floor space was re-measured in March 2007 and included an estimate for catering space.
- 3 The basis of allocation was revised in 2009 and operating profit for 2008 was amended accordingly. Earlier years have not been restated. Operating profit for 2009 and earlier years has been restated in respect of the financing element of long service costs, as explained in note 1 of the 2010 Annual Report and Accounts.
- 4 During the last year, Waitrose has worked to review and consolidate information on the coverage of its Responsible Sourcing Programme and is currently developing a new IT solution to integrate data from a number of sources. Therefore accurate data is currently unavailable until this work is complete.
- 5 A risk assessment is performed against suppliers to establish and prioritise those where there is likely to be the greatest chance of non-compliance and thus areas for encouraging labour standards improvement.

OUR COMMUNITIES

VALUE OF CONTRIBUTIONS TO CHARITIES AND COMMUNITY GROUPS	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR ^{**}
Total value of cash contributions (£)*	2,846,361	4,009,490	5,071,801	26%
Total value of time contributions (£)*	1,525,332	1,380,582	1,348,400	-2%
Total value of in-kind contributions (£)*	741,008	860,364	550,019	-36%
Total value of management cost contributions (£)*	1,078,397	1,267,552	972,659	-23%
Total value of all contributions (£)*	6,191,098	7,517,988	7,942,881	6%
Community investment as % Partnership pre-tax profit	1.63%	1.85%	2.59%	40%

PARTNER HOURS INVESTED IN CHARITIES BY GOLDEN JUBILEE TRUST SECONDEES BY TYPE OF CHARITY CAUSE	2007-08	%	2008-09	%	2009-10	%
Animals	1,596	7	1,040	4	1,466	7
Arts	0	0	624	3	390	2
Community	5,426	24	6,149	26	3,378	16
Disability	3,380	15	2,873	12	2,999	14
Elderly	216	1	624	3	838	4
Environmental	5,005	22	376	2	2,200	10
Homeless	0	0	1,898	8	1,291	6
Medical/care	2,259	10	3,357	14	5,738	27
Youth	4,618	21	6,677	28	3,099	14
Total	22,500	100	23,618	100	21,399	100

* As defined by London Benchmarking Group model.

** Calculated relative to the previous year, including data expressed as a percentage.

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THE PARTNERSHIP'S CARBON FOOTPRINT	2001-02 TONNES CO ₂ e				2008-09 TONNES CO ₂ e				2009-10 TONNES CO ₂ e				CHANGE ON LAST YEAR [#]
	WAITROSE	JOHN LEWIS	TOTAL	%	WAITROSE	JOHN LEWIS	TOTAL	%	WAITROSE	JOHN LEWIS	TOTAL	%	
Electricity	120,598	82,036	202,635	45.8%	185,187	90,114	275,301	54.3%	191,334	93,546	284,880	55.1%	3.5%
Gas	19,861	27,548	47,409	10.7%	34,777	18,460	53,237	10.5%	35,894	16,905	52,799	10.2%	-0.8%
Other energy	88	3,479	3,567	0.8%	0	0	0	0.0%	0	0	0	0.0%	0.0%
Distribution	27,610	13,271	40,881	9.2%	45,742	17,414	63,155	12.5%	49,789	15,868	65,657	12.7%	4.0%
Business miles in company cars	1,988	1,773	3,760	0.8%	2,339	992	3,331	0.7%	2,410	1,048	3,459	0.7%	3.8%
Business rail and air travel	425	425	850	0.2%	1,046	963	2,009	0.4%	982	907	1,889	0.4%	-6.0%
Unrecycled waste and waste collections	31,583	9,131	40,714	9.2%	14,412	3,961	18,373	3.6%	14,202	2,985	17,188	3.3%	-6.5%
Refrigeration and cooling direct emissions	102,957	not available	102,957	23.3%	80,742	811	81,552	16.1%	78,715	2,412	81,127	15.7%	-0.5%
Leckford Estate	not available	not available	not available	0.0%	10,216	not applicable	10,216	2.0%	9,699	not available	9,699	1.9%	-5.1%
Total	305,110	137,663	442,773	100%	374,462	132,713	507,175	100%	383,026	133,672	516,697	100%	2%
Emissions per £m sales ¹	133	64	99		90	47	73		85	46	70		

PARTNERSHIP GHG EMISSIONS (CO ₂ e) ²	2001-02	2008-09	2009-10
Scope 1	183,015	186,518	187,986
Scope 2	199,313	264,879	274,960
Scope 3	60,445	55,778	53,752
Total gross emissions	442,773	507,175	516,697

ENERGY ⁴	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Total energy consumption (gas and electricity) (kWh)	274,421,335	265,940,845	263,723,275	-1%
Average branch energy consumption per sq ft of trading floor area (kWh)	52.5	50.9	47.7	-6%
Waitrose				
Total energy consumed (gas and electricity) (kWh)	477,745,112	499,019,902	518,307,471	4%
Average branch energy consumption per sq ft of trading floor area (kWh)	116.7	116.9	112.8	-3%

PACKAGING, WASTE AND RECYCLING	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Weight of primary packaging handled (tonnes) ⁶	16,336	16,613	15,338	-8%
Weight of secondary and tertiary (transit) packaging handled (tonnes) ⁶	6,244	6,298	6,617	5%
Weight of waste disposed (tonnes) ⁷	7,112	6,284	4,734	-25%
Weight of waste recycled (tonnes)	4,490	4,814	4,752	-1%
Proportion of generated waste recycled (%)	39%	43%	50%	17%
Waitrose				
Weight of primary packaging generated (tonnes) ⁶	92,870	91,934	98,802	7%
Weight of secondary and tertiary (transit) packaging handled (tonnes) ⁶	49,925	32,664	33,820	4%
Weight of total packaging handled per £m sales (tonnes) ⁶	36	30	29	-2%
Weight of waste disposed (tonnes) ⁸	22,340	23,250	22,911	-1%
Weight of waste recycled (tonnes)	21,513	23,258	25,387	9%
Proportion of generated waste recycled (%)	49%	50%	53%	5%
Partnership				
Proportion of generated waste diverted from landfill (%)	47%	49%	52%	7%

Unless otherwise stated, environmental data relating to Corporate activities, where available, has been apportioned equally between John Lewis and Waitrose.

* Partnership-wide data.

Calculated relative to the previous year, including data expressed as a percentage.

1 Our carbon footprint includes emissions resulting from UK-owned and operated parts of the business. It also includes significant emissions from third-party operated distribution sites that are solely operated for Waitrose. Our annual reporting period runs from 1 February–31 January the following year, in line with our business' financial (trading) year. The emission factors used are those provided by Defra & DECC in their 2009 Guidance on how to

TRANSPORT	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Commercial mileage	19,729,185	18,273,838	18,273,582	-0.001%
Transport-related CO ₂ e (tonnes) per £m sales	6.55	6.19	5.45	-12%
Back- and forward-hauling mileage	665,415	573,390	551,156	-4%
Business mileage in company cars	2,633,033	2,992,724	3,179,335	6%
Company car mpg*	40.1	38.8	38.9	0.3%
Waitrose				
Commercial mileage	17,456,600	20,339,625	23,792,957	17%
Outsourced distribution mileage ³	15,462,723	12,224,174	12,282,606	0.5%
Transport-related CO ₂ e (tonnes) per £m sales	11.85	11.00	10.99	-0.1%
Avoided mileage from back- and forward-hauling	1,583,044	1,667,294	1,778,894	7%
Business mileage in company cars	6,943,443	7,085,050	7,310,162	3%
Company car mpg*	40.1	38.8	38.9	0.3%

WATER ⁵	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
John Lewis				
Water consumption (cubic metres)	548,808	571,870	not available	not available
Store water consumption per sq ft trading floor area (cubic metres)	0.14	0.13	not available	not available
Waitrose				
Water consumption (cubic metres)	619,298	760,132	not available	not available
Store water consumption per sq ft trading floor area (cubic metres)	0.14	0.16	not available	not available

ENVIRONMENTAL PROSECUTIONS	2007-08	2008-09	2009-10	CHANGE ON LAST YEAR [#]
Number	0	0	0	0

measure and report greenhouse gas emissions, with the exception of those for waste and waste collections, and Pure Plant Oil being used on a trial basis in a small number of Waitrose distribution vehicles.

2 For an explanation of scopes 1, 2 and 3 and our boundary of inclusion, please see page 24 of our 2009 CSR report.

3 Waitrose has a number of distribution centres that are operated on our behalf by contractors.

4 Energy associated with all shops, head office, Leckford, Bracknell distribution centre and Aylesford distribution centre has been included. Energy used at outsourced distribution centres and properties belonging to the Pension Trust are not included.

5 As a result of installing additional water meters, we have gained an increased level of detail on water consumption, which has highlighted the high levels of estimation that were previously included in our annual water consumption figures. Due to uncertainties in the accuracy of data, we are unable to report consumption and efficiency data for 2009/10.

6 Data based on calendar year.

7 Data relates to operational trade waste only.

8 Waitrose disposed waste data is based on estimates.

GRI INDEX

This report is aligned with the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines. The GRI defines a number of application levels for sustainability reports, and we have assessed this report at a self-checked Application Level C.



This is the first year we have formally assessed our reporting against the GRI G3 Guidelines and reported on our adherence to this. We will work to increase our application level in future years. To find the information relating to each indicator, use the links in the index below.

For a detailed explanation of the GRI indicators, please visit www.globalreporting.org.

Report Application Level	C	C+	B	B+	A	A+
G3 Profile Disclosures	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
G3 Management Approach Disclosures	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

Reporting level key

- ➔ Reported
- ⓘ Partially reported

INDICATOR	REPORTING LEVEL	LOCATION AND NOTES
1.1	➔	Chairman's message
1.2	➔	Our material issues and risks Our progress against commitments and targets
2.1	➔	About us
2.2	➔	About us
2.3	➔	About us
2.4	➔	Back cover
2.5	➔	About us
2.6	➔	About us
2.7	➔	About us Our customers, products and suppliers
2.8	➔	About us Annual Report and Accounts 2010
2.9	➔	<i>There were no significant changes during the reporting period</i>
2.10	➔	Our people Our communities Our environment
3.1	➔	About this report
3.2	➔	About this report
3.3	➔	About this report
3.4	➔	Back cover
3.5	➔	About this report
3.6	➔	About this report
3.7	➔	About this report
3.8	➔	About this report
3.9	➔	Performance overview
3.10	➔	<i>2008/09 CO₂e data for distribution and waste collections has been amended due to a change in the applied emission conversion factor, and data for business miles in company cars has been updated to include additional store-related business data. These changes also affect the total emissions and subtotals of scope 1 and scope 3 emissions and data for the transport-related CO₂e (tonnes) per £m sales. Operating profit figures were amended, see report (note 3, page 37).</i>
3.11	➔	<i>There were no significant changes during the reporting period.</i>
3.12	➔	GRI index
3.13	➔	Our material issues and risks
4.1	➔	Our governance
4.2	➔	Our governance
4.3	➔	Our governance
4.4	➔	Our governance Our stakeholder engagement
4.6	➔	Annual Report and Accounts 2010
4.7	➔	Our people
4.8	➔	Online
4.9	➔	Our governance
4.11	➔	<i>The John Lewis Partnership does not formally apply the precautionary principle – the idea that if the consequences of an action are unknown but could be negative, then it is better to avoid that action – to our decision-making processes. However, we do employ this approach in certain areas of our activities, such as addressing climate change.</i>
4.12	➔	Online Working with others About this report
4.13	➔	Working with others
4.14	➔	Our stakeholder engagement
4.15	➔	Our stakeholder engagement
4.16	➔	Our stakeholder engagement
4.17	➔	Our stakeholder engagement

INDICATOR	REPORTING LEVEL	LOCATION AND NOTES
EC1	➔	Annual Report and Accounts 2010
EC6	ⓘ	Our customers, products and suppliers
EN3	➔	Our performance <i>The John Lewis Partnership purchased 996,779 GJ of gas in 2009/10. Data on the amount of direct energy produced is not available.</i>
EN4	ⓘ	Our performance <i>The John Lewis Partnership purchases 100% green electricity, equivalent to 1,818,438 GJ in 2009/10.</i>
EN5	ⓘ	Our environment
EN6	ⓘ	Our customers, products and suppliers
EN7	ⓘ	Our environment Online <i>Quantitative data is reported where available.</i>
EN8	ⓘ	Our performance <i>Quantitative data is reported where available. The Partnership utilises municipal water supplies as well as water collected via rainwater harvesting at a small number of locations.</i>
EN12	ⓘ	Our environment Our customers, products and suppliers
EN14	➔	Responsible Development Framework, page 24 Online
EN16	➔	Our performance
EN17	➔	Our performance
EN18	➔	Our environment Online
EN22	➔	Our performance
EN23	➔	<i>There have been no significant spills during the reporting period.</i>
EN26	ⓘ	Customers, products and suppliers
EN28	➔	Our performance
EN29	➔	Our environment Online
LA1	ⓘ	Our performance
LA2	➔	Our performance
LA7	ⓘ	Performance overview Online
LA11	ⓘ	Our people Online – Pay and benefits Online – Training and Development
LA13	ⓘ	Our performance
HR2	➔	Customers, products and suppliers Online
SO1	ⓘ	Our communities
SO5	➔	Our stakeholder engagement
PR1	ⓘ	Online
PR3	➔	Online
PR5	➔	Our customers, products and suppliers Our stakeholder engagement Online

CSR OVERVIEW

OUR PEOPLE

OUR CUSTOMERS, PRODUCTS & SUPPLIERS

OUR COMMUNITIES

OUR ENVIRONMENT

OUR STAKEHOLDER ENGAGEMENT

OUR PERFORMANCE

Acknowledgements

We would like to thank all our Partners for showing a keen interest in our approach to CSR, and whose hard work and dedication helps us to achieve our objectives in this area. We are also grateful to our customers, suppliers, business partners and other stakeholders for their ongoing support.

Contact us

Further information about CSR at the John Lewis Partnership can be found at: www.johnlewispartnership.co.uk/ourresponsibilities

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