

the environment is everyone's responsibility

A note on dates:

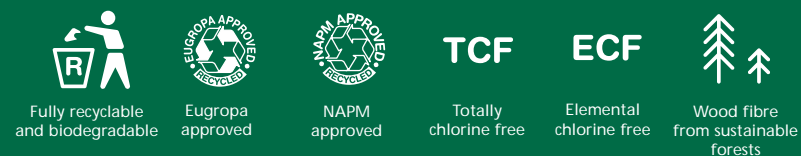
This report was compiled during 2000. It uses data from 1999, 2000 and 2001.

Comments on this report and contributions for future reports should be addressed to Mr Nick Jones and Mr Paul Ovstedal, Services, Waitrose Limited, Bracknell, Berkshire RG12 8YA

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WAITROSE



WAITROSE
food shops of the John Lewis Partnership

www.waitrose.com

Waitrose Limited Bracknell Berkshire RG12 8YA
Second Edition (03.01)





Welcome to this updated Environmental Report from Waitrose, which addresses the issues that we believe are of most concern to our customers, our Partners and our suppliers. This updates our last report published in February 2001.

This report provides information on how Waitrose manages environmental issues and describes some of our achievements to date. We have made progress in the last year replacing one trip packaging and in reducing the number of miles driven by goods vehicles, both supplying our depots and delivering to our branches.

Waitrose, as part of the John Lewis Partnership, continues to be unique in the food industry. We have no share holders, we are a democracy, we have a written constitution and our policy has never deviated from focusing on the best food at the best possible value. Since becoming Managing Director in March this year, I am determined that we will continue to build on Waitrose sound principles of caring animal husbandry and organic production. This report shows how good food, good environmental practice and principled behaviour contributes towards responsible food retailing.

Waitrose has made a commitment to continually improve its environmental performance and we welcome your comments. You can write to us at the address on the back cover or e-mail us at customer_service@waitrose.co.uk

new signature required

Steven D Esom
 Waitrose
 Managing Director

‘Waitrose seeks to manage all of its activities to the benefit of its customers, Partners and society, to comply with all relevant laws and regulations, and to ensure that our impact on the environment is reduced to the minimum practicable’

The Waitrose Environmental Policy

Waitrose values its reputation for trading in a fair, honest and responsible manner. We recognise that retailing has an impact on the environment and can adversely affect the delicate balance of ecosystems. It is also clear from our customer focus groups and other research that the assurance of safe, quality food is a priority for our customers.

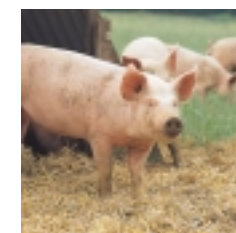
Our commitment to environmental responsibility is part of our endeavour to meet these expectations and to be the best fresh food retailer in the UK. This report sets out to record honestly how Waitrose is managing environmental issues in the areas of:

- food responsibility: from organic production to conventional agriculture and quality control
- the local community: our actions in enhancing the local communities in which we operate
- the global community: our position on responsible sourcing of products
- resource management: initiatives to save energy, minimise waste and reduce environmental impact.

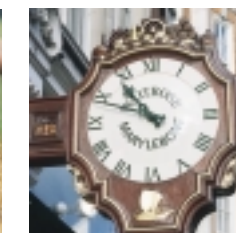
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Waitrose head office, Bracknell, Berkshire



The original Waite, Rose and Taylor shop in Acton High Street, circa 1906



John Lewis department store in Oxford Street, London

Waitrose – big enough to compete, small enough to care

Waitrose is the seventh largest grocery retailer in the UK, and in 2001 achieved a turnover of over £2.2 billion. We have 136 supermarkets, situated mainly in the home counties. These shops, or branches, are serviced from two Regional Distribution Centres (RDC), in Bracknell and Milton Keynes. The Bracknell head office site also includes our vehicle maintenance facility, laboratories and quality control centre, where we ensure produce is safe and supplied to our shops in prime condition.

Experience counts

Waitrose has been buying and selling good value, quality food since 1937. Our first 'supermarket' opened in Streatham in 1955, and we have been selling Waitrose own label products for 40 years. Today, Waitrose has the buying power to offer customers competitively priced, high quality produce, even though we are smaller than some of our largest national supermarket chain competitors.

The John Lewis Partnership – a unique business

Trust, honesty, participation, ethical values and a written constitution that requires good environmental practice are the unique elements that make the John Lewis Partnership Britain's most successful employee owned business.

'The Partnership was ahead of its time in recognising that commercial success depended on showing the highest level of good citizenship in its behaviour within the general community. Today we are best known for the fact that our business is owned for the benefit of our employees, but we know that to cut our way in tough competitive conditions

we have to continue to prize sound relationships with our customers and suppliers, and sustain a keen sense of civic responsibility.'

Sir Stuart Hampson, current Chairman of the John Lewis Partnership.



'The Partnership was ahead of its time in recognising that commercial success depended on showing the highest level of good citizenship in its behaviour within the general community.'

John Lewis opened his first shop in Oxford Street, London in 1864. John Spedan Lewis formed the John Lewis Partnership in 1929 creating a Trust to benefit workers. Combined turnover of the Partnership in 2001 was £4.4 billion.

The Partnership comprises 26 UK department stores, 136 Waitrose supermarkets, Waitrose Direct, textile, export and farming divisions. The farming estate in Hampshire produces livestock, mushrooms, apples and milk, some of which are sold in Waitrose.

Empowering Waitrose Partners with responsibility for the environment

As part of the John Lewis Partnership, Waitrose operates as an industrial democracy. More than 28,500 Waitrose staff, known as Partners, make up a committed workforce that shares responsibility and rewards for business success.

The Director of Development and Services for Waitrose also has responsibility for environmental issues. On a day-to-day basis, the General Manager Services deals with these issues and chairs the Waitrose Environmental Working Group (EWG) which motivates and educates senior managers in environmental and legislative good practice.

The EWG empowers these managers to make change. To date, members of the group have initiated improvements to many of our current practices, including:

- An action plan to remove PVC from our packaging
- The introduction of fuel-saving and emission-reducing vehicles and technology
- A Green Travel Plan for the Bracknell head office site
- A review of materials used in own label packaging and a database to log the information
- Working to reduce our contribution to global warming and ozone depleting gases
- The introduction of reusable transit containers for the goods we distribute
- Sourcing recycled products and raising awareness of recycling.

Against the background of ISO 14001, Waitrose considers the Environmental Working Group to be a very effective vehicle to achieve the changes necessary to manage our environmental impact.

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The Waitrose Environmental Working Group, chaired by Paul Ovstedal (centre), General Manager Services



Our produce is sourced from two food production systems: organic and conventional. Waitrose monitors both methods and sets high standards to ensure responsible practices



Blaen Camel farm where crops have been grown organically for 25 years

Organic food and farming

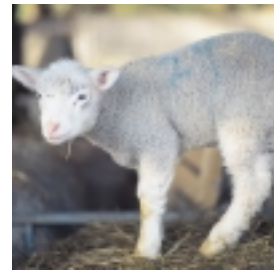
Organically produced foods

Organic foods are different because, by law, they must be produced without the use of synthetic fertilisers or pesticides. Organic production extends soil life and increases biodiversity, and growers are independently certified by approved bodies such as the Soil Association and the Organic Farmers and Growers Association. Crops are grown to published standards using natural fertilisers such as farmyard manure, and land is rested. Sewage sludge is not used in organic crop production.



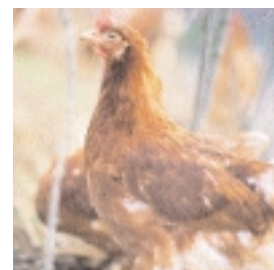
Organic pork - certified by organic farmers and growers

Waitrose stocks organically reared pork. The pigs lead as natural a life as possible. They are fed wholesome, cereal-based, organic foods and are not given antibiotic growth promoters. They live in open paddocks with arks or huts for year-round protection.



Organic beef and lamb

Waitrose organic beef and lamb is reared to the legal standards administered by United Kingdom Register of Organic Food Standards (UKROFS), and audited by the Soil Association and organic farmers and growers.



Organic milk, poultry and eggs

Organic milk has proved an outstanding success at Waitrose. By the end of 2002, more than 20% of our total own label milk sales will be in organic milk. All our organic milk is unhomogenised. Waitrose organic poultry is reared in small low density flocks on selected farms. The birds have unrestricted day time access to organic fields and they are fed an organic cereal-based diet. All Waitrose organic eggs are produced to Soil Association standards.

Organic flowers

Since 1998 Waitrose has offered organic flowers, supplied by Holland's only organic flower wholesaler. We were the first multiple retailer to do so and continue to offer a good selection during the summer months. Chickens roam freely around the flowers and control the slugs, while other natural predators control caterpillars and butterfly eggs. 'Used' plants are put back into the soil.

Our organic commitment

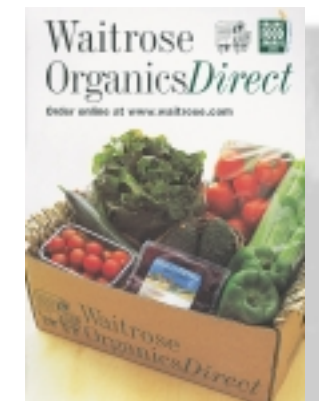
During 2000 all the organic fruit and vegetable suppliers and growers were invited to participate in a series of Producer Days, where they shared in the development of our organic vision. Together with the Henry Doubleday Research Association, Waitrose hosted events as well as funding two training bursaries, an organic food research project and a special Millennium biodiversity celebration of the potato, exhibiting 450 varieties.



Working with suppliers to further our organic vision

Waitrose Organics Direct

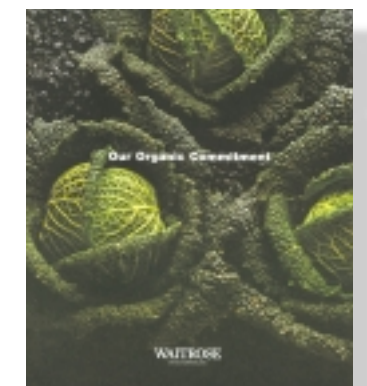
Waitrose Organics Direct, via www.waitrose.com, delivers mixed boxes of organic fruits, vegetables and salads direct to the customer's door. The boxes are provided by leading organic growers and approved by the Soil Association. This is the first online supermarket organic delivery service and it makes organic produce accessible to everyone in the UK via the Internet.



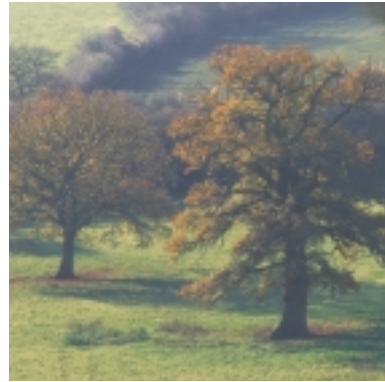
This Waitrose OrganicsDirect leaflet is available in Waitrose branches

Organic Supermarket of the Year

In 1996 Waitrose stocked less than 100 organic lines. This figure grew to 300 by 1999 and to 625 at the start of 2000, with a target to stock 1,000 lines by the end of that year. In 1998, *YOU* magazine and the Soil Association created an Organic Supermarket of the Year Award. Waitrose was awarded this accolade in both 1998 and 1999, recognising our continuing commitment to organic foods. Sales of organic foods as a percentage of the total business Waitrose deals with are increasing each year.



Our Organic Commitment, published June 2000, is available from Waitrose Customer Service on 0800 188884



Conventional food and farming

Agriculture has a huge impact on the environment

Selling food is Waitrose's main activity. The way in which we influence the production of this food has a significant effect on the environment. We do this by setting and monitoring standards of production, and by promoting responsible and sustainable methods of agriculture and animal husbandry. All of this activity is in the context of obtaining the best food possible.



Fruit and vegetable produce

Waitrose sources conventional crops grown from Integrated Crop Management Systems (ICMS), using best horticultural practices, site selection, husbandry and chemical controls based on sound scientific evidence. This minimises the use of chemicals. These ICMS are independently audited for all fruit and vegetables produced in the UK. Waitrose supports crop assurance schemes such as Assured Produce in the UK and we are extending auditing to verify ICMS worldwide. Each government already carries out inspections of their crops for export. Risk assessment of product safety determines the frequency by which Waitrose technologists undertake audit visits.



Encouraging excellence

Waitrose has set up demonstration farms to show how crops can be grown commercially and successfully with high regard for the environment by adopting the ICMS standards and practices. These are Robert Smith at Duxford, Cambridgeshire, Hall Hunter at Wokingham, Berkshire and JJ Barker at Southfleet, Essex. We encourage current and new suppliers to adopt these high standards.

Strict chemical screening

Ten years ago Waitrose started to remove certain pesticides from its supply sources, in particular nematocides (a chemical that inhibits nematodes and insect life in the soil), and one of the group of pesticides that Friends of the Earth has identified as being of great concern. We have stopped the use of Aldicarb on potatoes (a nematocide) and we have continued our campaign to reduce organophosphates (insecticides) – our crop producers have replaced them with biological controls and natural predators in glasshouses.

Waitrose regularly screens fruit and vegetable produce for pesticides at our Bracknell laboratory, which operates a nationally and industry-recognised UKAS Laboratories Accreditation Scheme. Our internal guidelines for product removal, should a pesticide be found, are stricter than the legal requirements laid down by the Department of Environment, Food and Rural Affairs (DEFRA).



Waitrose Bracknell Laboratory

Quality assurance

Hazard Analysis and Critical Control Points

In food production, HACCP is a system that identifies specific hazards, and specific measures for their control. It provides the risk assessment that is a requirement of the 1995 Food Hygiene Regulations. Waitrose has operated HACCP for more than eight years and uses the system to identify food safety hazards that could occur at any stage from production to point of sale, and to ensure that full control measures are in place to control them. As part of our care for food safety, all own label suppliers are required to operate an HACCP system, which is audited by Waitrose/British Retail Consortium-approved auditors. HACCP is now a system which is used in all stages of the food chain from farm to customer.

Genetically Modified Organisms

Since the end of March 1999, no Waitrose own label product has contained any GM ingredients as defined by law. Food safety is of paramount importance to both Waitrose and our customers. We believe our customers should be able to make an informed choice about the products they are buying. The debate about growing GM crops and the foods produced from them has elevated concerns about food, environmental and consumer safety issues. These include the possible effects on wildlife and their environment, and the transfer of 'inserted' characteristics to other crops or native plants.

Crop suppliers to Waitrose operate an 'authenticity' programme which requires certification that each consignment is free of GMOs. This programme uses a system of traceability from seed to supplier, known as an 'Identity Preserved' system that is required in our Technical Policy.

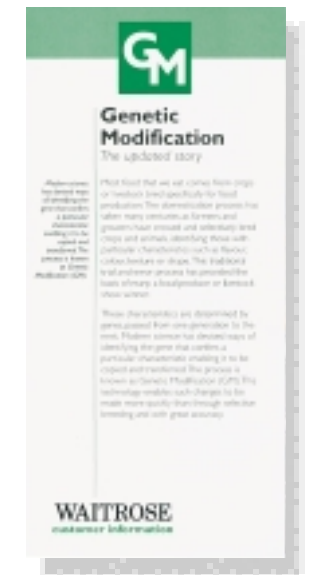
Friends of the Earth poll

In June 2000, Friends of the Earth ranked Waitrose first overall in its poll, covering GM-free sourcing, the use and restriction of pesticides and organic commitment.

rank	supermarket	% fruit and veg with residues	number of samples
1st	Waitrose	29	17
2nd	Morrisons	39	89
3rd	Co-op	44	39
4th	Tesco	45	350
5th	Safeway	46	164
6th	Asda	48	174
7th	Sainsbury's	49	262
8th	Somerfield	59	63
9th	Marks & Spencer	63	54



A Twyford customer scans Fairtrade bananas



For more information pick up this leaflet in Waitrose branches



Source: Friends of the Earth website www.realfoodweek.com Scores are out of 4 for each category



Animal husbandry

Strict Farm Assured protocols ensure animals are reared in the most natural conditions possible and that the farm environment is controlled to very high standards. This not only guarantees each animal's welfare but also provides an audit trail that gives Waitrose the assurance of the quality we require.

Waitrose works with producers, feed mills and suppliers to produce premium meats, such as free range pork, Aberdeen Angus beef, Hereford beef and Poulet D'Or chicken. Standards for livestock production allow only veterinary prescribed antibiotics for animals.



Beef, lamb and pork

All beef and dairy animals have a passport, administered by DEFRA, which gives the full history of every animal, and DEFRA's beef labelling scheme provides an audit trail of the meat's progress throughout the production cycle to sale in our branches. Waitrose Aberdeen Angus beef and Hereford beef meets the standards set by the breed societies (Aberdeen Angus Cattle Society and Hereford Cattle Society).

All Waitrose lamb is produced in accordance with recognised Farm Assurance Standards covering all aspects of animal husbandry and welfare including hygiene and feeding. In addition Waitrose have other specialist lamb schemes including Farmhouse, Dorset, Welsh and Organic focusing on the seasonal aspect of the product, minimising the need for supplementary feeds, particularly in winter when grass is in short supply.

Waitrose British pork is reared under the Assured British Pig (ABP) scheme, whose protocols are supervised by DEFRA. Waitrose also offers free range pork produced from pigs born and raised outside with 24-hour access to open space. The pigs are given unrestricted access to wholesome cereal-based food (no animal by-products are permitted with the exception of milk derivatives for piglet diets). Pork for our own label sausages, cooked meat and fresh pies comes from producers registered to the ABP or Waitrose free range schemes.



Milk, poultry and eggs

Waitrose Select Farm milk comes from a single supplier, who sources milk from farms selected for their outstanding levels of animal welfare, feed and hygiene to their own stringent Farm Assured standards. This standard is independently audited by the Agricultural Development Advisory Service.

All Waitrose fresh chickens are reared and processed in the UK. They are fed on a cereal based diet which is free from antibiotic growth promoters and contains non-genetically modified feedstuffs. Nearly a third of all fresh chickens sold in Waitrose are reared using more traditional husbandry methods, with unrestricted daytime access to pastures. Le Poulet d'Or hens are reared on Waitrose's farm at Leckford, Hampshire. The birds are kept in small purpose built



houses, powered by wind and solar energy and have unrestricted daylight access to paddocks. Both Waitrose free range and organic chickens are reared to specifications laid down by EC legislation.

Waitrose does not sell any own label or organic eggs produced by intensive farming methods and all Waitrose own label eggs are produced to the Lion Quality Assurance Standard – which specifies welfare provisions well in excess of those required by law – and have a 'best before' code printed on each egg. The egg cartons used are made from 100% recycled material.

Sustainable fishing

Waitrose takes its commitment to sustaining fish stocks in the world's oceans very seriously. We support sustainable fishing and fishing methods. We are a signatory of the Marine Stewardship Council (MSC) whose mission statement is 'to work for sustainable marine fisheries by promoting responsible, environmentally appropriate, socially beneficial and economically viable fisheries practices, while maintaining the biodiversity, productivity and ecological processes of the marine environment'. Waitrose sells New Zealand hoki, Alaskan wild salmon and Cornish line caught mackerel from MSC accredited fisheries. It is our policy to source, wherever stock is available, from well managed fisheries using sustainable fishing methods.

All Waitrose fresh cod and haddock are sourced from the Icelandic fishery which is considered to be one of the most well managed fisheries in the Northern Hemisphere. Waitrose does not sell fresh and frozen cod, hake or haddock from UK waters due to concerns of declining stocks. Waitrose tuna and swordfish are long line caught and this prevents marine mammals, such as dolphins, being captured in error.

Due to concerns over declining stocks Waitrose no longer sells shark, bluefin tuna, black marlin, whitebait, Atlantic skate and sturgeon caviar (beluga, oscietra and sevruga).

Later in 2002 Waitrose will launch the Salmon Protocol, a code of practice that is probably one of the most rigorous in world fish farming. The code addresses the concerns of environmental damage caused by fish farms on wild salmon species.

Waitrose sources other species from well managed fish farms, including salmon, trout, sea bass, turbot, prawns, mussels, oysters and clams.

In 1999 Waitrose responded to a Greenpeace enquiry concerning long-line fishing methods used off New Zealand that were potentially dangerous for the indigenous albatross population who dive at the baited lines and drown. Our checks showed that our supplier of Antarctic Ice Fish uses a fast sinking line that reduces the risk.

Animal feedstuffs

All Waitrose own label farmers have to be fully aware of the feed ingredients given to their animals and keep a register to ensure full traceability. Mammalian or avian products (such as bloodmeal, tallow, feathermeal, offal and excreta)



Waitrose supplier's fish farm



Fishing methods are used to protect the albatross population



are not permitted in feed products. Meat and bonemeal are also banned under UK legislation.

Compound feed must be purchased from feed mills that, as a minimum requirement, comply with the United Kingdom Agricultural Supply Trade Association code of practice for the manufacture of safe animal feedstuffs and that can demonstrate full traceability of all raw materials.

Waitrose have been very successful in removing potential GM animal feed from a huge range of products and we now have representation of animals fed on non GM feed stuffs across the species. This range is expanding rapidly.



An example of biodiversity is where a particular species has been encouraged to develop as a natural predator

Antibiotic Growth Promoters

Waitrose operates a stringent policy to ensure the minimum use of antibiotics on farms. Our feed policy states that 'antibiotics may be given to animals only for a diagnosed illness: they should not be used continually'. It also specifies that 'Waitrose does not support the general use of antibiotic digestive enhancers and antibiotic growth promoters for use in animal feed'.



We have successfully removed ABGPs in feed and now have products across all livestock types from non-ABGP fed animals. This is an ongoing process.



Biodiversity

Biodiversity is the range of all living things that can be found in a predetermined area, including large and small animals, flora, fauna, fungi and insects.



Waitrose encourages water preservation initiatives, such as reservoirs on farms

An example of biodiversity is land where a particular species has been encouraged as a natural predator.

Waitrose asks its growers to carry out an independent assessment of environmental factors through Linking

Environment And Farming (LEAF), Farming Wildlife Advisory Group (FWAG) and the Royal Society for the Protection of Birds (RSPB). A LEAF audit requires the farmer to show that the whole farm has been assessed to minimise the impact of farming operations and proactive steps have been taken to encourage biodiversity.

Waitrose is pleased to be associated with projects that benefit the community, particularly if the project has a direct impact on improving the environment. We have always formed close relationships with the schools, institutions, charities and local authorities in the communities in which we trade

In the heart of town

Wherever possible Waitrose has focused its business in town centres because this is environmentally sound and socially beneficial. By building attractive and pleasing branches that fit in with local architecture, we aim to enhance the community and add to the quality of life in the towns we serve. Our booklet



Working in Partnership sets out Waitrose's approach to new developments.

An example of this commitment is at our new branch at Marylebone High Street in London, where the frontage of the original building was preserved. An ornamental clock was refurbished and has become a feature in the High Street. Also, because space is very

limited, small trailer units have been specially built to deliver the stock.

Waitrose Branch Managers are always ready to discuss customers' concerns and answer questions about our stance on the environment. Waitrose is committed to providing financial support for town-centre management schemes, CCTV installations and initiatives such as supplying radios as part of Shopwatch schemes. Our Branch Managers are actively encouraged to support local community activities where possible.

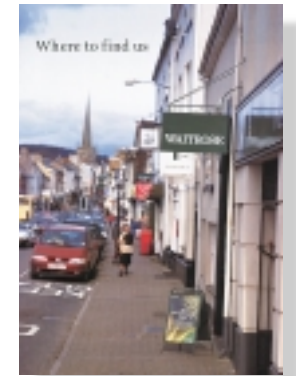
Making life easier for disabled customers and staff

Access for disabled customers is a priority in the design, construction and operation of our branches. Most provide facilities for disabled people, for example lifts and toilets. We commissioned the consultants Disability Matters Ltd, to audit and report on our operation to ensure that customer service desks and other areas are considerate and practical. A working committee monitors branch design from the perspective of people with disabilities.



More recently we have experimented with hearing loops on service counters. We also provide staff to assist with shopping, packing and carrying to car, and supply wheelchairs and adapted trolleys. At our petrol filling stations, Service Call facilities allow disabled customers to request assistance.

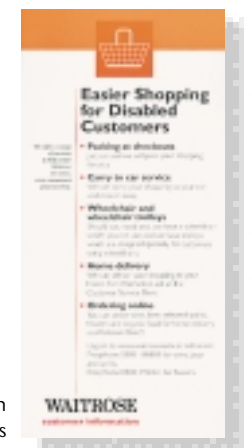
For customers who are blind or visually impaired, we produce our promotional



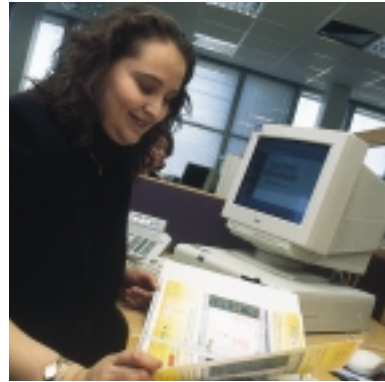
A listing of all Waitrose branches available in store



Available from Waitrose Customer Service on 0800 188884



Available in Waitrose branches



A Customer Service Administrator



A demonstration is prepared on the Food Cooking Bus



David Bellamy shows his support for the Yews for the Millennium campaign



The Salvation Army collects donated food

publications (*Selections*, *Seasons* and the magazines for Christmas) on audio tape, available from Talking Newspapers on 01435 862737.

Customer panels

Waitrose has set up a series of customer panels to get a representative view of the most significant issues in the eyes of our customers. These panels are made up of our account card holders, invited customers, the Branch Manager and a Senior Manager or Director. Opinions and concerns are relayed via the Customer Service Administrators at Head Office to managers within the business, to create improvements in environmental practices, service, communication and to tackle any other issues. Environment queries were responsible for 0.1% of the total received by Customer Service.

RSA/Waitrose Focus on Food Campaign and Food Demonstration Studios

As eating patterns change and exotic ingredients become more easily available, Waitrose's education role is increasing, with both adults and children. The Waitrose Food Demonstration Studios at our Salisbury and Southend branches played host to more than 15,000 customers in 2001. We are also the major sponsor of the RSA Focus on Food campaign, which lobbies to improve the place of practical food education within the National Curriculum. The Focus on Food Cooking Bus travels extensively around the country promoting hands-on food education to schools.



Yews for the Millennium

To mark the Millennium and provide a living link with the past, the Conservation Foundation propagated thousands of yew saplings from ancient yews that have been planted in every parish. Professor David Bellamy sought environmentally sound credentials for every aspect of this project. Alida Packaging provided a special Bag for Life to carry each sapling. Waitrose provided funding to distribute the trees, and replace and recycle the bags. Two Millennium yews have been planted at Partnership properties at Ambleside in the Lake District, Winter Hill in Berkshire and Brownsea Island in Dorset. Yews have also been planted on our properties at Odney in Berkshire, by David Bellamy, and Leckford in Hampshire.

Grocery Aid

Since 1996 Waitrose has donated good food to the Salvation Army to support the community, minimise waste and reduce landfill. This is food that may have failed to meet the high standards required to present for sale in our branches or is close to its 'best before' date.

We are supporting the Storelink initiative as part of the Grocery Aid project. This involves trials early in 2001 to be managed by the Institute of Grocery Distribution (IGD), and piloted at our Brighton and Burgess Hill branches. Grocery Aid is employing a team of auditors who will visit potential recipients of surplus food, assess their ability to handle and prepare chilled

food for consumption under hygienic conditions, and then carry out regular checks on standards. The roll out to all branches has been prepared but is under review until appropriate support can be provided by Grocery Aid.

Charitable giving

Each Waitrose branch has an annual fund to support local charities, schools, clubs and community projects. Customer Service has additional funds to help larger projects. In 1999/2000 The Waitrose Branch Council donated £128,000, in 2000/2001 - £145,000 and in 2001/2002 - £175,000 to charities, which include care of the sick and elderly, the physically disabled and the mentally handicapped, as well as welfare and counselling, medical research and training, youth and children's groups and wildlife/conservation projects. This is just part of the total John Lewis Partnership contribution of £907,667 in 2000/2001. Waitrose also made donations of £30,000 to the National Grocers' Benevolent Fund and £60,000 to Cottage Homes, both major food industry charities.

When Waitrose.com, our Internet Service Provider, was launched in September 1999, the aim was to donate earnings that Waitrose received from the telephone companies to charity. After one year we have raised £22,400. Users were invited to specify their chosen charities and this sum has now been divided between the British Red Cross, the British Heart Foundation, Macmillan Cancer Relief and The Prince's Trust.



Golden Jubilee Trust

To celebrate the 50th anniversary of the John Lewis Partnership in 2000, the Central Council established a £5 million Golden Jubilee Trust to support community initiatives. Through this Trust, Partners with specific skills, expertise or interests are seconded to registered charities for up to six months. The benefit is two-way: they improve the efficiency and effectiveness of the charity, while gaining the experience of working for a worthwhile cause in a different environment. In 2000, six partners were granted secondments and in 2001, 11 partners were seconded to the Salvation Army, The National Trust and The British Red Cross amongst others.

Environment Trust for Berkshire

Within the UK, our business has the most impact in Berkshire. The county is home to Head Office, the Southern Distribution Centre and 10 of our supermarkets, with around 4,000 employees in all. The Environment Trust for Berkshire uses reclaimed landfill tax money (tax levy paid to the government for every tonne of waste sent to landfill) to fund projects to improve Berkshire's environment.

Waitrose supplied a trustee and has encouraged landfill operators to donate resources to the Trust. By mid 2000, the Trust had supported 50 diverse projects. These included education initiatives such as environmental study areas in schools, improvements to local churches, and schemes to develop public wildlife areas such as Dinton Pastures in Wokingham, Berkshire.



Partners support charitable giving



The Central Council



Dinton Pastures, Berkshire

Many people are concerned that the food they buy, as well as being safe and wholesome, should not be produced in a way that exploits land, animals or people. Here we report on the human issues that Waitrose calls Responsible Sourcing, sometimes referred to as Ethical Trading



Published February 2000 and available from Waitrose Customer Service



Available from Waitrose branches and John Lewis department stores



Tea is picked for a Fairtrade brand

Responsible sourcing on an international scale

Waitrose is a truly global business, sourcing products from more than 50 countries. Europe is our main source, but some produce and packaging come from other parts of the world. For years we have inspected the sites where our own label products are produced. Now, together with other responsible companies, we are developing a framework for the improvement of working conditions, environmental care and, ultimately, for relieving poverty.

Whilst not a member, we have worked in close collaboration with the Ethical Trading Initiative on these issues and we have now gone further. Our Constitution, combined with the Partnership's *Responsible Sourcing Principles* (published February 2000), the *Waitrose Responsible Sourcing Code of Practice* and our own Responsible Sourcing Steering Committee now take these issues forward.

Our code covers three key areas: people (child labour, forced labour, freedom of association, working hours, equality of treatment, wages and security of employment), the environment, and animal welfare. These are detailed in the *Waitrose Responsible Sourcing Report* which describes how all areas of our business are progressing with these issues.

Getting results is a gradual process, but our *Conditions of Supply* lays down the standards we require in relation to responsible sourcing. Improvements are already obvious and the next stage is to develop a practical method of external verification.



Fairtrade

A number of Fairtrade brands have established integrity in this area. Waitrose stocks many of these, including Cafedirect, Percol coffees, Ridgways tea, Teadirect, Maya Gold chocolate and Green and Black's organic cocoa. Buying these products provides some direct, additional benefit to workers in the developing countries where they are produced, and assists the marginal producers who may not otherwise have access to the market place.



In 2001 Waitrose stocked 27 Fairtrade and six charity lines.

Thanks to our commercial success and changing patterns of food retailing, we have opened more branches, employed more people and extended trading hours. Each day Waitrose offers customers more than 25,000 product lines sourced from 1,500 suppliers in the UK and overseas

Of all the major food retailers, Waitrose has the highest density of fresh food sales. In addition to transporting all the stock, Waitrose has a staff of 27,000 who travel to and from work and on business.

To meet the environmental challenges involved, Waitrose continually seeks changes in the key areas of:

- transport and travel
- e-commerce
- managing energy
- packaging and waste reduction.

Transport and travel

Vehicles have an impact on the environment in two principal ways: through vehicle usage – fuel is used and exhaust emissions contribute to global warming and local pollution; and through noise pollution. By improving how we operate, we have reduced our impact on the environment from these factors.

A business with thousands of staff and many different skill areas needs to be managed and this involves a great deal of business travel. The company car fleet is another area where careful management has contained emissions.

Location

Bringing shops to town centres is in itself environmentally sound, as is building on existing travel patterns and public transport. Sometimes this is not possible, but in the past 10 years Waitrose has built only one out-of-town branch and two branches on green field sites.

Locating quality food shops in town centres reduces car travel and offers easier access for pedestrians and cyclists. Virtually all our branches are served by bus routes, 24 are also close to railway stations and 13 are close to London Underground stations.

We provide bus services to outlying villages in Twyford, Salisbury, Hailsham, Saltash, Hythe and Newark, and bus shelters were built at Horley as part of our development work.

Bicycle hods have been introduced as a trial in 2002, to encourage customers to use an alternative to the motor vehicle. Their use will be monitored.



Modern Waitrose delivery vehicle



Need caption for this

Modern Waitrose delivery vehicle

There is a lot of extra text here, is it possible any of it can be cut - as you can see, it doesn't fit on page

Reductions in vehicle movements

The Waitrose Distribution team, working with suppliers and department store colleagues, is developing a transport matrix to minimise vehicle movements. We are also committed to reducing carbon dioxide emissions and pollutants from exhaust fumes. The most effective way to do this is to reduce mileage. Much progress has been made over time by:

- centralising deliveries into larger but less frequent loads
- improving vehicle utilisation
- consolidating loads from small suppliers to increase vehicle-fill levels
- using computerised route planning
- using emptied vehicles to collect stock from suppliers (known as backhauling)
- encouraging supplier forward hauling.

Calculating the effect of all these changes in an expanding and developing business is complex. Twenty years ago each branch would handle about 20 delivery vehicles a day. This has now been streamlined into six or seven, mainly Waitrose, vehicles. Real progress has also been made in using the return journey of our delivery vehicles to collect stock from suppliers en route to our warehouses. In 2000 our vehicles made 5893 backhaul and 226 forward haul trips, saving 275,000 miles. In 2001 this increased to 6923 backhaul and 710 forward haul journeys saving 493,082 miles, an increase of over 79%. Two John Lewis vehicles now backhaul wines daily from Greenford to our Brinkflow depot saving a further 25,000 miles. For two of our most distant branches, Okehampton and Saltash, we use a supplier to deliver stock to our branches on the return journey from our depot. In February 2002, 11 branches were switched to night deliveries, more branches will convert to this system during 2002.

Vehicle efficiency

Second to reducing mileage is efficiency. Maintenance standards are high and we are committed to running the least-polluting fleet possible. Engine choice is matched to optimum gear and axle ratios. Tractors have aerodynamic additions, while trailers are low silhouette, have rounded corners and side-skirts to reduce drag.

Each generation of vehicle improves on the performance of its predecessor. We can now buy tractors with Euro2 engines that are fitted with a Continuously Regenerating Trap (CRT) and Euro3. The CRT cleans the exhaust, ensuring a significant reduction in the pollution. For example, the CRT reduces the particulates by more than 90% to only 1kg per 100,000 miles, and carbon monoxide from 61kg to 4kg over the same distance. In both cases, these emission rates are a tenth of the maximum allowed for a diesel car. In 1999, 94 Bracknell vehicles out of our 130-strong fleet had Euro2 engines, in 2000 this rose to 138, with 58 having a CRT. In 2001 a further nine with CRT were purchased and nine Euro3s. All new Bracknell vehicles purchased are fitted with CRT and the Euro3 engine specification.

Over the period 1994 to 1999, the overall efficiency of the Waitrose delivery fleet increased greatly. Greater vehicle utilisation (heavier loads) has increased fuel consumption, as has the use of cleaner fuel and CRTs, however the number



Samworth Brothers vehicle is loaded with stock to deliver to our branches on the return journey from our depot



A low silhouette tractor and trailer, with rounded corners and side-skirts to reduce drag

of cases of stock delivered per gallon has increased from 61.5 in 1994 to 78.9 in 2000, a 28% increase in efficiency.

Noise reduction

Fresh food needs to be delivered as close to its time of sale as possible. Delivering at night and in the early morning reduces road congestion and improves miles per gallon. Delivery vehicles inevitably pass houses and so we minimise the noise in three very significant ways: all our tractors are fitted with hush kits; (all new vehicles are fitted with side skirts and enclosed catwalks to reduce gearbox and engine noise) we use quiet air suspension; and the refrigeration systems on all our trailers are virtually silent.

Green Travel Plan

Waitrose recognises the need to be proactive in encouraging Partners to travel to the Head Office site in an environmentally responsible way. A survey, carried out in late 1999, showed that 79% of Bracknell Partners travelled to work on their own in a car, but an encouraging 64% of Partners would be willing to consider another method. Waitrose therefore initiated a number of positive steps: more frequent mini bus links to the local Railway Station were provided; a summer initiative to encourage cycling was held and some trials of bus transport from local residential areas to our site were carried out.

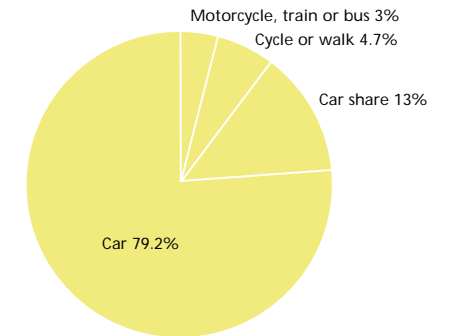
To explore car-sharing opportunities, a software package was commissioned which gave Partners an internal contact number for colleagues who live in the same area or with similar postcodes. In a year about 150 Partners registered on this scheme and, within four months of the launch of the Green Travel Plan, there was a 5% reduction in the number of cars being parked on the site each day. Car sharers have the back-up of a free taxi service if the Partner needs to leave the site due to an emergency and has travelled with a colleague to work as part of the Green Travel Plan.

Waitrose also recognises that a Green Travel Plan is not simply a one-off project; it needs to become part of the culture of the working environment. In order to provide fresh impetus, a new range of initiatives is currently being considered to further encourage Partners to use alternative ways of travelling to work other than using their own cars.

Company cars

As with all businesses spread over a wide geographical area, some Waitrose employees have to travel as part of their work and are provided with company cars. There is increasing pressure in the employment market for larger, higher-specification cars which, if unchecked, can lead to increased fuel consumption. Waitrose has countered this trend by increasing the proportion of diesel cars to petrol cars in the fleet and average miles per gallon has improved by 4% over the period 1990 to 1999. Average mileage in 2001 dropped to 37.08mpg compared with 37.44mpg in 2000. This increase may be explained by the increase in LPG vehicles.

Waitrose is also encouraging the use of alternative fuels. While the Bracknell head office site uses an electric vehicle, liquefied petroleum gas (LPG) is more



Bracknell Partners' travel methods



Bracknell Green Travel Plan available from Assistant to Head of Bracknell Facilities



A Bracknell Partner refuels with LPG

The difference in emissions is well illustrated by comparing Vauxhall Astra cars (data from Vauxhall Environment Report 1998 – Interim Report, December 1999)

fuel	carbon dioxide		carbon monoxide		hydrocarbons + nitrogen oxides		particulate matter
	g	%	g	%	g	%	
1.6 litre LPG	150	-	0.03	-	0.08	-	-
1.6 litre petrol	171	+14	0.33	+827	0.18	+107	-
2.0 litre diesel	153	+2	0.2	+453	0.52	+506	0.06

Figures are based on an Astra with a manual gearbox in grams per kilometre practical for high mileage. Using LPG reduces carbon and other emissions. By the end of 1998, five Waitrose car drivers had chosen LPG cars and a refuelling point was opened at Bracknell. One year later the number had risen to 15 with a further 17 being added to the fleet during 2001. Cheaper fuel is an incentive to both Waitrose and the Partner, who pays a reduced mileage charge when using an LPG car for personal use.



Shopping is delivered to a Waitrose@work customer

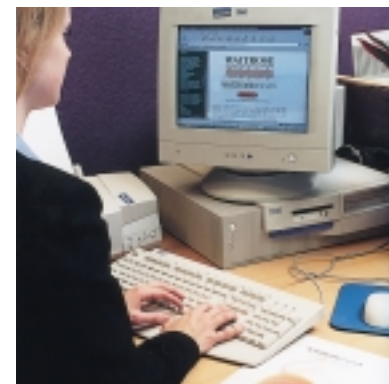
Waitrose Delivery Service

The Waitrose Delivery Service was pioneered at our Putney branch in 1996. It allows customers who might otherwise use their cars, to walk or use public transport to get to the branch, do their shopping and have it delivered to their home later. This service has been extended to 45 other branches. During 2001, we delivered 194,000 orders through this service.

British Airways shop

There is a mini Waitrose located in the heart of the British Airways headquarters at Heathrow. It forms part of an environmental management programme for the site, to ensure the environmental impact is kept to a minimum by enabling staff to do their meal shopping without driving off site.

E-commerce



Waitrose@work

E-commerce has the potential to reduce traffic congestion, save customers' time and use less paper. We are developing Internet-based shopping services and increasingly use paperless business systems.

We have also pioneered Waitrose@work, where office workers can place orders with Waitrose from their desks via a PC. Later that day the order is delivered to their office so they can take it home in the evening, saving about 82,000 vehicle movements to date.

Developed later in 2000, Waitrose deliver, a new home Internet shopping service, is now on trial in six Waitrose branches: Buckhurst Hill, Stevenage, Petersfield, Abingdon, Daventry and Stroud. Customers are able to place orders via the Internet and have goods delivered to their homes later that day. We expect to extend the service further during 2002 to 30 branches. We saved 11,000 car journeys to our branches in 2001.



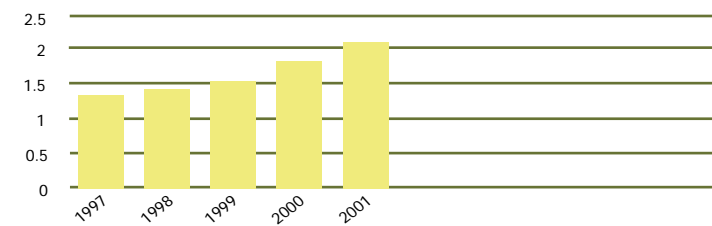
Paperless office systems

A key benefit of e-commerce to the environment is the reduction of considerable amounts of office paper. Waitrose recycles paper used by branches and head office. We are also working on paperless systems. Some are relatively easy, such as e-mail within offices and shops: others require complex interactions with our suppliers, including a paperless buying system, which has impacted on every department involved in introducing new lines. Communication related to around 5,000 new products each year now takes place via an electronic data transfer system. Our calculations indicate that we have saved 180,000 A4 pages over the past three years. This development continues, taking advantage of Internet technology to benefit ourselves, our suppliers and the environment. Further paper savings have been made by reducing centrally generated and branch reports, central savings were 4.3 million sheets and branch demand reduced by 3 million sheets per annum.

Managing energy

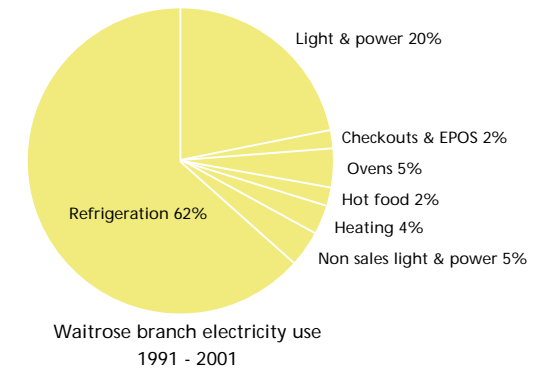
Every shop uses energy and water, generates waste and can affect air quality. Minimising energy use makes both environmental and business sense. It is the largest cost after building costs and staff. More than 36% of the food we sell is cooled or refrigerated. To keep it in peak condition, accurate temperature control is in place at every stage in the supply chain. As a result, refrigeration accounts for about two-thirds of the electricity use at a typical branch. The refrigeration operates within close tolerances to avoid food overcooling (which can damage texture) or getting too warm. All cabinets defrost automatically several times a day. These are controlled by sophisticated Building Energy Management Systems (BEMS) that sense temperatures every few seconds and adjust the refrigeration plant accordingly.

Shop energy use



BEMS also manage the energy used for lighting, heating and hot food preparation. Every Waitrose branch has a trained Energy Manager with responsibility for monitoring and economising on energy, educating staff and continually finding new ways to improve the energy management.

Waitrose has increased its energy efficiency. However, with more large modern stores, longer opening hours, more refrigerated food and hot food preparation, our energy use has inevitably increased. Branches opened after 1994 do use much less energy per square metre than older branches.

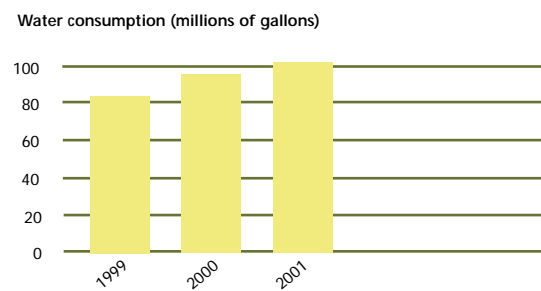


Refrigeration runs 24 hours a day

Ready-prepared food does mean that there are energy savings in homes in terms of food preparation.

Water

Water is a precious resource and is another area where we have worked to reduce waste. Frequent cleaning is vital to ensure hygiene in our branches and the cleanliness of the equipment. There can be no compromise with these, but huge savings in water usage have been achieved by modifying taps, removing hoses and other water saving devices. These measures alone save millions of gallons every year. Despite these savings, water consumption is rising, due to more larger branches, longer trading hours and more fresh food departments that require cleaning, but work continues on keeping it to a minimum. We intend to study consumption figures from 2001.



Refrigerant gas leak detection system

Air releases

Refrigeration is essential to food safety, but some of the gases used can cause damage to the ozone layer if they escape. Refrigeration systems work by compressing gas, cooling it until it condenses into liquid and then allowing it to expand back into gas within the refrigerators in the branches. This is a closed system, and to minimise any leakage, most Waitrose shops have electronic leak-detection systems that constantly monitor for the gas leaks and alert an engineer if one is detected.

The type of gas used is significant. In 1993 we were the first supermarket company to replace chlorofluorocarbon (CFC) refrigerants in all the installations that contained a significant quantity. In 1994 we adopted hydrofluorocarbons (HFC), which contain no chlorine and so do not attack the ozone layer. Recently, HFCs have been criticised because, if released, they become powerful global-warming gases. Few alternatives currently suit large scale installations but we are seeking replacements.

Petrol filling stations (PFS) can also release vapours into the environment. Our PFS are very modern and all have a vapour recovery system that stops petrol vapour escaping when tankers are delivering fuel. Our latest PFS has Stage 2 vapour recovery, that recycles the vapour that would normally be vented from a vehicle when its tank is filled.



A customer tops up at a Waitrose petrol filling station

Packaging, waste and recycling

Packaging is vital to Waitrose. By law it provides information on contents, lists of ingredients and methods of storage and preparation or use. Primarily it ensures the protection of products through the various distribution systems and temperature ranges before the customer makes a purchase. The packaging around the product is called primary packaging; the boxes in which products are moved are known as transit packaging.

The Waitrose Technical Policy states that our packaging must be designed and produced to permit its reuse or recovery, including recycling, and to reduce the volume and weight to the minimum adequate to maintain the necessary level of safety, hygiene and acceptance. Recycled material should be used when suitable. Waitrose own label product packaging now includes recycling information.

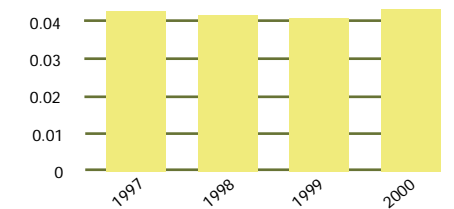
Recent government legislation has encouraged a reduction in the amount of packaging used and requires accountability for its recovery and recycling. At Waitrose, the total weight of packaging used had been falling until 2000: in 1999 we handled 56,000 tonnes of primary packaging, compared with 57,000 tonnes in 1998 and 58,600 tonnes in 1997. As the number of items sold increased over this period, the average packaging per item fell by 4.9%. This reduction was due to lighter weight materials and the removal of some packaging components, the 2000 increase comes partly from an increase in glass and plastic packaging.

Waitrose has actively removed one-trip transit packaging (packaging that has to be disposed of after one use) from our distribution system, replacing it with reusable plastic trays. These are washed, using recycled water, at one of our depots. The number of trays has grown from 1 million a month in 1998 and reached 23.1 million in 2000 and 26 million in 2001. This increase is being achieved by converting more suppliers to this system which includes meat, poultry, fish, cooked meat, delicatessen, ready meats, sandwiches and fruit and vegetables. The target for 2002 is 28 million trays, an increase of 7.7% over the 2001 figure.

As part of the Local Authorities' *Buy Recycled* campaign, Waitrose has started to inform our customers of the importance of recycling by providing information about products with recycled content in our stores. In particular, we have worked closely with Hart District Council to promote the campaign in several of our branches in Hampshire. Other activities have included exhibits at various environment fairs and shows.

We have stated that PVC must be removed from existing packaging as soon as practicable and may not be used in any new products unless nothing else is available. Waitrose has worked with other retailers and the PVC industry in a group chaired by Jonathan Porritt, programme director of Forum for the Future, to devise protocols for the manufacture of PVC in the UK. Steady progress is being made and our PVC policy, which has been in place since 1996, is kept under review.

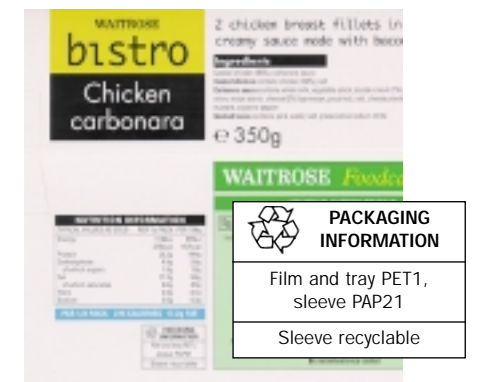
Primary packaging handled (average kg per item)



Shelves are replenished using returnable trays



'General Waste' promotes Buy Recycled campaign to customers and their children



Example of recycling information on Waitrose packaging



Our innovative Wine Bag for Life



Warehouse waste plastic and worn Bag for Life are returned to British Polythene Industries for recycling



Plaswood furniture made from recycled Bag for Life

Bag for Life

While recycling and recovery have their place, reuse is the best environmental solution. The Bag for Life has been our keynote environment product and is sold for 10p. It is reusable many times, thus saving wasteful free carrier bags. When it wears out, it is replaced free of charge. Old bags are recycled and (with other waste plastic) made into plastic garden furniture, planking, bins and bollards, which have years of life. Since the launch in 1997, Waitrose continues to sell over two million Bag for Life per year and have provided 336 pieces of recycled furniture to our branches, schools, local authorities and charities.

In 2000, we also introduced an innovative Wine Bag for Life, which holds six bottles. It will also be recycled to make furniture, as well as having a greater life expectancy and being easier to store than the cardboard equivalent. 2000 sales were 66,000 rising to 152,000 in 2001. Conventional free carrier bags rose from 208 million in 2000 to 218 million in 2001, a rise of 4.6%. Retail sales for the same period grew by nearly 10%.

Waste recycling

We have recycled cardboard for more than 30 years, but avoiding it altogether is better than recycling it, so we have replaced cardboard boxes with reusable plastic crates for produce and many fresh products. Nevertheless, we still recycled 14,500 tonnes of cardboard in 2001 from our shops. 130 tonnes of warehouse waste plastic were collected and returned to British Polythene Industries for recycling in 2001, we also recycle branch plastic waste which is collected with the cardboard waste in 44 branches, soon to be extended to 60. We provide many recycling banks at our shops, in most cases managed by the local authority, and also recycle paper, magazines, publications, toner cartridges, vending cups, clothing, cooking oil, filmwrap and cardboard from our offices.

Waste reduction

More recently, the drive has been to reduce waste. This arises from unsold products, trimmings from fresh food and transport packaging that cannot be recycled. Many initiatives have been developed to prevent waste from unsold products, but it can never be totally eliminated, and we are experimenting with some new recycling ideas.

Green Recycling of Waste from Supermarkets

Until recently, waste fresh fruit and vegetables went to landfill. Waitrose is aware of the implications of burying organic material that produces major greenhouse gases, such as methane and carbon dioxide. GROWS provides an opportunity to operate a closed-loop recycling system: the idea is to buy the fresh produce from our growers, collect any waste and return it to the grower, who reuses it on the land to produce more crops. We would then buy the produce to close the cycle.

Waitrose is co-funding a composting trial at Sheepdrove Farm*, near Lambourn, in Berkshire. The project is managed by the Organic Resource Agency (ORA) in Newbury. Using landfill tax credit funds from Biffaward, the trial involves collecting all fruit, vegetable and horticultural waste from selected branches in the Thames Valley each week for composting at Sheepdrove Farm. 143 tonnes of organic waste was collected for composting during the collection phase, from June 2000 to September 2001. (Collections were suspended for three months in 2002 due to foot and mouth restrictions.) If we find that biodegradable waste can be collected and used economically and produces a healthy organic crop, Waitrose vision is to convert all branches to this method of waste disposal, if a commercial model can be developed. The project has now entered the field trial phase to measure the performance of the compost as a soil improver.

*Sheepdrove Farm is an organic farm producing Aberdeen Angus beef and poultry for Waitrose.

Mechanical composting

Another experiment involved the use of a mechanical composting system at our West Ealing branch. It could be used for all food types and packaging. The 'rapid composter' used an enzyme to increase the rate at which the food breaks down and the biproducts are water and carbon dioxide. The waste is turned into a powder that can be added to green compost and used as a soil improver. The experiment was terminated due to operational problems.

And finally, one for Sir Patrick Moore:

Seeing the stars is easier near most modern Waitrose branches because, where we can specify the style, we use downward-directed lighting in our car parks – a dark-skies policy!



Nick Jones reviews progress of composting trial at Sheepdrove farm



Fruit and vegetable waste is emptied on to a windrow

The Waitrose Environmental Working Group is committed to implementing change through its understanding of environmental issues and by producing the solutions that are achievable within the business framework



Environmental Working Group discuss Bracknell Green Travel Plan

This report is divided into four areas: food responsibility; the local community; the global community; and resource management. This structure enables us, through the EWG to target and measure changes that influence our environmental impact. In all areas we are working to improve our performance further.

Under food responsibility, we are already tackling the issues that provide our customers with the assurance of food safety and quality, whilst providing alternatives to conventional farming produce such as organic foods. This work will continue to adhere to responsible farming and animal husbandry standards and increase the number of organic lines that our customers demand.

In the local community, Waitrose will open in 2002 two large branches on brown field sites in the centre of London and Cheltenham. We will continue to support environmental initiatives and charities where our support is necessary to achieve improvement. We will develop Green Travel Plans for some of our branches.

In the global community, the Waitrose Responsible Sourcing Steering Committee is extending ethical and social procurement further into the buying and purchasing functions.

Finally, resource management is the area where we can measure success. In preparation for our next report, we have set up improved data capture systems to provide more statistical information. We also have a key project, already in progress, which will assess our impact on global warming, by calculating our carbon load. This will provide a benchmark against which we can measure the progress of our future emission reduction programmes. To manage this process Waitrose have employed an Energy Manager and a Head of Environmental Management.

We will sponsor and work with Thames Valley Energy which is a partnership of 17 Local Authorities and a number of commercial interests working to develop renewable energy in the Thames Valley. We will also divert more waste from landfill through the use of new technologies and systems of disposal.

Renewable Energy

Economising on the use of electricity will remain a financial and environmental driver for Waitrose. However, the generation of renewable energy is another way of reducing the emissions of Greenhouse gases. In order to make a contribution to this important development, Waitrose is sponsoring Thames Valley Energy (TVEnergy) which is an agency formed to stimulate, encourage and facilitate the development of renewable resources in the Thames Valley area. The agency is in its second year and has been successful in winning research projects and generating significant activity and interest. In this same period, Waitrose has installed wind generation and solar panels at its Estate in Leckford.



David Bellamy plants a Millennium yew sapling at Odney

Acknowledgements

We would also like to thank various organisations for their contribution of photographs, including The Conservation Foundation and Greenpeace.