

Ethics & Sustainability Report 2022/23



JOHN LEWIS
PARTNERSHIP

WORKING IN PARTNERSHIP FOR A HAPPIER WORLD

JOHN LEWIS

WAITROSE

Contents

SUPPLY CHAINS

Report highlights	03
Reflections from our Chairman	04
About the John Lewis Partnership	05
Ethics and Sustainability Strategy	06
Key performance indicators	07
Commitments and Pledges	08

Introduction	10
People in supply chains	11
Progress	12
Challenges we face	15
Looking forward	15
Agriculture, aquaculture & fisheries	16
Progress	17
Challenges we face	20
Looking forward	20
Raw Material Sourcing	21
Progress	23
Challenges we face	26
Looking forward	26

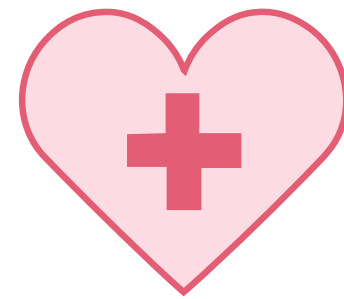
Introduction	28
Circularity & waste	29
Progress	30
Challenges we face	33
Looking forward	33
Biodiversity	34
Progress	35
Challenges we face	38
Looking forward	38
Climate action	39
Progress	40
Challenges we face	43
Looking forward	43

Introduction	45
Social impact	46
Progress	47
Challenges we face	51
Looking forward	51
Health, nutrition & wellbeing	52
Challenges we face	56
Looking forward	56
Our SDG Index	57

Report highlights

Waitrose received the Compassion in World Farming Best Retailer Award for farm animal welfare for the fourth consecutive time

[Read more on p.18 →](#)



£1.7m

Together with our Partners and customers we donated over **£1.7m** to the British Red Cross in support of their humanitarian work

[Read more on p.49 →](#)

Launched two circular fashion initiatives, FashionCycle and fashion rental

[Read more on p.30 →](#)



Held the first ever John Lewis Partnership Sustainability conference, titled Journey to a Happier World

[Read more on p.5 →](#)



Invested in the Responsible Commodities Facility to support farmers and nature in the Cerrado region of Brazil

[Read more on p.25 →](#)

28.85%

reduction in greenhouse gas emissions across our operations.

[Read more on p.40 →](#)

2,000

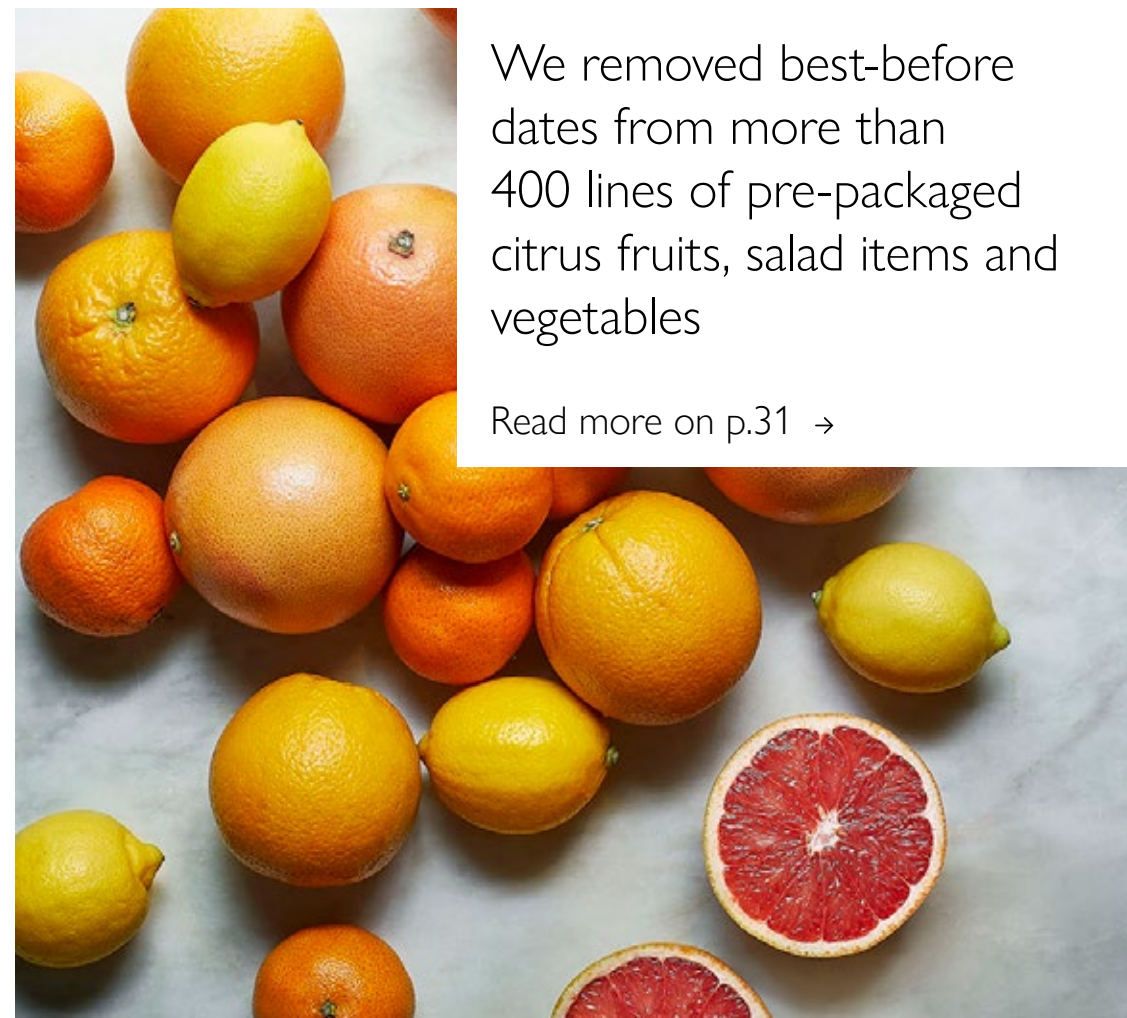
Waitrose carry 2,000 Good Health products

[Read more on p.53 →](#)



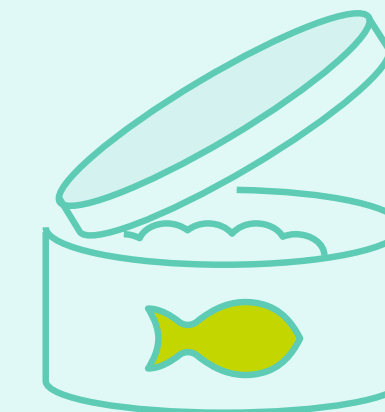
Published Our Plan for Nature, including our commitment to zero deforestation in the sourcing of key commodities

[Read more on p.23 →](#)



We removed best-before dates from more than 400 lines of pre-packaged citrus fruits, salad items and vegetables

[Read more on p.31 →](#)



100%

Became the first UK retailer to offer 100% prepack tuna that is MSC certified

[Read more on p.17 →](#)

£2.2m

generated by the Waitrose Foundation, funding projects that help improve the lives of the workers who grow, pick and pack our produce

[Read more on p.13 →](#)



£10.8m

Together with our customers and Partners we donated £10.8m to good causes

[Read more on p.49 →](#)

Reflections from our Chairman

I'm delighted to have this chance to highlight some of the important work in our 2023 Ethics and Sustainability Report, which explains how we're working towards fulfilling our purpose to make the world a 'happier place'.

Our purpose is rooted in our heritage as a co-owned business. Being a Partnership sets us apart from conventional businesses; therefore we have unwavering commitment to our employee owned model.

Undoubtedly, this has been a difficult year. Just as it seemed there was light at the end of the tunnel after Covid lockdowns, the conflict in Ukraine brought not only devastation to so many lives in that country, but uncertainty, worry and instability further afield. Natural disasters in Pakistan, Turkey and Syria have added enormously to the toll of suffering. We have done what we can to help with the resources we have.

In addition to our annual donation of £95,000 to the British Red Cross, we gave £250,000 to their Ukraine

Crisis Appeal and additional fundraising by Partners and customers generated more than £1.4m. 14 Partners also supported directly, helping the Polish Red Cross to distribute goods, completing 76 days of volunteering in total. We also gave a £50,000 donation to the British Red Cross' Pakistan Floods Appeal and we are supporting them to raise funds for victims of the devastating earthquakes.

Our Partnership purpose is rooted in the belief that we should help those who need it the most. A focus of this is offering a helping hand to young people who have had a difficult start in life. Growing up in the care system can be one of the most challenging experiences a young person can face and we are committed to making a positive difference in this often misunderstood area. Through our Building Happier Futures (BHF) programme, we are supporting young care leavers to find meaningful employment in the Partnership, and are encouraging more businesses to do the same. Since the launch of BHF, we have



partnered with the charities Action for Children and Who Cares? Scotland, both of which provide support for people with experience of care. Over Christmas 2022 we helped generate £1.1m for the charities including customer donations in both Waitrose and John Lewis.

Our work on food poverty has continued and we donated more than 2,000 tonnes of surplus food to FareShare, equating to 4.9 million meals. The Trussell Trust also benefited from customers donating 1,156 tonnes of food and other items via Waitrose.

In October, we launched 'Our Plan for Nature' and held our inaugural Partnership Ethics and Sustainability Conference under the Journey to a Happier World

banner. The Plan for Nature sets out our commitment to be bolder in protecting and restoring nature, detailing how our commitments to reducing the impact of our commercial activity on the natural world will be put into place. We will continue to work collaboratively to raise the bar, be bold, challenge ourselves, and share our progress for all to see. At our conference we heard from young people and under represented groups to help us better understand how we can ensure a just transition to a greener future that includes everyone.

During 2022, we completed research with the Foreign Commonwealth and Development Office's Work and Opportunities for Women programme that focused on how to integrate gender considerations within our own net zero roadmap. We also supported our farming partners who faced inflation challenges in the pork, eggs and milk sectors and worked hard with the fishing sector to drive better welfare and sustainability.

To support our work to end the scourge of deforestation, we partnered with the NGO Canopy, an alliance that supports our goal to source common fabrics made from trees (such as viscose) in a way that protects ancient and endangered forests. We were also an inaugural investor in the Responsible Commodities Facility, an innovative fund to reduce soy-driven deforestation in the Cerrado in Brazil.

I want to thank everyone who has had a hand in producing this report, which is testament to the hard work and passion of our Partners right across our business.

A handwritten signature in dark ink, appearing to read 'Sharon White'.

SHARON WHITE
Partner & Chairman

About the John Lewis Partnership

The John Lewis Partnership is the UK's largest employee-owned business and trades under two cherished retail brands, John Lewis and Waitrose.



Happier people

Our happier business starts with happier Partners, enjoying worthwhile and satisfying work in a supportive environment we all help to create.



Happier business

We build happier businesses that are honest, fair and free to think and act for the long term.



Happier world

We take responsibility for our impact on the planet. We work tirelessly to protect and restore nature, creating a more sustainable future for generations to come.

The business is owned in trust for its 70,000 staff or Partners as we are all known. Our founder, John Spedan Lewis, established our Partnership as a better way of trading – bringing together good business, a happy, engaged workforce and a belief in making a positive difference in the communities where we live and work.

Total Partnership sales for the year ended 28 January 2023 were £12.25bn, a 2% dip on the year: a combination of strong sales at John Lewis and a decline of 3% at Waitrose, reflecting that we had more customers - 20 million of them, 800,000 more than last year - but they bought less.

All in all, this has made for a tough set of results. We made a loss before tax and exceptional items of £77.6m. When you add in exceptional costs - the biggest one being a write down in the value of Waitrose stores - the loss before tax was £234.1m. Our balance sheet remains strong - £1.0bn of cash and access to a £420m credit facility, with interest rates linked to our sustainability KPIs, if we need it. Full details of our Partnership's financial performance can be found in the Annual Report & Accounts.

Given the volatile economic conditions, it would be easy to roll back on our commitments to the environment and nature, but we feel that would be unacceptable, and we remain committed to our ethics and sustainability goals.

This report highlights the progress we have made against our Ethics and Sustainability Strategy during the 52 weeks of the financial year ended 28 January 2023 (prior year: 52 weeks ended 29 January 2022). It covers key achievements and performance data, as well as the challenges and opportunities we have faced across the Partnership as we strive to become one of the UK's most purpose-led and sustainable businesses.

Governance

Power in the Partnership is shared between the three governing authorities, the Chairman, Partnership Board and Partnership Council. The Partnership has established Committees of the Board which assist it in carrying out its oversight and assurance responsibilities. In 2021, our Partnership's Board established a board-level Ethics & Sustainability Committee, recognising the importance of our responsibility to our Partners, the environment and those with whom we build

strong relationships, including suppliers, customers and communities. The terms of reference for this committee state that its purpose is to "assist the Board in fulfilling its responsibilities for setting the Ethics & Sustainability strategy in accordance with our Partnership's Purpose and Values and ensuring that this strategy is embedded into [our] operations." Full details of our Partnership's governance arrangements can be found in the Annual Report & Accounts.



One of the most sobering insights to emerge from last year's COP 27 conference in Egypt, was that the transition to a green economy will require the biggest reallocation of capital since the industrial revolution. Such seismic change cannot be achieved without the commitment of all businesses and I believe the work detailed within this report shows our determination to step up to that challenge."

Nina Bhatia,
Executive Director, Strategy & Commercial Development

Independent assurance: This year, KPMG LLP has issued a limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410. KPMG LLP's limited assurance statement and the reporting criteria that we used as the basis of preparing the selected data, the 'John Lewis Partnership's Basis of Reporting', are both available at www.johnlewispartnership.co.uk/csr

Ethics & Sustainability Strategy overview

This has been a difficult year for so many people as war and natural disasters have impacted millions of lives directly and through the global economic instability that has followed. In addition, the IPCC, the body that advises the United Nations on climate change, published a report imploring us all to increase the pace of change to avert a climate disaster and to keep global temperatures within 1.5°C below pre-industrial levels.

In the John Lewis Partnership, we believe that business has a responsibility to drive much of the change required to keep the 1.5°C climate goal alive. This belief is manifested through our business-wide commitment to an ambitious sustainability strategy which is outlined in this report, and [Our Plan for Nature](#) which we launched in October 2022. Our founder, Spedan Lewis, was a passionate environmentalist and naturalist and this work is a fitting legacy for him and his vision.

One of the biggest areas of focus and concern for us in Waitrose is the global food system. We know that it is broken; around 800 million people around the world are going hungry and three billion are unable to access sufficiently healthy diets. The way we produce food also impacts the natural world around us. Waitrose recognised this many years ago and has worked to drive change in its own supply chain. I have visited many farmers in the UK to see how they produce the food we sell in sustainable and thoughtful ways driven

by an ethos of continuous improvement and working with nature, but I have also been fortunate to visit our Waitrose Foundation farmers and growers in Senegal and The Gambia. Since my trip to Africa to see the incredible work our partners do in the communities where they farm, the Waitrose Foundation has committed £1m funding to help communities build climate resilience.

John Lewis is also committed to giving customers better, more sustainable products and to helping them make informed choices when they shop. We are working towards our 'Better for all' pledge to use better materials, better design, better production. It includes the commitment that by 2028, all the key raw materials used in our John Lewis products will be from more sustainable or recycled sources. We also aim to have buy back and take back schemes for all the categories of products we sell; this is hugely ambitious, but we're making steady progress.

Undoubtedly there is a huge amount of work to do as we transition towards a greener, more pleasant and more equitable world but we are determined to play a significant role in that brighter net zero future, creating a happier world for everyone.

MARIJA ROMPANI,
Director of Ethics & Sustainability, John Lewis Partnership

		
SUPPLY CHAINS	ENVIRONMENT	COMMUNITIES & HEALTH
		
PEOPLE IN SUPPLY CHAINS	CIRCULARITY & WASTE	SOCIAL IMPACT
Protecting the rights of workers in our supply chains and championing the worker voice Read more on p.11 →	Designing with circularity in mind and eradicating waste Read more on p.29 →	Connecting and giving back to communities and charitable causes Read more on p.46 →
AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIAL SOURCING	CLIMATE ACTION & BIODIVERSITY	HEALTH, NUTRITION & WELLBEING
Guaranteeing a fair deal for producers and supporting them to farm with nature Read more on p.16 →	Reducing greenhouse gas emissions in our operations and supply chains, and protecting and enhancing nature through biodiversity Read more on p.34 →	Enabling customers, Partners and communities to lead healthy and happy lives Read more on p.52 →

Our Key Performance Indicators at a Glance

Area	Target	End Date	Status	2022/23 Performance	2021/22 Performance
RAW MATERIAL SOURCING	100% of the cotton used in own-brand products to be from more sustainable or recycled sources	2025	<div></div>	61.05%*	59.80%*
RAW MATERIAL SOURCING	100% of the palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-segregated certified	2025	<div></div>	71.7%	72.1%
RAW MATERIAL SOURCING	100% of the timber used in own-brand products will be from more sustainable or recycled sources	2025	<div></div>	13% ¹	15%
AQUACULTURE & FISHERIES	100% of our own-brand fish and shellfish to come from third-party verified responsible sources	2025	<div></div>	90.3%	90.27%
CIRCULARITY	All own-brand product packaging across our two brands to be widely recyclable, reusable or home compostable	2023	<div></div>	John Lewis: 87.31%* Waitrose: 92.61%*	John Lewis: — ¹ Waitrose: 88.45%
WASTE	85% of all operational waste across the Partnership to be recyclable	2028	<div></div>	72.60%*	73.35%*
CLIMATE ACTION	All electricity procured by the Partnership to be renewable certified	2028	<div></div>	100%	100%
WASTE	Waitrose to reduce operational food waste by 50% against a 2018 baseline ²	2030	<div></div>	-22.49%*	-20.84%*
CLIMATE ACTION	Net zero across our entire operations (Scope 1 & 2) ³	2035	<div></div>	-28.85%*	-22.18%*
HEALTH	Increase sales of healthy food and drinks sold to 65%, as a proportion of total volume of own-label sales	2026		58%	— ⁴

- ✓

Target met
- On track to meet target
- Not currently on track to meet target, some improvement needed
- Not currently on track to meet target, significant improvement needed

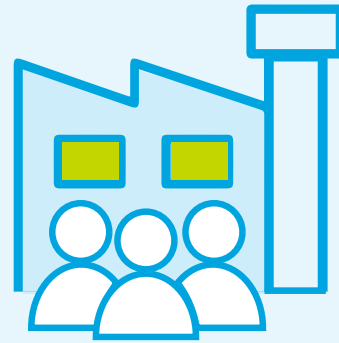
* This year, KPMG LLP has issued limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 3 for more detail. The assurance report and exact KPIs assured can be found on <https://www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html>.

¹ Traceability systems work continued in 2022 and new FSC certified furniture ranges introduced. Further supplier certification in progress.

Commitments and Pledges

SUPPLY CHAIN

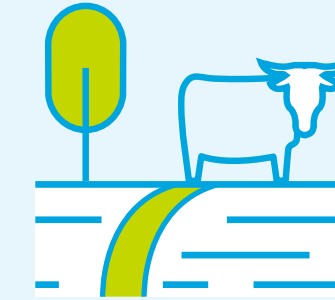
People in supply chains



- Positively impact the livelihoods of over 200,000 workers in our supply chains.
- Invest £1 million on climate and community resilience programming.
- Enable everyone in our supply chains to realise their fundamental human rights.

Read more on p.11

Agriculture, aquaculture, fisheries & raw materials sourcing



- Source all key raw materials in our own-brand products from more sustainable or recycled sources.
- Farm all of our own-brand meat, milk, eggs & farmed fish to defined 'higher welfare' standards.
- Source all own-brand fish and shellfish from third party verified responsible sources.
- Achieve zero deforestation in the sourcing of key commodities across our own-brand product supply chains.

Read more on p.16

ENVIRONMENT

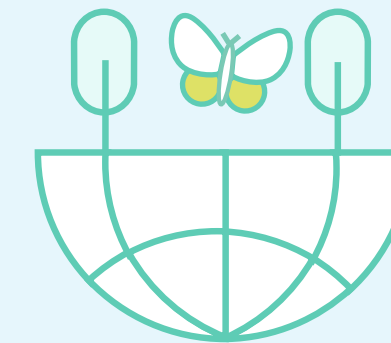
Circularity & waste



- Halve food waste in our own operations and supply chains, and help customers to do the same.
- Offer a 'buy back' or 'take back' option for all John Lewis product categories.
- Develop sustainable rental and resale options for our customers.
- Reduce and make widely recyclable, reusable, or home compostable all own-brand primary product packaging.

Read more on p.29

Climate action & biodiversity

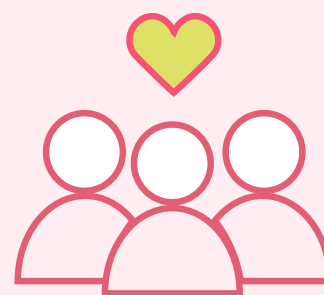


- Achieve net zero across our operations in line with our forthcoming Science Based Targets (SBTs).
- Achieve net zero across our UK farms.
- End the use of fossil fuels across our transport fleet.
- Invest £2 million to fund ecosystem protection and regeneration projects.

Read more on p.34

COMMUNITIES & HEALTH

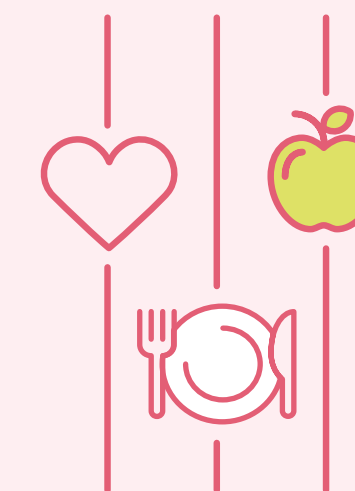
Social impact



- Build happier futures for care-experienced people and support families to lead healthier, happier lives.
- Make a positive difference in communities where we operate through Partner volunteering, financial and product donations.
- Donate food through our partners to support communities in need.

Read more on p.46

Health, nutrition & wellbeing



- Increase proportion of Good Health food and drink sales to 65%.
- Encourage a shift to more plant-based foods.
- Achieve government reformulation targets on salt and calories.

Read more on p.52



Supply Chains

From farmers to forests, Partners to pickers and animals to artisans, our goal is to respect and care for every aspect of our supply chains.

Introduction

We understand the necessity – and deep value – of collaborating and communicating with our suppliers. Many of the challenges we face as a business and a society require industry-level change, and we are determined to work with suppliers to support this. We prioritise actions in our supply chains with careful consideration for the impact and influence we can have, as well as for the prevailing scientific evidence. We also take time to listen to those we work with. Understanding and responding to the perspectives of the people in our supply chain – from factory workers to farmers – is a vital part of ensuring successful, sustainable and equitable relationships.



People in supply chains

Protecting the interests of our people is fundamental to both our ethos and our Purpose, Working in Partnership for a happier world.

When we think about the people our business affects, we think not only of the outstanding Partners and contractors within our own estate, but also of the many other hands that play a part in producing, sourcing and delivering every element of every product we sell.

We understand that the working conditions and livelihoods of all the people in our supply chains affect families, communities and physical environments too. As such, it is essential to us that everyone working in our supply chains – from growers, pickers and packers to factory workers and service providers – is treated fairly, rewarded appropriately and able to realise their fundamental human rights.





Progress

Ethical Compliance Programme

There are over 600,000 workers employed across Waitrose and John Lewis tier 1⁵ **supplier sites**. Our global Ethical Compliance Programme verifies that they experience working conditions in line with our **Responsible Sourcing Code of Practice** (RSCOP).

All tier 1 sites that supply goods for retail to the Partnership, as well as some higher-risk own-brand tier 2 food sites, are covered by our Ethical Compliance Programme. In 2022, as part of the programme, we:

- moved our John Lewis audit programme to Sedex, aligning it with Waitrose. All suppliers now use the same systems and processes. We also expanded our internal team to offer suppliers greater support;
- improved our reporting by bringing the grading process for non-conformances at both General Merchandise and Food and Grocery sites in line with each other;
- trained 16 Waitrose Technical Managers in Ethical Compliance to enhance understanding of the topic.

Human rights due diligence

Through due-diligence initiatives and assessments, training programmes and direct investment via the Waitrose Foundation, we work closely with our suppliers to reduce risk and improve workers' lives. Our aim is always to be transparent in our internal risk assessments and learning. We seek to champion the voices of workers across our supply chains and collaborate with suppliers in key sourcing countries through our Better Jobs programme.

Our Kenyan tea supply chains represent a large number of smallholders, and in 2022, we conducted a human rights impact assessment across these suppliers. We published our findings **online**, alongside an action plan that involves collaborating with industry bodies and other actors to make any necessary improvements.

Building on last year's work to improve traceability and due diligence in the lower tiers of our artisan hand-woven Indian rugs supply chains, 12 additional supply chains representing 3,604 workers were assessed, giving us a better understanding of any further actions we need to undertake.

Better Jobs Programme

Through the Better Jobs Programme, we listen to workers in our supply chains and use their responses to support suppliers in improving working conditions and job satisfaction. In 2022, we expanded the programme to two new countries, with 6,125 workers in India and 607 workers in South Africa completing the initial survey and giving us direct insight into their experiences. Highlights from the past year include:

- Hearing from 6,726 workers in 10 factories and 14 growing sites.
- Providing greater access to professional development in the UK to foster personal growth in the workplace.
- Delivering resilience training to five sites representing 1031 workers in China, helping people improve their ability to manage stress and wellbeing and with the aim of encouraging factories to establish annual resilience action plans.

- Launching the Better Jobs survey in South Africa, where fruit growers and packers took part for the first time. We piloted audio translations of the questions to support people with literary challenges and, by canvassing workplaces in advance, included every community's first language.
- Launching the Better Jobs survey in India, where results revealed that care responsibilities create stress for workers and highlighted instances of workplace mistreatment, both of which we can now work to address.

52

tier 1 supplier sites participated in health and safety training, helping 11,339 workers enjoy safer working conditions.

6

Managing Directors of tier 1 suppliers in the UK completed a leadership development course as a result of Better Jobs survey feedback. These Directors have responsibility for a total of 1,136 workers.

£115,000

invested by The Waitrose Foundation in an 18-month climate resilience programme in East Africa, to train workers and empower them economically in the face of a changing climate.

10

assessments conducted at goods-not-for-resale (GNFR) UK sites, helping us ensure that the working conditions of 4,188 workers in our GNFR supply chain meet our expectations.

Waitrose Foundation

The Waitrose Foundation continues to invest in improving the livelihoods of those who grow, pick and pack our fresh produce. Having generated £2.2m through the sale of over 200 fresh fruit, vegetable, flower and wine products throughout 2022, the Foundation continued the delivery of over 180 new or existing projects within 10 countries in collaboration with our five implementation partners.

This year, after two years focusing on the impacts of COVID, the Global Strategic Fund paid particular attention to supporting climate-change adaptation and resilience in workers' communities.

In collaboration with the Foreign, Commonwealth and Development Office's (FCDO) Work and Opportunities for Women programme, we conducted research into the climate related challenges women face on Kenyan flower farms and the possible impacts of our net zero ambitions there.

Modern slavery assessments

We worked with Slave-Free Alliance (SFA) to assess the risk of modern slavery in our GNFR supply chains. From their visits in 2022 to eight independent depots, warehouses, supply hubs, recycling businesses and two remote phone contact centre supplier assessments, Slave-Free Alliance has so far found no modern slavery case. The Alliance has made recommendations to boost awareness of the problem at some sites, particularly to assess the risk of the workforce profile, including the use of student visas, and to conduct further identity checks.

Separately to this, we have partnered with UNSEEN and undertaken modern slavery training for 56 individuals, representing 45 suppliers.

Further information can be found in our [Human Rights Report](#).



CASE STUDY

Waitrose Foundation Ghana

Measuring the social impact of our initiatives can be tricky. That's why we worked with our supply partner, Blue Skies, Dutch supermarket chain Albert Heijn and academics at the University of Northampton's Centre for Sustainable Business Practices to better understand the economic and human outcomes of the Waitrose Foundation's work. Senior Lecturers Dr Chijioke Uba and Dr Ebenezer Laryea share their findings.



Few of us will have the opportunity to bend history on our own. But what all of us will have is the opportunity to do the things together that we can't do individually. And, for me, that's what the work of the Foundation represents. The Foundation provides value for the business as well as for us human beings."

Dr Ebenezer Laryea,
Centre for Sustainable Business Practices, University of Northampton

"Our research assessed the impact of social programmes led by the Waitrose Foundation and their partners in Ghana, including how much was spent, the social return on investment and the human rights performance within their supply chain. The aim was to make recommendations about how to make programmes more impactful.

We found that the social return on investment of the Foundation's work in Ghana was almost \$1 million from a \$150,000 investment, with the largest positive effects being felt in education, health and wellbeing.

Not all impacts were measurable in monetary terms, and some of the projects created significant benefits that weren't always considered at the start. For instance, by installing water tanks that harvest rainwater in schools, students are less stressed and can spend more time on their education instead of travelling to get water.

And by designing community toilets and bathing facilities into a new resource centre for farmers and students, illness has been reduced and girls can use the facilities at night without worrying about their health and safety. As a result, the girls' self-esteem has grown and they're doing better at school. Additionally, the collaboration between farmers and students has improved farming innovation and productivity, helping retain value in Ghana and enhance product quality throughout the supply chain.

One of the best aspects of these projects has been the increased ownership created by directly engaging with local communities in the decision-making process. It marks a shift from simple philanthropy and has helped generate great feedback from all the beneficiary groups across the supply chain."

The impact study also made a number of recommendations for the Foundation; you can read about some of our next steps in the 2022–23 [Waitrose Foundation report](#).





Challenges we face

Achieving full transparency of complex supply chains remains a challenge: at tier 1 alone, we source goods and services from over 72 countries. Beyond tier 1, where we have good visibility of worker demographics and working conditions, it becomes harder to identify the workers in our supply chains.

One of the biggest challenges for the UK's food retail industry this year has been the recruitment fees paid by some workers taking part in the seasonal workers' scheme. In 2021, two-thirds of seasonal workers came from Ukraine, however the war made replicating this impossible in 2022, so seasonal worker scheme operators approached audiences in new territories. Because of the greater distances and higher transport costs involved, there are reports of workers having to pay illicit fees in their home countries to get these seasonal jobs. We will continue to strive to improve our understanding of the experience of vulnerable workers in our supply chains, and to work with our suppliers to prevent or address any harm identified.

The climate crisis raises another global challenge for people in supply chains, impacting on the rights of

workers and smallholder farmers. Changing conditions and more unpredictable weather, such as the devastating floods in Pakistan and the 40°C heat during the UK summer that affected crops, are having a negative impact on many livelihoods.

Looking forward

The accelerating impact of the climate crisis on livelihoods has focused our minds on developing a rights-based climate strategy. During 2022, Waitrose completed research with the FCDO's Work and Opportunities for Women programme that focused on how to integrate gender considerations within our net zero roadmap. We are pleased that the FCDO has subsequently partnered with Waitrose to strengthen the gender focus of the Foundation's climate resilience programme in Kenya.

Increasing climate resilience is imperative for securing the future incomes of farmers, particularly smallholders, within our supply chains. That's why the Waitrose Foundation has established the new "Climate Resilience Programme" which will invest £1 million to help farmers adapt to climate change.





Agriculture, Aquaculture and Fisheries

Both our producers and our planet deserve a fair deal. Through the longstanding relationships we cultivate, we can help them flourish.

The past year has been a balance of challenge and success. We are proud that Waitrose once again received the Compassion in World Farming Best Retailer Award for animal welfare. Our supermarket brand also moved all its own-brand fresh milk to free-range, demonstrating the hard work of dairy farmers in providing cows with access to grazing for a minimum of half the year, and provided substantial investment to our pig farmers and egg farmers.

Some of our sector's difficulties arose due to the conflict in Ukraine. This drove a shift from much Russian-sourced produce, such as cod and haddock,

and escalated many costs, including animal feed, fertiliser and energy. Despite this, thanks to the efforts of farmers, fishers, growers and suppliers and the longstanding relationships we have with them, we maintained our offering to customers and kept our sustainability credentials for key supply chains.

With collaboration towards certification a critical target within our responsible seafood sourcing strategy, we contributed significant time and finance over the last year to support several Fisheries Improvement Projects (FIPs) and pursue initiatives that will lead to eventual certification.

Progress

The [Waitrose Agriculture Plan](#), set out in 2020, is our 10-year ambition to develop more of the regenerative farming practices and partnerships that we believe will be key to our, and the sector's, future success. We remain committed to reporting detailed progress against our animal and fish welfare target outcomes, details of which are updated on our [corporate website](#).

Responsible Fishing Vessel Standard (RFVS)

The RFVS is a voluntary programme certifying high standards of vessel management and safety systems, including crew safety, rights and wellbeing. Our aim is for all UK vessels supplying Waitrose to be RFVS certified.

We funded a Regional Outreach Manager to visit fleets in South West England and North East Scotland and establish awareness levels of and interest in the RFVS programme. The manager, an experienced fisher, held regular portside visits with skippers and uncovered the obstacles preventing more UK fleets from applying for RFVS certification. By offering guidance and advice on surmounting these barriers, the Outreach Manager has encouraged several skippers and vessel owners to consider applying for certification.

Investment in sustainable fisheries

In working towards our target of 100% certified seafood by 2025, we implemented a roadmap to support fisheries not yet certified or part of a Fisheries Improvement Project (FIP). This work enabled us to focus our efforts on fisheries we can help, to not only improve the sustainability of our fish but also provide long-term benefits to fishers themselves.

To make sure that uncertified UK fisheries adopt sufficient conservation measures to enable a sustainable fishery and, ultimately, achieve third-party certification, we contributed our views to a UK-wide government consultation on a new fisheries policy. We also discussed our priorities for regional Fisheries Management Plans with the Department for Environment, Food and Rural Affairs. In addition, during the past year, we:

- collaborated on and funded a new assessment and action plan to facilitate progress towards a FIP for Dover sole, turbot, lemon sole, plaice, squid and cuttlefish in South West England, sprats in the West of Scotland, and crab in the North Sea;
- funded a Scottish monkfish FIP;
- continued to fund and participate in FIPs of other species, including North Sea lemon sole and plaice and North Sea and West Scotland king scallops and langoustines.

Target	2022/23	2021/22
100% of our own-brand fish and shellfish will come from third-party verified responsible sources by December 2025	90.31%	90.27%

100%

Became the first UK retailer to offer 100% own-label chilled prepack tuna (yellowfin and albacore) that is MSC certified.



Achieved MSC certification for all albacore tuna, whether in cans, on our counters or prepacked.





Farmer support

It has been a difficult year for most farmers, who had to cope with sizeable increases in many of their vital costs, including feed, fuel, labour and energy.

Waitrose values the longstanding, sustainable and resilient relationships it has with many of its producers that enable farmers and growers to continue supplying high-quality goods for our customers. As such, we feel it is only right that we support them when they need it most.

One of the hardest-hit sectors was egg farming, which faced an uncertain future. We stepped in by adding £4.9 million worth of support to further investments made earlier in the year. Through the support we provided and the relationships we have nurtured over time, we kept a steady supply of eggs on our Waitrose shelves while many other retailers were limiting purchases or importing eggs from overseas.

We also reviewed our farm gate milk price in conjunction with our farmers on a monthly basis to ensure they received a fair price for the milk they produce.



We are proud to have maintained our position as the leading supermarket for farm animal welfare. We believe that the animals on our farms are entitled to have good, dignified lives. Compassion in World Farming is the leading charity looking out for the welfare of farmed animals and we were pleased that in 2022 we again won their prestigious Best Retailer Award.”

James Bailey,
Executive Director Waitrose



Won the Marine Stewardship Council (MSC) UK Fish Counter of the Year Award for the fifth consecutive year and MSC UK Marketing Champion of the Year Award.

£17.9m

financial support package for pig farmers against the backdrop of falling market and rising input prices.



Retained Business Benchmark on Farm Animal Welfare tier 1 status in the organisation’s 2021 benchmark, published in 2022.



Won the Compassion in World Farming Best Retailer Award for the fourth consecutive time.



Won the Compassion in World Farming Best Retailer Innovation Award for our work into Qualitative Behavioural Assessments.

CASE STUDY

Global Tuna Alliance

Continued overfishing of tuna has led to ongoing population decline. Moreover, the catch volumes and methods can damage natural ecosystems, resulting in biodiversity loss. It all adds up to a serious, complex problem for the management of tuna fisheries, says Dr Tom Pickerell, Executive Director of the Global Tuna Alliance.



What I'd like to see is more members because the more members we have, the louder our voices. Spreading the message is the first thing. And having more people speaking up, individuals and individual businesses, is really powerful. That can drive change quicker than anything."

Dr Tom Pickerell,
Executive Director, Global Tuna Alliance



"Tuna live on the high seas, so swim in international, national and coastal waters. That makes them very difficult to manage through Regional Fisheries Management Organisations, which are formed by countries who fish the same sea.

All these countries, as well as the local fishing communities, have different priorities and views, but they all need to agree on management. So, for tuna, that means it's a balancing act to resolve the competing interests of multiple stakeholders.

That's why the Global Tuna Alliance was founded in 2019. We bring businesses together to collaborate on the problem of tuna fisheries management.

As a collective, we're one of the world's most extensive networks of seafood retailers and suppliers, with members on every continent.

The John Lewis Partnership is one of our founding members, but that's not all. The Partnership is a strong advocate for our work, leading by example and speaking out at key forums, such as the Western & Central Pacific Fisheries Commission, calling for harvesting strategies and constantly seeking to improve fisheries management in the interests of consumers and the environment alike.

Slowly, we are starting to see some progress, particularly in the environmental arena. The needle is also starting to move towards greater social responsibility, with more attention on modern slavery, child labour and exploitation in processing factories.

But there's much more to do, including better transparency and traceability. And businesses need to make a lot of effort to improve their supply chains, too. We hope that our organisation can make a difference by bringing more businesses together to leverage their combined power and potential for advocacy."

Challenges we face

With farmers likely to face ongoing cost pressures leading to further volatility in agricultural supply chains, we expect the supportive, reciprocal relationships we hold with farmers and growers to become even more important.

For livestock supply chains, it can be difficult to communicate to customers the systems and standards by which animals are raised. This is important so customers can make an informed choice and so farmers investing in higher welfare systems are fully rewarded. As such, Waitrose will continue to publicly advocate for mandatory and intuitive 'method of production' labelling for meat products, which is currently only required for shell eggs.

While wild fish certification remains a business priority, achieving it for certain hard-to-tackle species, particularly MSC certification for mackerel, remains challenging. As a founding member of the North Atlantic Pelagic Advocacy group, Waitrose has been advocating that countries which fish these species should agree to catch levels in line with scientific advice.

This year, the North East Atlantic Coastal States committed to fishing mackerel within limits that scientists state will not damage the long-term welfare of the stock. They also provisionally agreed to set quotas for 2023 at levels that would pave the way for a historic sharing agreement.

Following updates to scientific advice, we suspended sourcing North Sea and West of Scotland monkfish last year over concerns about the potential for overfishing and species sustainability. We know this is an important fishery for the local community, so we helped to fund a credible five-year FIP which will address data and management issues and work towards MSC certification.

Looking forward

Many farmed fish rely on a high protein diet. As understanding of the potential ecosystem impacts of sourcing this protein has improved, the industry has been looking for more sustainable alternatives. These alternatives must not compromise the health, nutrition, taste or quality of the farmed fish. They should also not displace environmental impacts, ideally helping to support a circular economy.

We aim to keep working towards ever higher welfare standards for all species, including achieving our goals as signatories of the Better Chicken Commitment (BCC). Our welfare standards are already high in this area, with, among other improvements, our chickens benefitting from 20% more space than the industry standard. Working alongside our supplier, we intend to have the infrastructure in place that will make us BCC compliant by 2026. Additionally, we will continue our work to achieve the requirements of the Good Pig Award, Good Sow Commendation and Cage Free Award in our continental meat supply chains ahead of our 2025 deadline.

As part of the EU Next Generation Proteins project, of which Waitrose is the only retailer member, we validated the use of insect, single-cell protein and algae meal in farmed Atlantic salmon. Funded by the European Union and working with our farming partner, Mowi, and our dedicated supplier, Aquascot, we conducted a blind taste test to check consumer acceptability of salmon grown on these diets compared to a control diet. The next step will be to work with other project partners to explore business opportunities for the three alternative proteins.



Raw Material Sourcing

By working hand-in-hand with others, we aim to source more sustainably and provide tangible benefits for communities and nature.

When it comes to sourcing the raw materials our approach is built around three primary principles.

Firstly, we endeavour to act responsibly throughout our supply chains, ensuring we constantly seek improvements that enable us to source key commodities more sustainably. Secondly, due to the highly interconnected nature of commodity supply

chains, it is imperative that we work collaboratively with others, actively participating in industry organisations to bring about systemic change that makes sustainable and ethical materials the norm. And, thirdly, we aim to have a positive impact through initiatives that deliver on-the-ground benefits in the landscapes and communities that we source from.



Target	2022/23	2021/22
Key raw materials ⁶ in our own-brand products will be from more sustainable or recycled sources by 2025 ⁷		
100% of the cotton used in own-brand products will be from more sustainable or recycled sources	Group Total: 61.05%* John Lewis: 63.9% Waitrose: 10.7%	Group Total: 59.80%* John Lewis: 60.9% Waitrose: 28.04%
100% of the timber used in own-brand products will be from more sustainable or recycled sources	Group Total (Better & Best): 13% Best ⁸ : 11% Better: 2% Good: 2% In Progress / Unverified ⁹ : 85%	Group Total: 15% Best: 8% Better: 7% Good: 4% In Progress/Unverified: 81%
100% of the cashmere used in own-brand products will be from more sustainable or recycled sources	Not yet reported - see page 23	Not yet reported
100% of the soya used in Waitrose own-brand products will be deforestation- and conversion-free	Deforestation- and conversion-free Total: 11.06%* Farming Partnership Groups ¹⁰ : 11.75% Certified ¹¹ Total: 100% Physically certified: 7.87% Organic certified: 9.38% RTRS Regional Credits: 58.42% ¹² RTRS Credits (Other): 23.90% Area Mass-Balance: 0.43%	Deforestation- and conversion-free Total: 11.24%* Farming Partnership Groups: 14.26% Certified Total: 100% Physically certified: 17.97% Organic certified: 11.55% RTRS Cerrado Credits: 18.24% RTRS Credits (Other): 52.23%
100% of the palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-Segregated certified	Total: 100% RSPO SG ¹³ (Segregation): 71.71% RSPO MB ¹⁴ (Mass Balance): 28.26% RSPO IS (Independent Smallholder)-Credit: 0.03% Food products: RSPO SG: 91.3% RSPO MB: 8.7% RSPO IS-Credits: 0%	Total: 100% RSPO SG20 (Segregation): 72.1% RSPO MB21 (Mass Balance): 25.3% RSPO IS (Independent Smallholder)-Credits: 2.6% Food products: RSPO SG: 88.1% RSPO MB: 11.8% RSPO IS-Credits: 0.1%
100% of the cocoa used in own-brand products will be from more sustainable sources	Certified to third-party standards ¹⁵ : Fairtrade MB: 29.8% Fairtrade SG: 0.4% Rainforest Alliance MB: 29.8% Rainforest Alliance SG: 0.1% Cocoa Horizons MB: 7.4% Uncertified: 32.4% Cocoa in own-brand confectionery: Fairtrade certified: 100%	Certified to third-party standard: Fairtrade MB: 29.5% Rainforest Alliance MB: 35.1% Rainforest Alliance SG: 0.1% Cocoa Horizons MB: 6.7% Uncertified: 28.6% Cocoa in own-brand confectionery: Fairtrade certified: 100%
100% of feather and down used in own-brand products to be from certified responsible sources	69.6%	Not reported

* This year, KPMG LLP has issued limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 3 for more detail. The assurance report and exact KPIs assured can be found on <https://www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html>.



Progress

New targets

In 2022, we formalised new targets to source three additional raw materials – polyester, leather and man-made cellulosic fibres (MMCFs), such as viscose and lyocell – from more sustainable or recycled sources by 2028.

We also committed, as part of Our Plan for Nature, to zero deforestation and conversion in our sourcing of soya, palm oil, cocoa, beef, leather, timber and MMCFs for all Waitrose and John Lewis own-brand product supply chains by 2028. As well as improving our own sourcing standards, we will also continue to advocate and collaborate across industries and policymakers to help responsible sourcing and zero deforestation become standard.

Our new targets for MMCFs and leather will help us meet our zero-deforestation pledge for commodities, which is a requirement for achieving science-based climate targets.

Timber

Our [Timber and Paper Sourcing policy](#) embeds our 2025 sustainable sourcing target and mandates suppliers to actively work towards more responsible and sustainable sourcing as defined by our policy. Suppliers should procure recycled or independently certified timber and, wherever possible, provide on-product labelling to help customers make responsible purchasing decisions.

In 2022, we continued working alongside a group of key suppliers to re-source their timber from more sustainable sources and contribute to our target. We are starting to see the results of this work with

the launch of our new, FSC-certified furniture ranges Foxmoor and Boardwalk and we are striving to accelerate progress in this area.

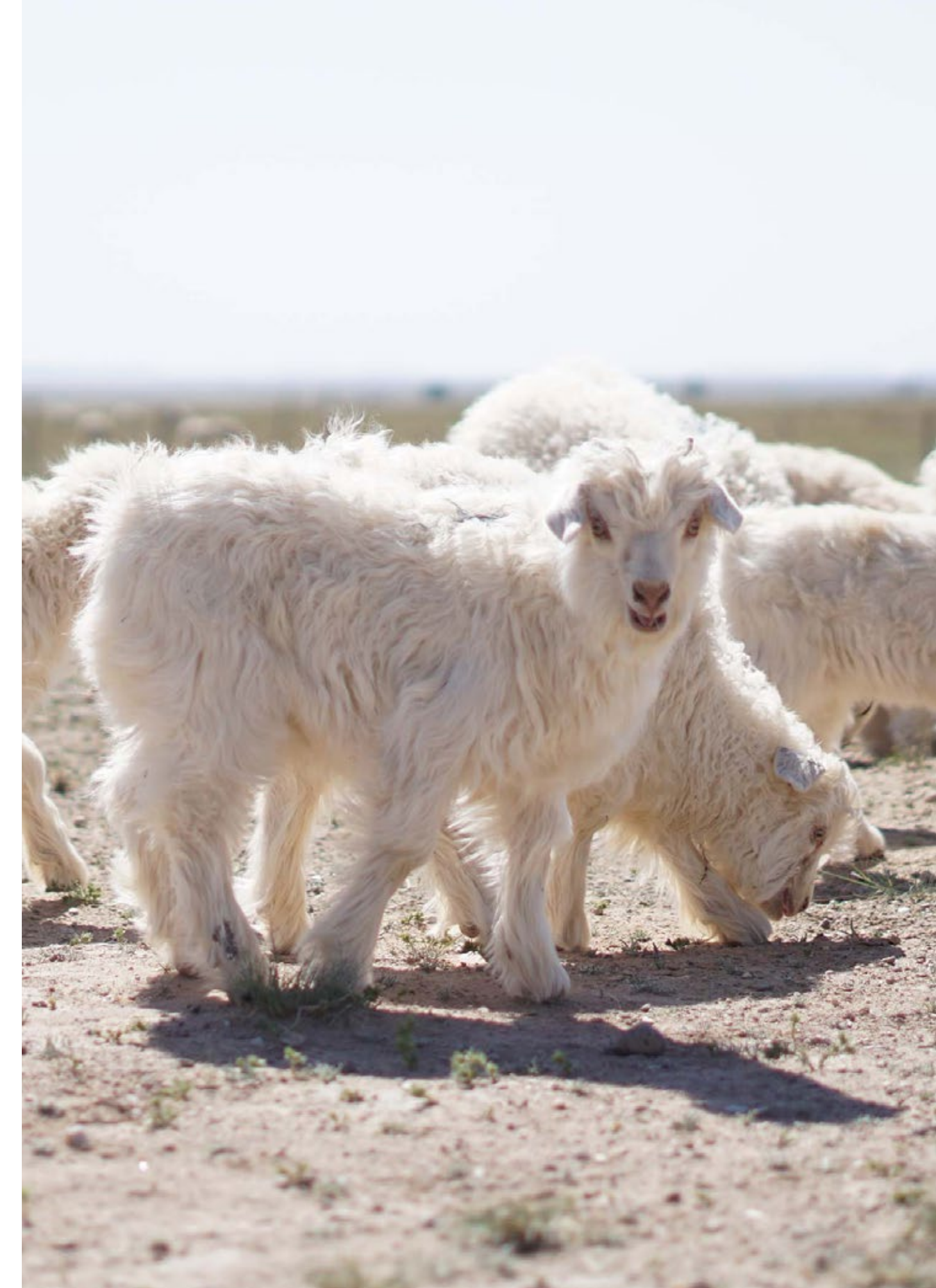
Cashmere

Ahead of the autumn/winter 2023 clothing collection, John Lewis worked with a key supplier, Artwell, to purchase Sustainable Fibre Alliance (SFA)-certified cashmere. Artwell is one of the original participants of the SFA's chain of custody, which ensures that any SFA-certified material has met the strict requirements of the SFA Cashmere Standard. Together, John Lewis and Artwell are working with the SFA to ensure 100% of the cashmere they supply to us is more sustainably sourced by the end of 2025.

Also in 2022, John Lewis sponsored the Best Community for Animal Welfare award as part of the SFA's Herder Sustainability Award ceremony in Mongolia. The annual awards support and motivate cashmere herders who are making exceptional contributions to sustainability and their communities. The winner of the 2022 award, the Shine Burgaltai Herding Community in Arkhangai Province, plans to spend the award money provided by John Lewis on new goat breeding services as well as further competency-based training on goat welfare.

Feather and down

In 2022, we reinstated feather and down as key raw materials within scope of our 2025 target. We continued collaborating with our suppliers and third-party standard owners, such as Textile Exchange, to establish a new reporting mechanism this year. We are now able to report our performance, which is at 69.6% compliance, and we are clearer on the specific challenges we need to address.





Soya

The scale of global soya supply chains is so vast that the whole UK market represents around 1% of global demand. As such, achieving deforestation-free soya means working collectively with other UK businesses, NGOs and government.

In 2022, we were active participants alongside several of our key suppliers in the UK Soy Manifesto steering group – a sector-wide initiative to achieve 100% deforestation and conversion free soya in UK supply chains by 2025. The manifesto has facilitated significant progress, establishing a collective plan to develop a new feed mill assurance standard for deforestation- and conversion-free soya and enabling reporting on the deforestation and conversion free status of UK soya imports at the national level.

We have also continued to advocate for ambitious due diligence legislation on forest risk commodities in the UK, including for soya, through engagement with government bodies and industry groups, such as the Retail Soy Group.

Cocoa

As set out in our recently published cocoa policy, we are expanding our commitment to ensure all cocoa in our own-label products is certified. By the start of 2025, 100% of cocoa in all categories will be either Rainforest Alliance or Fairtrade certified, and all products containing at least 5% cocoa will display clear on-pack labelling. This will demonstrate that all our cocoa supports improving the economic and social well-being of farmers and environmental protection in cocoa growing regions.

In brief

- Other highlights during the past year include:
- Our cotton policy is now live, formalising the sourcing criteria we have been following for several years into a new internal framework. The policy is underpinned by our target to achieve key raw materials in our own-brand products coming from more sustainable or recycled sources by 2025. As well as this, we have been putting our perspective forward in consultations to help strengthen the Global Organic Textile Standard and Better Cotton's principles and criteria.
 - In support of our 2028 target, we signed up to the CanopyStyle initiative for MMCF sourcing, ensuring that we keep ancient and endangered forests out of our MMCF supply chains while also supporting the development of innovative and recycled fibres.
 - Waitrose is the UK supermarket with the widest range of own-label Fairtrade products in physical stores. Sales of Fairtrade certified Waitrose own-brand products generated a Fairtrade premium of £2.3m for farmers and workers in 2022.

CASE STUDY

Responsible Commodities Facility



Achieving the necessary scale and pace of change to tackle climate and biodiversity crises requires both innovative solutions and investors to back them. Obviously, doing due diligence is crucial. But by taking calculated risk and having the courage to enable initiatives such as this, businesses like ours can make an outsized positive impact.”

Samuel Coxlee-Gammage,
Ethics & Sustainability Manager, John Lewis Partnership

“As a signatory of the Cerrado Manifesto, the Partnership is committed to working collaboratively to halt deforestation and native vegetation loss in Brazil’s highly biodiverse Cerrado ecosystem. Landowners in Brazil’s Cerrado have the legal right to clear up to 80% of native vegetation on their land. We have to make it economically rational for farmers not to do so and instead incentivise soya production on already-cleared, degraded cattle pasture.

After years searching for a way to achieve impact at scale, Sustainable Investment Management, supported by Waitrose, Tesco and Sainsbury’s, established the Responsible Commodities Facility, providing green finance for sustainable commodity production.

Alongside our partner retailers, we collectively contributed \$11m to pilot reduced-interest loans for farmers to buy agricultural inputs, such as seeds and fertilisers, in exchange for commitments to protect native vegetation. Through this mechanism, capital is returned after each funding cycle and can be reinvested in participating farms and conservation.

The fund has already provided loans to 36 soya farmers. Over the four-year programme, we expect 300,000 tonnes of deforestation- and conversion-free soya to be produced, conserving 11,000 hectares of native vegetation.

This innovative initiative had a complex legal and financial structure to work through. It required significant engagement and goodwill from Partners across many teams, as well as from their counterparts in the other retailers. But it has proved retailers can act collaboratively to support biodiversity and sustainable economic development in important landscapes like the Cerrado.

What’s more, it demonstrates these benefits can be achieved in a financially viable and renewable way, providing a return on investment that can keep the impact growing.

Now that the facility is operational and successful, other businesses are interested in joining, and work is underway to raise a second, larger fund.

In the long term, the Responsible Commodities Facility has significant potential. In principle, it is a hugely scalable and replicable model. Our initial investment hopes to unlock further capital by proving the benefits for investors, farmers and the environment.”



Challenges we face

Our raw material targets rely on third-party certification. Many of these are operated by Textile Exchange who have extended the scope of their standards and now require end-point retailers to be directly certified. In order to meet this requirement, we are working with Textile Exchange and certification bodies to achieve certification.

Sourcing sustainable palm oil continues to be a challenge. Whilst this year we made some progress in our food products, a key difficulty is the use of palm in our non-food products, which will require industry collaboration to resolve. Collective action will be needed to increase the availability of RSPO-segregated palm derivatives and fractions.

Achieving our target for sustainable timber sourcing is a complex process that has led to a significant number of materials needing to be re-sourced from certified forests or countries considered lower risk. Progress

has been slower than we would like due to numerous factors, such as locating sufficient new supplies, meeting minimum order quantities, increasing costs, waiting for suppliers to become certified and not wanting to waste existing stock.

This year, the EU law on due diligence for forest risk commodities comes into effect, and the UK is expected to follow suit. The legislation will affect Partnership suppliers and supply chains for raw material commodities, so we will need to assess our exposure, obligations and risk before creating an action plan to achieve compliance and mitigate any business impacts.

For all commodities, it is vital that we work hand-in-hand across industries, along supply chains, and with policymakers, non-profits and experts, both in the UK and globally, to ensure zero deforestation and conversion and responsible sourcing become the norm. Importantly, we must do this while enabling people in forest landscapes to live a good life without needing to clear or degrade forests to improve their wellbeing.



Looking forward

With newly created targets for the raw materials of polyester, leather and MMCF, we will now develop policies and training materials for internal and external stakeholders, building towards a reporting mechanism and roadmap that will help us reach our 2028 ambitions.

Better Cotton and the Leather Working Group are reviewing and expanding their chain of custody models during 2023. We will keep in close contact to understand how we continue to work within those models, particularly in respect of improving our material traceability. We will also keep looking for suitable pilot projects in our cotton supply chain over the coming year.

While improving raw material sourcing is a key part of managing our risks, looking after nature and delivering on our Partnership Purpose, it can also add value for customers – but only if they understand the difference these standards make. We are looking at how we can communicate this difference to customers, including investigating new technologies that provide additional information about sourcing, recycling, storage, and more.



Environment

The climate and biodiversity crises may be the most urgent issues we face. How we respond to them will define our futures.

Introduction

Two of our planet's most pressing existential threats are deeply intertwined but differently perceived. While the escalating climate crisis is now galvanising action among businesses, rapid nature loss has often been overlooked. We believe both are vital and must be tackled together.

Nature and biodiversity have enormous benefits for ecological systems, communities, economic resilience and health. That's why we were proud to launch Our Plan for Nature and a collaboration with WWF in 2022.

John Lewis and Waitrose also introduced several new circular economy propositions, and we took big strides towards setting our first science-based targets and a roadmap for reducing our Scope 3 emissions.



Circularity & Waste

Our products and business must be responsible and sustainable, designed with circularity in mind and eradicating waste as we go.

Circularity continues to be an important principle for the Partnership. We are committed to designing products that are made to last and are exploring innovative approaches to enhance our effectiveness, such as digital product passports which help customers care for products, maximise their useful life and understand how to dispose of them with as low an impact as possible.

We are also determined to disrupt the market by providing alternatives to the conventional retail model: one of the highlights of last year was the launch of our fashion rental service.

'Reduce, reuse, recycle' remains a valuable consumption mantra for us all, and the Partnership has an important role in making it easier for our customers, and consumers in general, to follow it.

295

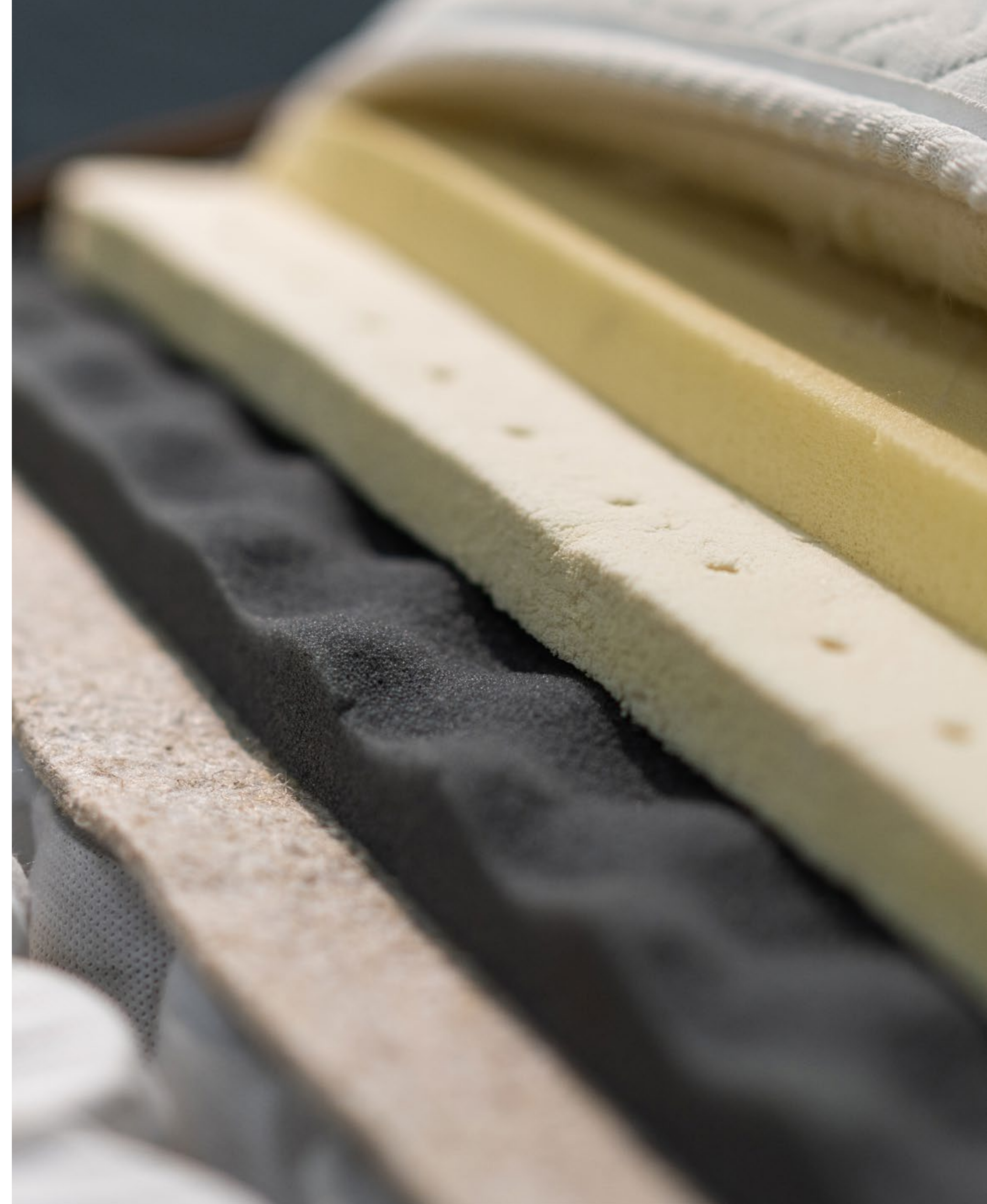
Waitrose stores rolled out flexible plastic recycling facilities.

6,676

sofas collected through our sofa reuse scheme, operated in collaboration with Reuse Network.

900

tonnes of large and small electrical items collected in 2022 for reuse and recycling.



Progress

John Lewis

As part of our commitment to sustainable rental and resale, last year, we launched a childrenswear rental collaboration with TheLittleLoop and our first womenswear fashion rental range. Additionally, we introduced our FashionCycle initiative: by returning five or more pre-loved garments for reuse or recycling, My John Lewis members receive a £5 voucher towards their next clothing or homeware purchase.

We also wanted to do more to enable technology recycling. So, on top of our existing large electrical collection service, in 2022, we began offering a free collection service for small electrical items when customers order products for home delivery.

We already pride ourselves on the quality and longevity of our products and commissioned the

Exeter Centre for Circular Economy to conduct external verification of our circular design principles. The findings identified three priority principles for us: material choices, longevity and cyclability. We are now working to embed them into key product categories and our commercial teams.

For products to be loved longer, we need to improve consumer awareness of their provenance and promote ways of extending their useful life. As such, in 2022, we began a small test of digital product passports for five filled bedding lines manufactured by our Herbert Parkinson textiles factory in Lancashire.

Since 2011, we have collaborated with the Reuse Network, a charity that aims to reduce poverty and tackle waste, to pass on old and ex-display sofas to people who need them. We transport customers' old sofas to John Lewis depots where reuse partners collect, test and repair them before, wherever possible, redistributing them to low-income families.

Target ⁱⁱ	2022/23	2021/22
85% of all operational waste across the Partnership will be recyclable by 2028	72.60%*	73.35%*
All own-brand primary product packaging across our two brands will be widely recyclable, reusable or home compostable by 2023	John Lewis: 87.31%* Waitrose: 92.61%*	John Lewis: – Waitrose: 88.45%*
John Lewis: all product categories will have a buy back or take back solution by 2025	Seven out of ten categories ¹⁶	Four out of ten categories
Waitrose: by 2030, reduce operational food waste by 50% against a 2018 baseline (6,969 tonnes)	-22.52% ⁱⁱⁱ	-20.84%*
Waitrose: halve food waste in our supply chains by 2030	see 21/22	1.42% ¹⁷

ⁱⁱ Performance figure in this table is based on calendar year (i.e. '2022/23' refers to calendar year 2022), with the exception of supply chain food waste which reports on a 12 month period from June to June, this year reporting 21/22 performance. For more information see endnote 17.

ⁱⁱⁱ Performance figures in the table show the reduction in Waitrose operational food waste, compared to a 2018 baseline of 6,969 tonnes. Performance for the financial year ended January 2023 is 5,401 tonnes*, which compared to the baseline is -22.49%*.

* This year, KPMG LLP has issued limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 3 for more detail. The assurance report and exact KPIs assured can be found on <https://www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html>.



A lot of this scheme's success has been down to John Lewis' mentality to want to do good, and not just over one year but twelve. Taking action seems to be part of their DNA."

Craig Anderson,
CEO, Reuse Network



One of the most exciting elements of the past year has been the launch of fashion and childrenswear rental in John Lewis. This is an incredibly exciting way to extend the life of garments while helping customers enjoy more choice."

Naomi Simcock,
Interim Executive Director, John Lewis

Waitrose

Our work to reduce unnecessary plastic and prevent food waste, including donating four million meals over the last year, was recognised by Which? in 2022, as the consumer magazine awarded us joint first place as the UK's greenest supermarket.

One initiative helping to improve plastic packaging is changing milk bottle caps, which represent a major source of packaging for our supermarket. Last year, we began moving away from coloured milk bottle caps, ensuring that all components of our milk bottles can be recycled as easily as possible.

At the end of August, we removed best-before dates from more than 400 lines of pre-packaged citrus fruits, salad items and vegetables. Up to 70% of wasted food comes from customers' homes,¹⁸ so by encouraging consumers to make their own decisions about freshness, we believe we can help reduce food waste in the UK.

Building on our successful collaboration with FareShare, we integrated the free sharing app OLIO into our FareShare Go operation. Now, when FareShare is unable to collect surplus food from our

Waitrose shops, OLIO Food Waste Heroes can redistribute it and prevent waste. OLIO is currently active in around 30 Waitrose stores, with over 32 tonnes of surplus food collected from Waitrose via OLIO in 2022/23.

We also established baseline data and annual reduction targets for supply chain food waste, including asking our largest own-label suppliers by volume to share their food waste data with us. This enhanced transparency will help us reach our 2030 goal of reducing food waste by half. In addition, we kept working with WRAP and Zero Waste Scotland to analyse supply chain food waste and identify any hotspots to address with our suppliers.

The Circular Future Fund

In May 2022, we announced the winners of The Circular Future Fund, our £1 million fund supporting trailblazing initiatives that accelerate the transition to a more circular economy. From an incredible 245 applications, four projects were chosen as the most innovative, impactful and interesting approaches to boosting circularity. Congratulations to: Dame, Pip and Henry, the Scottish Library and Information Council, and the University of Leeds.



CASE STUDY

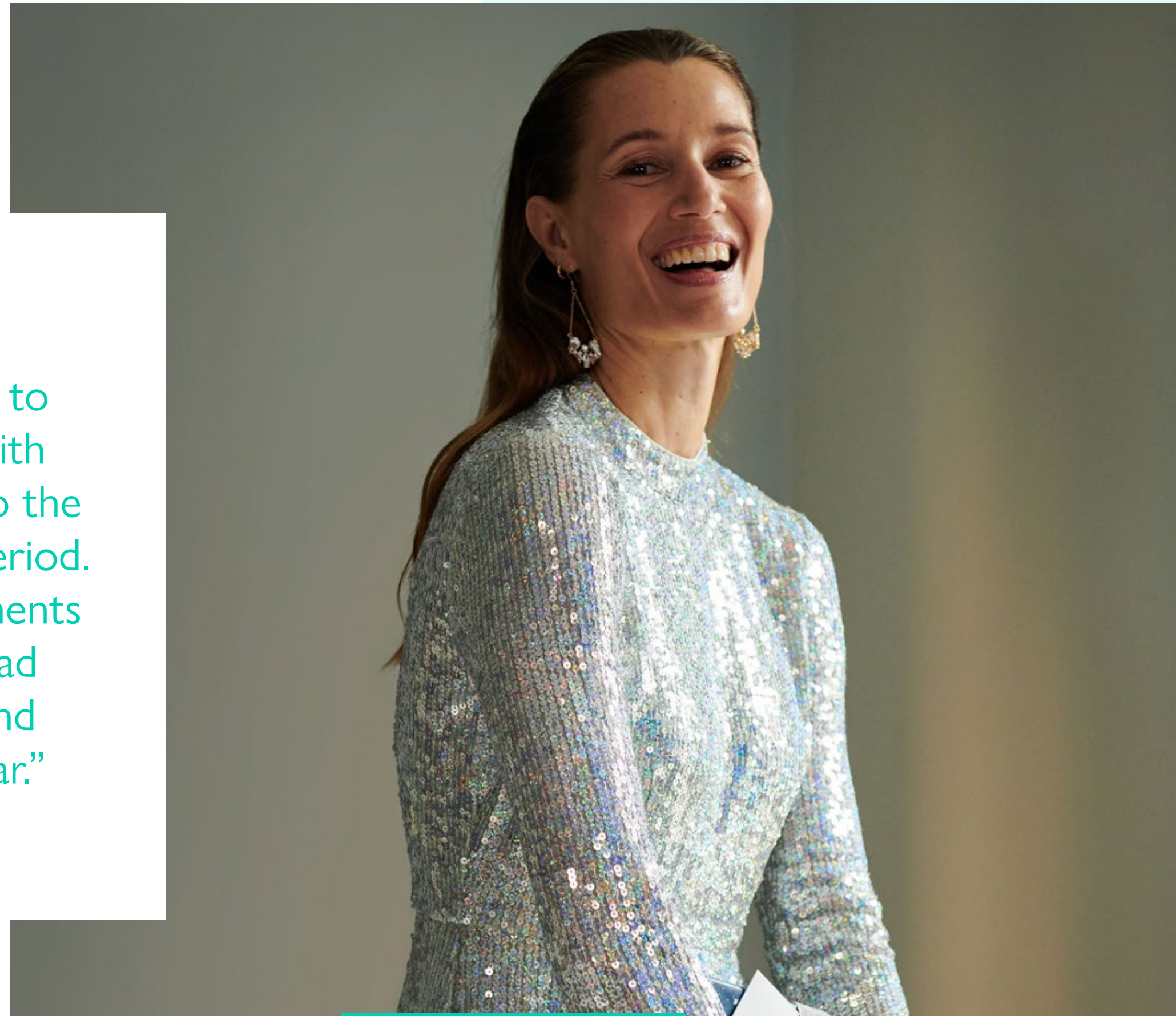
Fashion Rental

With special events and formal occasions returning post-COVID, our customers naturally want to look and feel their best at these events. But with the cost-of-living and climate crises affecting everyone, people do not always want to buy outfits outright, especially if they may only be worn once or twice.



We've had a really promising start to our new Fashion Rental service, with customers responding positively to the proposition over the Christmas period. We have lots of exciting developments to share with customers as we head into 2023, including new brands and categories launching across the year."

Katie Papakonstantinou,
Director of Commercial Development & Innovation



"In response, we introduced John Lewis Fashion Rental, allowing customers to rent garments for a fraction of the purchase cost – making them easier on the planet as well as customers' bank balances.

The Partnership is committed to offering value for money within a more sustainable future, so moving into the fashion rental market felt like a natural next step. Rental is still a relatively new concept in UK fashion and is most popular with younger consumers, but the market is expected to grow significantly over the coming years. We believe our brand has a role to play in normalising the rental process for a larger consumer base, bringing the John Lewis sense of trust and reassurance to what will be an unfamiliar method of accessing fashion for many customers.

The John Lewis Fashion Rental platform launched in October 2022, hosting a curated collection of women's occasionwear that includes over 30 new designer brands alongside existing John Lewis favourites. We carefully selected our rental service partners to ensure their values align with ours – from using reusable packaging to conducting more sustainable delivery and dry cleaning services."



Challenges we face

Reducing our packaging footprint without compromising product quality and safety continues to represent a challenge across the Partnership. We have brought forward our target for all own-brand packaging to be widely recyclable, reusable or home compostable to a 2023 deadline and are on track to achieve it at Waitrose, which generates most of our packaging footprint. While we have also made positive progress at John Lewis, the lack of alternatives to polystyrene and polyfoam for large electrical goods and home furniture remains an obstacle. We are committed to collaborating with our industry peers, through relevant forums, to find a sustainable solution to this environmental problem. In addition, we recognise that packaging recyclability and labelling only represent a portion of the issue, and we plan to accelerate work in 2023 to further reduce our single-use packaging footprint.

Looking forward

A growing number of our customers are searching for upcycled, refurbished, reused or repaired product alternatives, and we are excited to increase our offer in 2023 and beyond. One way in which we can do this is by expanding our rental clothing collections, for example.

While we strive to eradicate food waste, some is unavoidable. Our priority remains to feed people first, however, often the volumes are more than our established channels can process. In early 2023, we started investigating sending surplus food that cannot be used by charities or our Partners to be included in animal feed, ensuring good food stays in the human food chain.





Biodiversity

Nature is the basis of everything we do as individuals, businesses and societies. Which is why protecting biodiversity is at the heart of the Partnership.

According to the WWF, global wildlife populations have plummeted nearly 70%, on average, since 1970,¹⁹ and the Food and Agriculture Organization of the United Nations reports that areas of forest more than four times the size of Wales are lost every year.²⁰

These startling facts matter because biodiversity in ecosystems, both on land and in the sea, provides us with health benefits and resources essential for human life. It produces the oxygen we breathe, the water we drink and the food we farm and eat. It processes

pollutants, sequesters carbon, and is the basis of many medicines we use to combat diseases. Preserving natural ecosystems and genetic diversity is to preserve life on Earth itself.

Against this urgent backdrop, we launched Our Plan for Nature and our new collaboration with WWF in October 2022. These twin acts will see us enhance our positive impact on nature in the places where our products are sourced.

Progress

Our Plan for Nature

Published in October 2022, [Our Plan for Nature](#) sets out five key commitments:

- we will invest £2 million to fund ecosystem protection and regeneration projects in two key sourcing regions for Waitrose and John Lewis;
- we commit to zero deforestation and conversion in the sourcing of key commodities across Waitrose and John Lewis own-brand product supply chains;
- we will provide funding for sustainable water management programmes in three key fresh produce sourcing areas;
- we will aim to incorporate natural elements and design principles into all key new build and renovation projects;
- we will reduce our greenhouse gas emissions across our farm at Leckford with the aim to be net zero well ahead of our 2035 commitment.

Working with WWF, we will fund ecosystem restoration projects and share the insights we gain with our supply base. We are supporting nature restoration projects in India's Noyyal and Bhavani river basins – important areas for cotton production – and in north Norfolk, from where Waitrose sources a variety of meat, cereal and vegetables. Our intention is to communicate the results and findings of these projects as widely as possible so that we can encourage collaboration and nurture meaningful, lasting change for environments and ecosystems across the world.

The rivers we are helping to restore in India harbour unique wildlife upstream and support agricultural and industrial activity downstream. Our project aims to assist local farmers in adopting new land and pollution management practices and develop programmes that conserve vital wetlands and control invasive species.

In Norfolk, our ambition is to demonstrate that agriculture, nature restoration and carbon sequestration are possible, even in one of the UK's most intensively farmed regions. Here, we will create and restore wildlife-rich habitats throughout the county's land, freshwater and marine environments.

We are also signatories of the Courtauld 2030 Water Roadmap, publicly committing us to source 50% of our fresh food from areas with sustainable water management practices by 2030. Our work in Norfolk and India will help us achieve that target, as will additional water stewardship projects that we support in Spain and the Medway region of England. Through the latter of these, we have funded the South East Rivers Trust, working in conjunction with the Woodlands Trust and Clock House Farm, a supplier of Waitrose vegetables, to develop and submit an England Woodland Creation Offer application for direct tree planting and natural regeneration. This will take place over a number of Clock House sites, totalling approximately nine hectares.



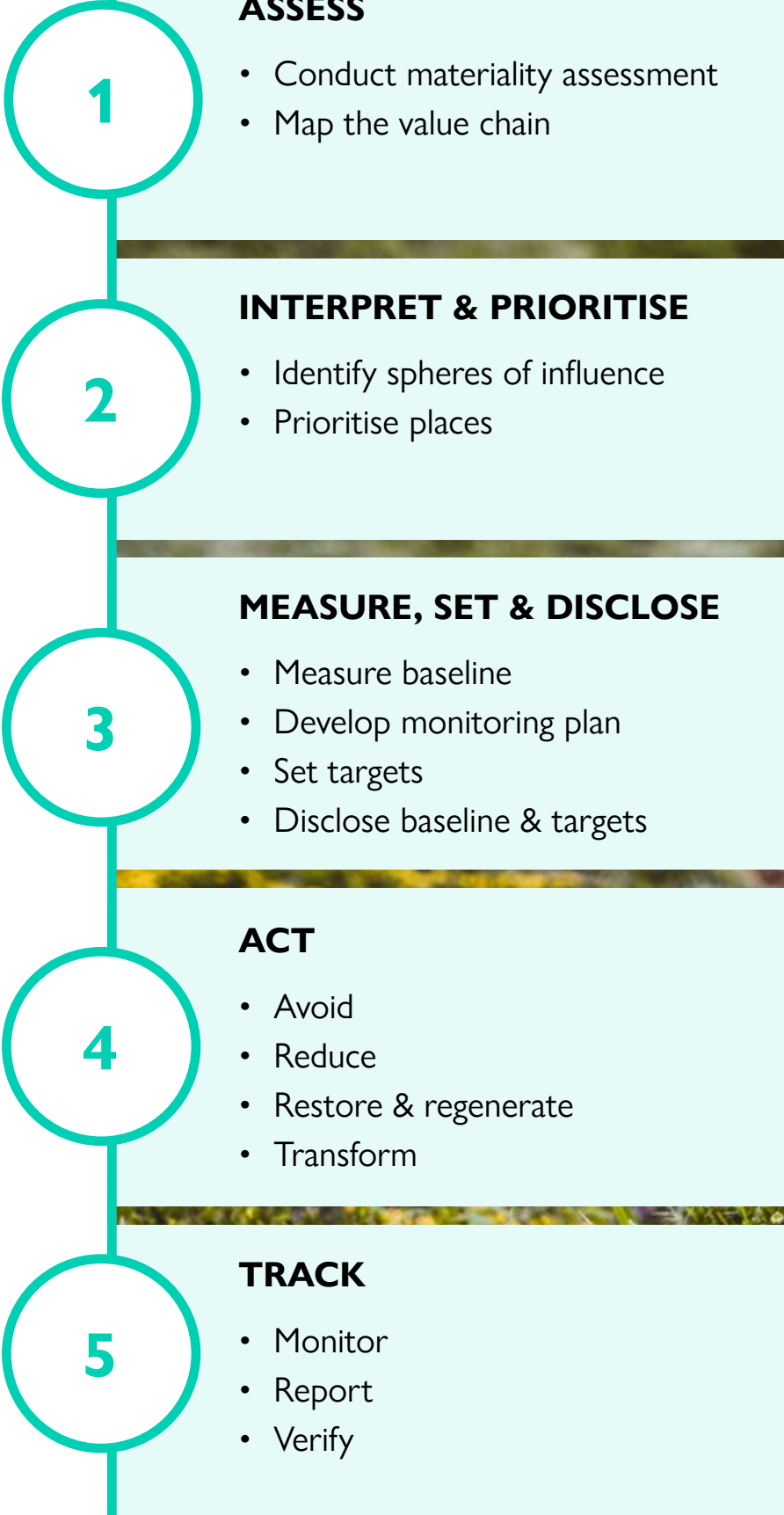


Science Based Targets for Nature

We are proud that the Partnership is an early adopter of the Science Based Targets for Nature framework. As part of our commitment to protect and restore nature, we completed an analysis covering parts one and two of the framework. Focusing on our key sourcing regions, the analysis helped us understand the impact of our raw materials on biodiversity in the places from which they originate.

Our analysis also considered the state of nature, the importance of biodiversity and how dependent we are on each of the regions we source from. By combining this information, we can identify any hotspots we need to address.

SCIENCE BASED TARGETS FOR NATURE FRAMEWORK



CASE STUDY

Biodiversity data

Waitrose is fortunate to be the only major UK grocer with its own farm, the beautiful Leckford Estate on the banks of the river Test in Hampshire. The farm, which produces sparkling wine, apple juice and cold pressed and rapeseed oil, as well as wheat was purchased by our founder, John Spedan Lewis, and is still stamped with his love of nature today.

“Owning Leckford presents a fantastic opportunity to create a testbed for demonstrating how farms can contribute positively to nature and climate. As such, we are currently measuring the estate’s carbon footprint so that it can achieve net zero well ahead of our 2035 commitment.

But these are not the only measurements we are taking: the team at Leckford is also gathering a host of baseline data to monitor the estate’s biodiversity. We want to formally record the wildlife on the farm today so that we can see what effect land management practices have. Later in the year, we will invite volunteers to help us conduct wildlife surveys and enhance our conservation efforts. That could mean creating field margins for invertebrates that will act as pest controls for our crops, for example.

And as we pilot forthcoming guidelines for net zero UK farms and share our successes and failures with our suppliers, there is significant potential for benefitting soil health – both here and on farms across the country. Not that regenerative land management is just for farmers, though. It has benefits across the Partnership, including for our climate change work, and society as a whole.

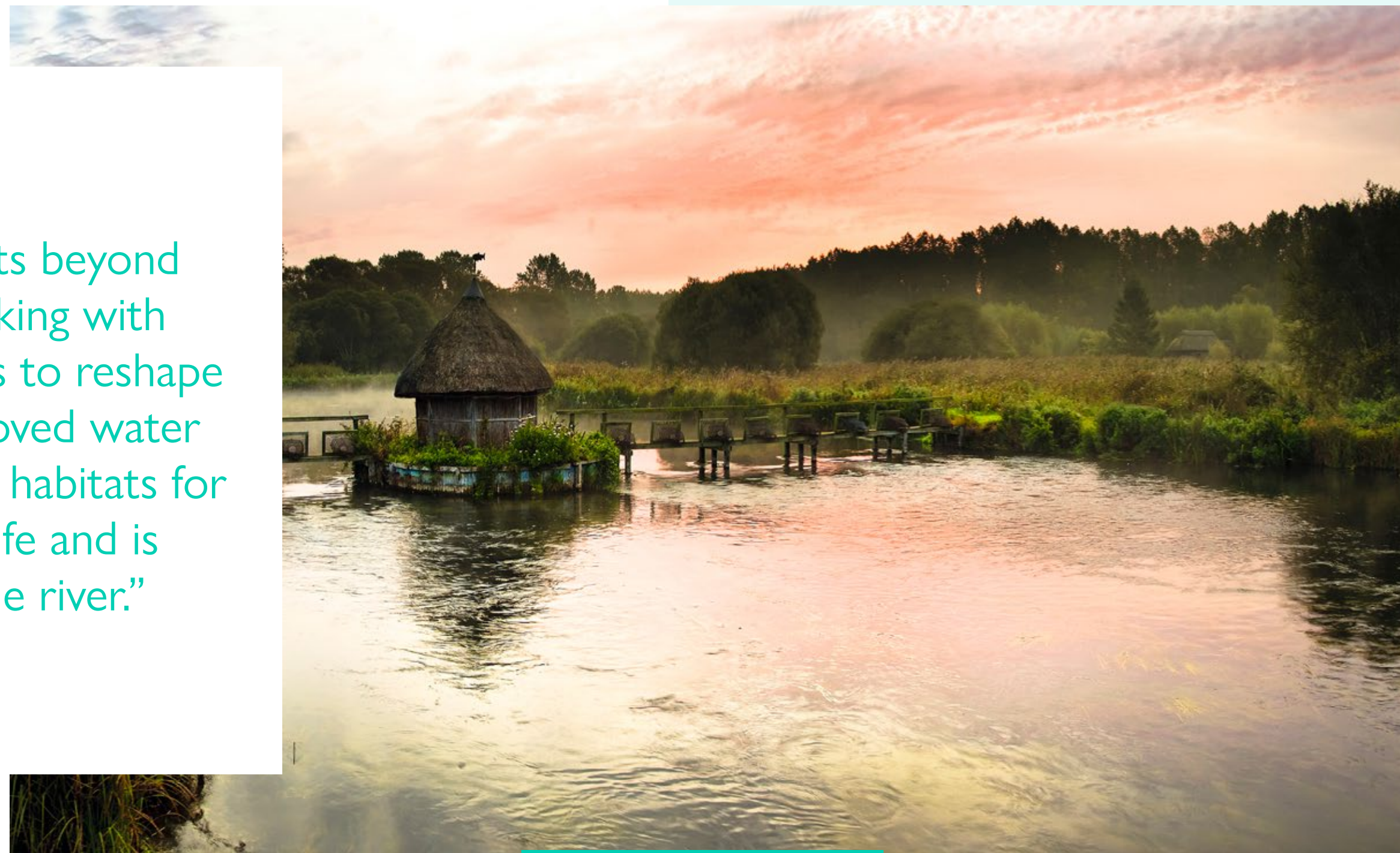
For instance, in 2022, we began covering the farm’s slurry lagoon to harvest biomethane. We have now started capturing the gas and, later in 2023, expect to start using it as a fuel on the farm or as part of our distribution fuel mix. This will not only reduce methane emissions but will replace the use of diesel in our vehicles too.

Leckford is a valuable resource for biodiversity and climate action. If we can demonstrate the advantages of both wildlife-friendly farming and farming-friendly wildlife, we will truly be working in Partnership with nature.”



Our actions have ripple effects beyond the estate. For example, working with Wessex Rivers Trust partners to reshape banks and channels has improved water quality and flow rate, created habitats for spawning fish and other wildlife and is now being replicated along the river.”

Kath Hernon,
Biodiversity Officer, Leckford Estate



Challenges we face

While the Science Based Targets Network is a leader in guidance on biodiversity management for businesses looking to tackle biodiversity loss, not all the necessary guidance has yet been published, and the organisation is not currently in a position to validate any targets. As an early adopter, the Partnership is, therefore, taking pre-emptive actions that will help us adopt the targets once they are defined.

Unlike carbon emissions, measurements of nature and biodiversity cannot be reduced to a single, easy-to-communicate number. There is no universal measure, and it is important to consider the socioeconomic and environmental context of each local production region. As such, we expect the framework for setting and reporting on nature targets to be complex, containing several metrics and variables.

Looking forward

Our business has a role in helping to look after nature by ensuring our supply chains work in harmony with, not against the natural world. The Convention on Biological Diversity (CBD) at COP15 in Montreal last year saw a significant forward step in achieving the wider public recognition that can accelerate the protection and restoration of biodiversity. Crucially, for the first time, the CBD has assigned one of its framework's targets to businesses – a move that chimes with Our Plan for Nature, committing us to assess our impact on nature and help biodiversity recover.

The post-2020 global biodiversity framework, which aims to designate 30% of the planet's land and ocean as protected areas by 2030, will enhance opportunities for industry collaboration and encourage all of us to work together on transformative initiatives that help tackle the combined crises facing biodiversity and our climate.





Climate Action

The science is unequivocal: natural life depends on humans acting swiftly to minimise the impact of the climate crisis on our world.

In April 2022, the Intergovernmental Panel on Climate Change issued its starkest warning yet: without immediate and severe emissions reductions across all sectors and nations, the world will miss its target to limit global warming to 1.5°C above pre-industrial levels. This means that global emissions must peak before 2025 and be cut 43% by 2030.²¹

We are experiencing a sustained cost-of-living crisis and heightened concerns around energy security, yet the climate is warming faster now than predicted even just a few years ago. Last year was the UK's warmest

year on record, which means 15 of the UK's top 20 warmest years have all occurred this century.²²

At the UN COP27 climate summit in Sharm El-Sheikh, Egypt, world leaders restated their pledge to confront the climate emergency in the face of the ongoing energy crisis. The Partnership has held a longstanding commitment to reduce the carbon footprint of our physical estate and logistics. Over the past twelve months, we have expanded our focus to set targets and take action within our global supply chains.



Target ^{iv}	2022/23	2021/22
Net zero emissions across our own operations by 2035 (Scope 1 & 2)	-28.85% ^v	-22.18%*
Scope 1 (tCO ₂ e) Combustion of gas and fuel for transport purposes and refrigeration	123,390*	135,704*
Scope 2 (tCO ₂ e) Electricity purchased, heat and steam generated for own use		
• Location-based	105,905*	117,694*
• Market-based	1,394*	772*
All electricity procured by the Partnership to be 100% renewable certified by 2028	100% ²³	100%
An absolute energy reduction within the Partnership's physical estate of 25% by 2028 from a 2018 baseline	-20.1%	-11.20%
All Waitrose core store refrigeration to be hydrofluorocarbon (HFC) free by 2028	69% HFC free	62% HFC free
Waitrose to stay under a 7% refrigerant gas leakage rate	3.92%	4.02%
All heavy trucks to be converted to biomethane fuel by 2028	61%	43%
We will end the use of fossil fuels across the Partnership's transport fleet by 2030	37.15% ^{vi}	28.40%*

^{iv} Performance figures in the table are based on the calendar year (i.e. '2022/23' refers to calendar year 2022). The exception to this is 'All heavy trucks to be converted to biomethane fuel by 2028', which is based on the financial year.

^v Performance figures in the table show the absolute market-based reduction in global greenhouse gas emissions (Scopes 1 & 2), compared to a 2018 baseline of 175,381 tCO₂e. Performance for the financial year ending January 2023 is 121,814tCO₂e*, which compared to the baseline is -30.54%*.

^{vi} Performance figures in the table show progress in 2022 towards ending the use of fossil fuels across the Partnership's transport fleet (the Partnership's transport fleet comprises vans, trucks and refrigerated trailers), measured as the percentage of diesel displaced by alternative fuels. The move to alternative fuels measured as a reduction in litres of fossil fuels for the calendar year is 32.82%* (23,415,157* litres vs the 2018 baseline of 34,855,311 litres).

* This year, KPMG LLP has issued limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 3 for more detail. The assurance report and exact KPIs assured can be found on <https://www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html>.

Progress

Science-based targets for climate

At the end of 2022, we submitted science-based climate targets for our operations and supply chains to the Science Based Targets initiative (SBTi) for validation.

These targets, and our pathway to net zero, follow the latest science, guidance and recommendations of SBTi and are based on three milestones:²⁴

- 1. a rapid reduction in emissions to meet our 1.5°C near-term targets by 2030;
- 2. achieving net zero in our operations and UK farms supply base by 2035;
- 3. achieving net zero across our entire value chain by 2050.

Our carbon footprint

During 2022, we measured our total carbon footprint for the first time, establishing our baseline as the 2020/21 financial year.

The analysis revealed that emissions from the Partnership's products and supply chain comprise over 98% of our total footprint, mostly from product manufacture and usage by customers.

Starting in 2022, we are assessing emission hotspots in our supply chains and developing plans to decarbonise key areas of our footprint. We will publish our full scope 3 footprint once our science-based targets are validated.

Collaborating to set net-zero science-based targets

We must work with our suppliers to reduce the climate impact of our value chain. That's why we are encouraging them to join us in achieving their own pathways to net zero no later than 2050.

In November, alongside the other WWF Retailers' Commitment for Nature, Waitrose asked suppliers representing at least 50% of emissions from its purchased goods and services to publish science-based net-zero targets by 2025. These targets should contribute to keeping warming below 1.5°C in all scopes, near- and long-term.

To help them establish their targets, we will work with WRAP and WWF to develop support materials and a consistent set of outcomes that our suppliers should aim for.

“We are delighted that our Ethics and Sustainability Committee has signed off our proposed Science Based Targets, under the Science Based Targets Initiative (SBTi). These will give us a clear pathway to understanding what we need to do across our business and in our supply chains to properly play our part in reducing our greenhouse gas emissions.”

Bérangère Michel,
Executive Director, Finance

Responsible Property Framework

Launched in 2022, our Responsible Property Framework contains sustainability-focused standards and guidance for any building work we undertake. It ensures our built-environment projects, including build-to-rent projects, take a consistent approach to sustainability and align with our E&S strategy.

Net zero in our operations and UK farms

In 2022/23, we reduced our Scope 1 and 2 greenhouse gas emissions by 28.18% against our baseline, an improvement from 22% the year before. We intend to achieve net-zero emissions in our operations and UK farm supply base by 2035.

- We have 27 electric vehicles in our commercial fleet. Of 559 heavy trucks, 61% now run on biomethane – the full transition will be complete by 2028.
- At the Waitrose national distribution centre in Bracknell, vehicle trailers now hook up to one of 102 electrical docking stations to power their refrigeration units, saving around 240 tonnes of CO₂e in its first 4 months of operation.
- In 2022/23, 14 Waitrose stores upgraded to innovative, water-cooled refrigeration, replacing gas-based hydrofluorocarbon refrigerators. The refrigerants used in these systems have a significantly lower global warming potential.
- We established a working group to collaborate with key suppliers to share best practice, highlight challenges and opportunities and identify actions we need to take across our UK farms supply base.

Build to rent

We are ensuring that sustainability is embedded within the design principles of our build-to-rent programme. We have undertaken whole life-cycle carbon assessments on the initial projects to understand the embodied carbon associated with the buildings and enable us to identify any high-carbon materials. Once finished, the buildings will be designed to use no fossil fuels during their operation.

Helping customers use electric vehicles

In 2021, we announced a collaboration to install electric vehicle charging points in up to 100 Waitrose car parks by 2025. Over the past twelve months, we worked with Shell to install 139 charging posts across 21 car parks. From listening to customer feedback and assessing usage data, we aim to add a greater number of fast charging points during the coming year.

Protein diversification

Producing and consuming animal protein can have a significant climate impact, so we are working hard to expand our range of high-quality alternative protein sources. To help us track progress, we calculated the proportion of plant-based protein our Waitrose stores sell. The figure for 2021/22 is 12%.²⁵

We will continue supporting lower-impact diets. We have defined targets for the sales of healthier products and a health plan to enable customers to make healthier, more sustainable food choices.

Task Force on Climate-related Financial Disclosures (TCFD)

We manage and disclose climate-related risks and opportunities in line with the TCFD's recommendations. Our latest disclosure is published in the Partnership's 2022/23 Annual Report and Accounts, including a summary of our scenario analysis, actions against climate-related risks and opportunities, and other activity over the past year.



CASE STUDY

Heat pumps

Reducing the amount of carbon we emit has been important work for the Partnership for many years. One of our long-term focuses has been cutting the emissions of our refrigeration units, particularly minimising the number of refrigerant leaks. More recently, we have been looking at novel ways to reduce our reliance on gas for heating, and heat pumps are one potential solution.

“Part of why we’ve been so successful with our innovation and what we’ve actually created in our shops is down to collaboration and teamwork and being willing to try new things.”

Jim Burnett
Technical Services Lead

“Our target is to electrify all our store heating systems by 2035, and we want to ensure that we can use heat pumps without increasing our electricity consumption or energy bills and be confident that our refrigeration units will function within a new system.

Working in collaboration with experts at Wirth Research, a company with experience at the cutting-edge of Formula One, we created digital twins of our shops to test possible heat pump options and understand our potential electricity consumption. The solutions we came up with were then installed at various Partnership sites during 2021 and 2022, some taking place alongside refrigeration upgrades with others as direct replacements for boilers. We now have ten innovative heat pumps on trial, all employing slight operational differences.

The project has been highly successful so far. For instance, our Chesham Waitrose shop has seen an energy saving of over £14,000 per annum. We have also been able to reduce fluctuations in temperature and are hopeful the technology will continue to be more efficient and long lasting.

As with any experimental project, there have been difficulties along the way. But while challenges have arisen – from overheating to inconsistent temperatures – our internal and external Partnerships have worked together to overcome them.

In 2023/24, we plan to install 10 more heat pumps, including trialling a new, state-of-the-art solution that should enable further efficiencies using less materials. We are also looking at various retrofit options, because we know we need to be ready with a variety of good ideas to meet the differing needs of our stores.”



Challenges we face

Scope 3 reporting to cover retail supply chains is vital for tackling our climate impact but also highly complex due to the array of products we sell. We intend to keep refining our Scope 3 data and work with industry groups, such as the WRAP GHG Working Group, to promote greater standardisation of Scope 3 reporting.

Looking forward

A key priority for us is to prepare a transition plan that clearly shows stakeholders the actions the Partnership expects to take to meet our science-based net-zero targets. Throughout our plan, we also intend to be open and transparent about the likely challenges ahead.

As we collect more suppliers' carbon data, we will continue to improve our Scope 3 footprinting and be better placed to track progress and set meaningful targets. This year, we will start using Manufacture 2030, helping us ask a number of our Waitrose suppliers to disclose their carbon emissions by 2024.

No single organisation can solve climate change on its own, which is why we consider collaboration to be so crucial. We are already active alongside our peers in initiatives such as the WWF Retailers' Commitment for Nature and the WRAP GHG Working Group, and we are keen to work closely with partners across the retail industry, government and beyond to address the twin crises facing nature and the climate. We call on leaders of states and businesses to grasp this time-limited opportunity to work hand-in-hand for our shared futures.





Communities and Health

We champion the role the Partnership can play in advancing the happiness of the communities we work with and the wellbeing of society.

Introduction

Our Purpose is to work in Partnership for a happier world. Through our work in the areas of social impact and health, we drive initiatives that promote greater happiness for our Partners, customers and communities alike. We know that mental and physical health are closely aligned, so it's important that we consider initiatives for holistic support. And we also need to protect the health of the planet and nature, which are inextricably linked to our own wellbeing. These are not challenges we can take on alone. Which is why we regularly seek to work in Partnership with others, whether that's local or national charities, universities or collaborations with peers and competitors.



Our Social Impact Plan

WE CHAMPION THE ROLE THE PARTNERSHIP CAN PLAY IN ADVANCING THE HAPPINESS OF THE COMMUNITIES WE WORK WITH AND THE WELLBEING OF SOCIETY

Food poverty and health

We fight food poverty and help communities gain access to healthy, sustainable diets

Happy homes

We support families with the skills and set-up to ensure they have safe, warm and happy homes

Building Happier Futures

We build happier futures for young people from care

Local communities

We support local causes directly through financial and product donations and Partner volunteering

Disaster relief

We provide financial and practical support in response to local, national and international disasters

TRUSTS AND FOUNDATIONS

Making a positive impact on society

Connecting with Partners, charities and suppliers and giving back to good causes helps us generate happier moments for our communities.

Good businesses have the ability to improve lives. They can do this by simply being a great employer or by using some of their influence and financial resources to help people in the wider community. We believe in both approaches.

Our social impact plan, the focus of this section of our report, comprises five priority areas: Supporting local communities; Building happier futures for young people with experience of the care system; Helping families enjoy safe, warm and happy homes;

Fighting food poverty whilst helping communities access healthy, sustainable diets; and Assisting local and international communities during times of crisis.

Research shows that kindness and connection are two of the most important factors in improving lives. By working closely with communities and partner organisations, it is our ambition to help people find their interpretation of a Happier World, one in which they feel can achieve their full potential and live satisfying and full lives.

Progress

£10.8m

Together with our customers and Partners we donated £10.8m to good causes.



£986k

donated by the John Lewis Foundation to

11

projects supporting vulnerable children and young adults with the aim of providing education and skills for meaningful employment.



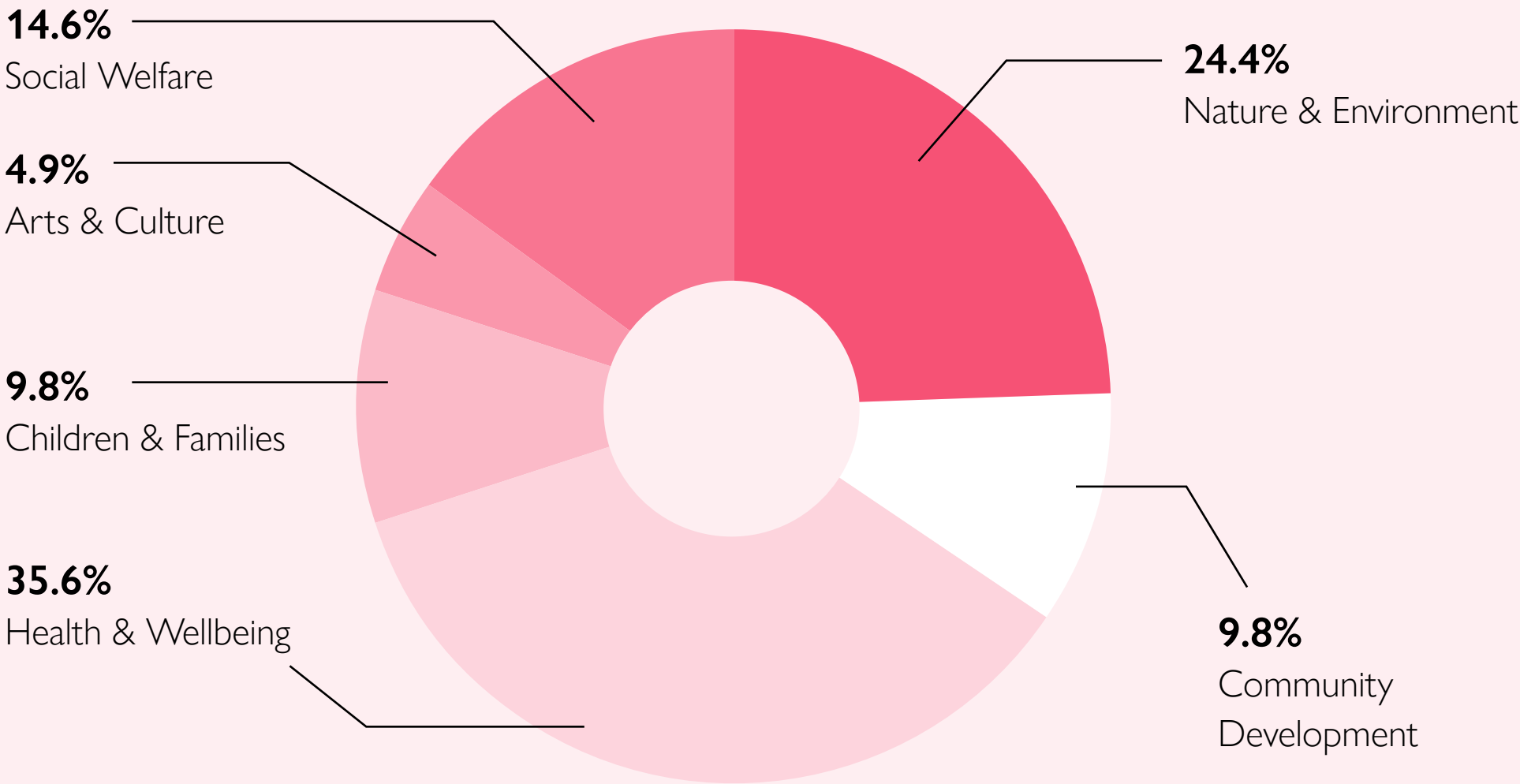
£3.6m

distributed by Community Matters to 35,000 charities



41

secondment awards through the Golden Jubilee Trust for our Partners to help UK charities achieve their objectives. The 24,472 hours of support covered several themes:



1,156

tonnes of food donated to The Trussell Trust, equating to 2.7 million meals



2,100

tonnes of surplus food donated, equating to over 4.9 million meals, through our FareShare Go programme.



Supporting local communities

Our Community Matters programme supports charities and good causes working in a broad range of areas and in 2022 we focused on: health and wellbeing; school holiday food poverty; environment and nature; and vulnerable children. Last year, the Community Matters programme was expanded to include donations from other areas of John Lewis including our distribution centres and hotels.

To further increase awareness of the challenges faced by many parents during the school holidays, representatives from the Partnership took part in a round table event at 10 Downing Street to discuss school holiday activities and food. It is shocking that some children are forced to miss meals during school holidays because parents simply can't afford to feed them. This round table coincided with our quarterly donation theme for our Community Matters programme, which was Children and Families. Over the summer we donated nearly £1 million to support children and families, with our shops also offering funding for food, places at activity camps and equipment for fun activities.

Building Happier Futures

Through our Building Happier Futures programme, announced last year, we aim to drive change that unlocks the potential of children and young people who have experienced care, supporting them through crucial life moments. The Building Happier Futures programme helps us employ more care-experienced people across the country, and through our pilot has already supported 22 people into employment at 11 Waitrose and John Lewis stores. We also set

up an Advisory Group made up of field experts and individuals with experience of care and created an internal network for care experienced Partners. Since the launch of the Building Happier Futures programme, we have partnered with two national charities, Action for Children and Who Cares? Scotland, both of which provide direct support for people with experience of care. Over Christmas, we helped generate £1.1 million for care experienced programmes through activities that included Giving Trees and donations from sales of designated Christmas products. We also provided 1,500 bags of Waitrose food for 30 Christmas dinners organised for care-experienced people by the Gold from the Stone Foundation and Who Cares? Scotland. The funds generated will help Who Cares? Scotland to bring children and young people with care experience together for fun, friendship and connection, and Action for Children to provide wrap-around support, transition workers and developing a skills sharing programme.

Happy Homes

For our second year of Magical Christmas in conjunction with Home-Start UK, 29 John Lewis shops helped 180 families, including over 200 children, by giving Christmas trees, decorations and donated food in conjunction with our Waitrose shops. Families were also invited to local stores to choose gifts for their children. As well as this, 300 families benefited from store cupboard food parcels distributed to local Home-Starts

Our case study on p55 provides more information about our activity with Home-Start.



Fighting food poverty and helping communities access healthy, sustainable diets

1,156 tonnes of food and other items donated were given to The Trussell Trust via 190 Waitrose collection points, an increase in donations of around 48%. We also provided £210,000 to support food banks to increase their financial advice services.

We also continued our work with FareShare distributing surplus food from our network of shops and distribution centres. In 2022 we donated 2,100 tonnes of surplus food, equating to over 4.9 million meals.

Supporting communities during times of humanitarian crisis

During a very difficult year for many facing the effects of conflict and natural disasters, we boosted our charitable giving in that space. In addition to our annual donation of £95,000 to the British Red Cross, we facilitated Partner and customer fundraising that generated £1.4 million, our largest fundraising appeal to date. We also donated £250,000 directly from the Partnership to their Ukraine Crisis Appeal and £50,000 to their Pakistan Floods Appeal.

Where else have we been active in the community?

We make an annual donation to The Prince’s Countryside Fund in support of their work empowering family farms and rural communities. Last autumn, Waitrose and the Prince’s Countryside Fund launched the Happiness Grants and Farm Support Group Grants initiatives. The Happiness Grants programme addresses rural deprivation and encourages community togetherness. In the three months since launch, the programme has provided more than £67,000 to six community-led and farming support recipients, including meal-sharing services tackling rural poverty and isolation in Wiltshire, a rural skills training college in Wales and a new community hub in Norfolk. Farm Support Group Grants invest in groups that provide vital assistance to farmers through free, practical and confidential advice covering a range of topics, such as business worries and mental health. So far, funding has been provided to three support organisations.

5

Last year, our John Spedan Lewis Foundation supported five UK charities in the fields of natural history, wildlife conservation and horticulture, continuing the interests of our founder.

£34m

Since 2009, Waitrose Duchy Original has generated more than £34 million for The Prince of Wales’s Charitable Fund, enabling the provision of grants to a wide range of initiatives and projects.

£100,000

We donated £30,000 to the Retail Trust and raised an extra £100,000 through additional flower sales for Her Majesty The Queen’s funeral.



This grant from The Prince’s Countryside Fund and Waitrose will give us the opportunity to increase our hours of operation and extend our support. It will also help us raise awareness of the issue of mental health in farming and help break the stigma by getting young farmers involved.”

Andrew Bebb,
Shropshire Rural Support

CASE STUDY

Golden Jubilee Trust

Through Golden Jubilee Trust secondments, our Partners use their skills, time and resources to help UK charities – such as the MK Food Bank in Milton Keynes – meet their goals.

“In 2022, the MK Food Bank wanted to establish a mobile top-up unit. This service differs from a standard, static food bank that gives out emergency parcels as it allows people to buy what they need, rather than having to take a set package of what’s available.

Mick Hubbard, a Training Coordinator at our Northampton Distribution Centre, was granted a six-month secondment award from the Golden Jubilee Trust to take on the role of Project Lead at MK Food Bank and get the top-up unit up and running.

The charity set about sourcing a van to use for the initiative, recruiting volunteers to staff it and designing the logistics of how the operation would work.

One of the strengths of the Golden Jubilee Trust scheme is that charities can call upon not just the time of our Partners but their specific skills, too. So Mick was able to put his workplace knowledge to good use, writing up operating procedures and arranging risk assessments, for example. Mick also leveraged his work network, with colleagues getting involved and helping the food bank secure many essentials at low cost.

Schemes like MK Food Bank’s mobile top-up unit give people the dignity to make their own choices about how they spend their money. Everyone’s paying, so the stigma is reduced, and it helps families in need of food extras to plan meals and shop according to their needs. At Christmas, the charity was able to give out free selection boxes and advent calendars, and a year on from the project’s genesis, the unit now visits eight local estates around the city.”



For me, it’s about helping the community in your area. About giving something back. Being able to share the expertise of our Partners with charities gives all of us a sense of achievement.”

Mick Hubbard,
Golden Jubilee Trust secondment awardee



Challenges we face

Although difficult to achieve, we want to do more to establish the full impact that our activities have on the people and world around us. This means we will continue to refine and develop new ways of capturing what we give and the difference that support makes.

As well as looking to support communities outside our business, we must be mindful of the challenges our Partners may also be facing when we ask them to support others with volunteering and fundraising, particularly during the ongoing cost-of-living crisis.

We work hard to try to balance our investment in local and national campaigns for the most effective impact. As such, we must ensure the voices of Partners in our local shops continue to influence our community investment while also working with our strategic charity partners.

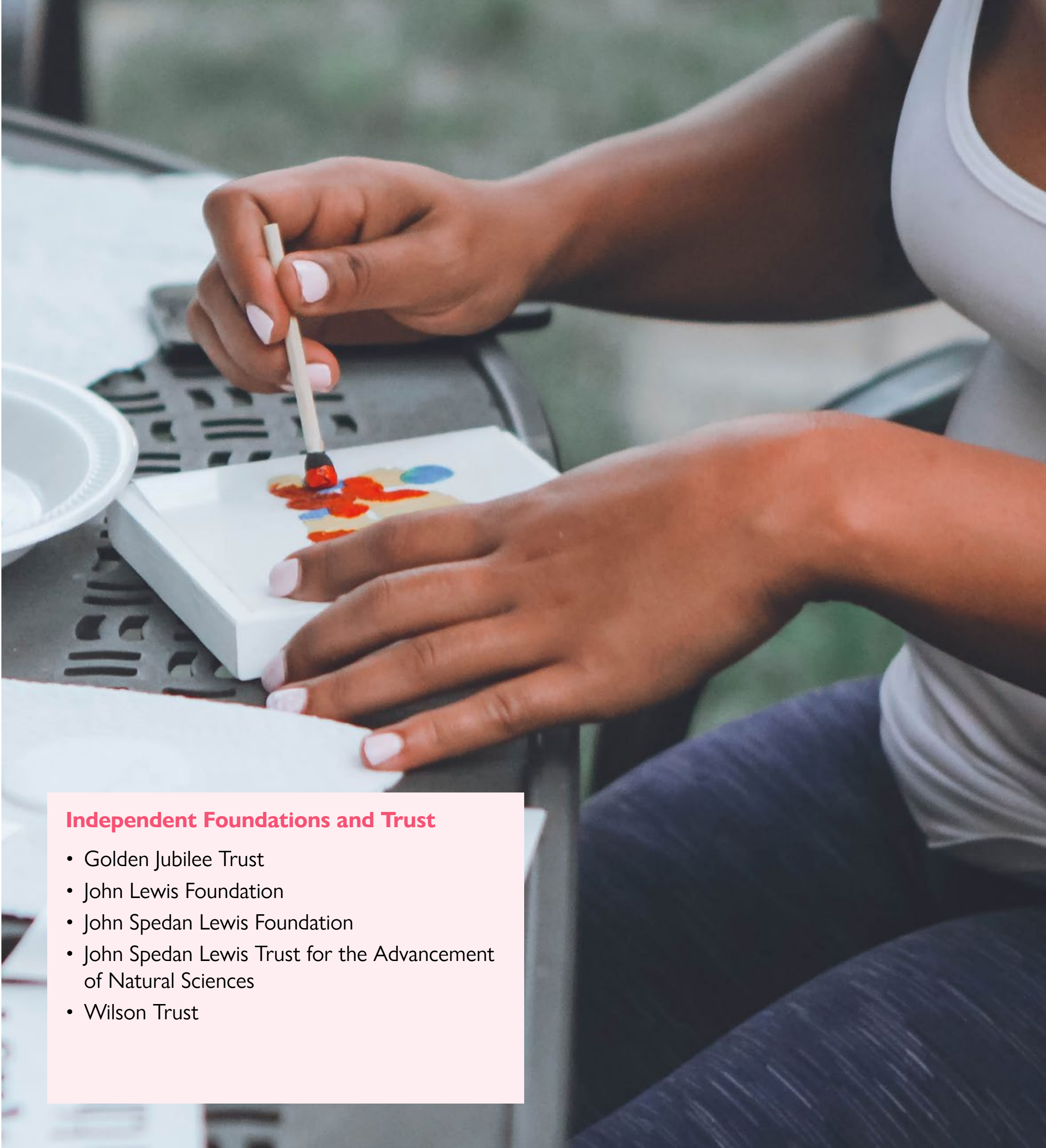
Looking forward

Where the John Lewis Partnership brand can add our voice to a social issue, we will bring our Partners, charity partners, suppliers and communities together, amplifying our efforts to build happier futures. Our work in this area will continue to underscore the principles of our Purpose as we work in Partnership for a happier world.

There are five John Lewis Partnership charitable grantmaking bodies enabling valuable work across a variety of charitable outcomes. During 2023, we will improve the efficiency of grant-giving and other key activities of these Trusts and Foundations.

Independent Foundations and Trust

- Golden Jubilee Trust
- John Lewis Foundation
- John Spedan Lewis Foundation
- John Spedan Lewis Trust for the Advancement of Natural Sciences
- Wilson Trust



Health, Nutrition and Wellbeing

Everyone has the right to a healthy, happy life.
By working together to enable it for more people,
we can create a healthy, happy planet too.

We recognise the important role we can play in helping our customers, Partners, suppliers and communities lead healthier, happier lives. The demands on people's time and the impact of their lifestyles are leading to rises in societal health challenges, such as obesity and mental health issues.

A healthy, varied diet is fundamental to a healthy, happy life. But the way we currently consume and produce food has contributed to increases in obesity and diet-related ill health, as well as driving nature and

biodiversity loss and being a significant contributor to climate change.

But there is positive news, too. A diet that is good for people is also good for the planet, and bringing nature into everyday lives can be beneficial to an individual's wellbeing and resilience. That's why the Partnership's health plan, rooted in our Purpose, specifically focuses on helping bring about healthier, happier people and a healthier, happier planet.



Target setting

This year, we set a new strategic target of ensuring 65% of own-brand sales will be from healthy foods and drinks, as defined by the Waitrose Good Health criteria, by 2026. We will publicly disclose the split of healthy and less-healthy food sales, including branded products, as part of this initiative. We have a role to play in helping customers make healthier choices, and establishing this target allows us to do that in a more informed and impactful way.

Supporting dietary needs and transitions

Alongside our Good Health offering, we launched 35 new Holistic Living lines in 2022, supporting customers with different dietary requirements. The range identifies distinct product categories, such as Gut Health, Thrive and PlantLiving. We also began stocking five EatFlexi products, providing a balance of meat and plant proteins for people who want to shift towards plant-based diets.

Making healthier choices easier

In January 2023, we added products with proven nutritional claims to Waitrose cafes. Alongside two new products, Gorgeous Green Smoothie and Thrive Coconut Fish Curry, we were able to highlight three readily-available ingredient swaps, helping customers make healthier choices more easily.

And as part of a vending machine trial in several Partner canteens, we increased the number of healthier items in the machines from 4 to 13. Once we have reviewed the data from this trial, we can use the findings to ensure we maintain a consistent selection of attractive, healthier options.

Healthy communities

This year saw the launch of our Healthy Happy Home upskilling programme for Home-Start UK volunteers. To coincide with the launch, Healthy Happy Home was showcased at an event at the Houses of Parliament, highlighting the work of the Partnership to support families throughout children’s early years.

Healthy lifestyles

To promote healthy lifestyles for our Partners, Waitrose once again signed up as a supporter of the British Nutrition Foundation’s Healthy Eating Week. Themed around five nudges towards healthier, more sustainable diets, Partners across our stores, offices and distribution centres shared recipes, conducted tastings and motivated each other to make positive changes to their diets.



Healthy sustainable diets

Ongoing reformulation programmes continue to improve the healthiness of our Waitrose product ranges. We have been removing sugar from key categories since 2015.

We are committed to meeting Public Health England's salt- and calorie-reduction targets by 2024. In January 2023, 90% of own-brand products met the maximum salt targets and 93% met the maximum calorie targets. We were also rated as 'on track' to deliver our Peas Please Veg Pledge to increase the number of portions of vegetables in our prepared meal ranges.

At present, we carry over 2,000 Good Health lines, and at least 40% of the recipes we publish are stamped with the Good Health logo. This includes our Waitrose Weekend recipes, more than a third of which are meat free.

Waitrose continues to work with Veg Power, a UK not-for-profit dedicated to getting people eating more vegetables. Through their schools' programme, which Waitrose helps support, over 1 million children in 3,850 primary and special schools across the country gained access to resources and participated in engaging activities, including tastings.

Menopause support

The John Lewis Partnership is a menopause-friendly workplace where all Partners can feel comfortable talking about the menopause, whether they are experiencing it themselves or supporting someone else. To provide information and promote discussion, menopause awareness sessions were hosted across John Lewis and Waitrose stores, offices and distribution centres.



CASE STUDY

Healthy Happy Home

Co-designed with Home-Start UK, our new, needs-led, Healthy Happy Home programme aims to benefit thousands of families across the UK by providing charity volunteers with online learning to amplify their impact.



We launched around the peak of the cost-of-living crisis. So the timing has been phenomenal. It's such a useful and rich resource, a legacy piece that will leave a lasting impact on families and volunteers alike."

Elaine Edwards,
Senior Corporate Partnerships Manager at Home-Start UK



We already have a long-standing relationship with Home-Start UK, a brilliant network of trained volunteers and experts supporting families with young children through challenging times. Home-Start UK has more than 10,000 incredible volunteers across the UK, and we wanted to do more to help them. After working together to research and understand the needs of the people they support, we designed an online programme to upskill volunteers in three of the charity's biggest areas of demand: healthy eating, sleep and financial wellbeing.

Launching Healthy Happy Home with Home-Start has been a real collaborative effort. Led by our Social Impact and Health team, the programme consists

of invaluable content from The Lullaby Trust, The Sleep Charity, The Money Charity, Waitrose Cookery School and our own Partnership's Finance and Wellbeing teams.

Take up of our upskilling opportunities has got off to a flying start. To date, we have issued £22,400 worth of John Lewis Partnership e-vouchers to Home-Start as part of the Healthy Happy Home grants programme. Upskilled volunteers use these vouchers to purchase John Lewis and Waitrose products that can assist families in need with healthy eating, cooking and better sleep. During just six months of activity, the programme has enrolled 2,677 volunteer learners and 604 Home-Start employee learners, already achieving 87% of the target we had aimed for across a whole year.

By upskilling volunteers through digital technology, we help them extend their impact while also taking away the burden of learning and development spending for the local charities forming the Home-Start network.

"I'm really proud to be associated with this initiative," says Elaine Edwards, Senior Corporate Partnerships Manager at Home-Start UK. "It brings together so many organisations to provide the most accurate information possible for families."

Home-Start volunteers have access to the resource on their phones, so they can use it whenever they need. For healthy eating, for example, the module includes 29 recipes, links to the Eatwell Guide and other external credible websites.

Challenges we face

While health and wellbeing remain at the front of customers' minds post-pandemic, these concerns have been squeezed by financial pressures caused by the cost-of-living crisis. As a result, customers are making changes to their diets and lifestyles, rationalising their food spend and, according to some reports,²⁶ decreasing spending on vegetables.

We cannot expect customers to pay a premium for healthy products. Our offers, promotions and everyday low pricing must be designed to enable affordable healthy diets and lifestyles for more people. We will build on findings from trials conducted in conjunction with Consumer Goods Forum and IGD to develop incentives that make healthier choices easier for customers.

It has long been a challenge to measure the true impact of some of our actions in this sphere. Our new healthy product sales target will demonstrate the collective impact of the actions we take to support healthier food choices, but we will need to work with others to find ways of determining the effect our activities have on customers' overall diet and lifestyle.

Looking forward

To achieve a positive impact on health, we must actively seek collaboration. Many of the activities we will develop over the coming year are founded in cooperation with other organisations, including British Nutrition Foundation, IGD, Consumer Goods Forum, the College of Medicine, and the universities of Reading, Surrey, Oxford and Belfast. All these Partnerships will help our initiatives reach more people and be more impactful.

We believe there is a significant opportunity to grow our Healthy Happy Home programme. Following the success of the first three modules, we are looking to expand the range available, and we plan to update healthy recipe content to help Home-Start UK volunteers continue supporting vulnerable families across the UK.



Our SDG Index

The Partnership fully supports the United Nations Sustainable Development Goals (SDGs) as a framework to steer us towards a more sustainable, fairer future for all. Due to the interconnected nature of the goals, our activities align to multiple SDGs at the same time. The work of our business also aligns to most of the goals due to the range of activities we undertake.

On this page, we list the key initiatives mentioned throughout the report along with the SDGs they most closely align with and contribute towards.



Zero Hunger

Our work with Fareshare and Olio	P. 31
Food donations to Trussell Trust	P. 49
School Holiday Food Poverty	P. 48



Good Health and Wellbeing

Waitrose Foundation work in Ghana	P. 14
Happiness Grants programme	P. 49
Community Matters	P. 48
Partnership Health Plan	P. 52
Supporting Dietary needs and transitions	P. 53



Gender Equality

Menopause Support	P. 54
-------------------	-------



Affordable and Clean Energy

Heat Pumps	P. 42
Electric Vehicle Investment	P. 41
Helping customer use electric vehicles	P. 41



Decent Work and Economic Growth

Ethical Compliance Programme	P. 12
Human Rights Due Diligence	P. 12
Better Jobs Programme	P. 12
Waitrose Foundation	P. 13
Farmer Support	P. 18
Responsible Fishing Vessel Standard (RFVS)	P. 17



Reduced Inequalities

Building Happier Futures	P. 48
--------------------------	-------



Sustainable Cities and Communities

Electrical Recycling	P. 25
Sofa reuse scheme	P. 30
Responsible Property Framework	P. 41
Build to Rent	P. 41
Community Matters	P. 48



Responsible Consumption and Production

Reducing supply chain food waste	P. 31
Sustainable Raw Material sourcing	P. 21
Fashion rental programmes	P. 32
Fashioncycle	P. 30



Climate Action

Our Plan for Nature	P. 34
Science Based Targets	P. 36
Carbon accounting and reduction	P. 40
Protein Diversification	P. 41
Task Force on Climate-related Financial Disclosures (TCFD)	P. 41



Life Below Water

Investment in sustainable fisheries	P. 17
-------------------------------------	-------



Life on Land

Responsible Commodities Facility	P. 41
Science Based Targets for Nature	P. 36
Leckford biodiversity work	P. 37
John Spedan Lewis Foundation	P. 49
Waitrose Agricultural Plan	P. 17



Partnerships for the Goals

Work with Wrap and Zero Waste Scotland on supply chain food waste	P. 31
Work with the Slave Free Alliance	P. 13
Global Tuna Alliance	P. 19
UK Soy Manifesto	P. 24
The Reuse Network	P. 30
Work with the Exeter Centre for Circular Economy	P. 30
Circular Future Fund	P. 31
Collaborating with suppliers to set net zero targets	P. 40
Net Zero UK Farms	P. 37
Work with the Prince's Countryside Fund	P. 49
British Red Cross	P. 49

Endnotes

1. Not reported in 2021/22 due to changes to data collection methodology. [Back to page](#) ←
2. See page 30 for more detail on measurement criteria. [Back to page](#) ←
3. See page 40 for detail on measurement criteria. [Back to page](#) ←
4. This is a new target and as such was not reported last year. [Back to page](#) ←
5. A tier is defined as a stage in the supply chain carrying out a particular activity in the production of a product. For example, tier 1 is defined as: sites manufacturing a finished product or where the majority of assembly and packaging of the product bearing the John Lewis or Waitrose label occurs. [Back to page](#) ←
6. The Partnership's current key raw materials in scope of this target for 2025 are timber, cotton, soya, palm oil, cocoa and cashmere and feather & down'. In addition, leather, polyester and man-made cellulose are now in scope for 2028. [Back to page](#) ←
7. Soya, palm oil and cocoa performance figures in the table are based on the calendar year. [Back to page](#) ←
8. Best, Better and Good categories are defined in our John Lewis Partnership Timber & Paper policy. Only Better and Best categories contribute to our target for more sustainable and recycled sources by 2025. [Back to page](#) ←
9. In Progress: a risk assessment has been conducted on these timber sources but there are outstanding non-conformances being addressed. Unverified: the timber source supply chain is awaiting final risk assessment (this excludes products in scope of the United Kingdom Timber Regulation). [Back to page](#) ←
10. Waitrose Farming Partnership groups include the Partnership Livestock Steering Group and Fish Forum. They represent Waitrose's most significant direct suppliers of protein and represent the majority of the Partnership's total soya footprint. [Back to page](#) ←
11. Physically certified soya: soya certified to a permitted sustainability standard using a mass balance or segregated supply chain model. These include Proterra, Europe/Danube Soya, Round Table on Responsible Soy (RTRS), ISCC+ with add-on criteria.
Organically certified soya: soya certified to a permitted organic standard compliant with the EU Organic Regulation.
RTRS Credits: purchased on the Round Table on Responsible Soy (RTRS) trading platform from soya farmers certified to the RTRS standard, where one tonne of soya produced is equal to one credit.
RTRS Cerrado Credits: bought from certified farmers located in the Cerrado biome that is at high risk of deforestation and clearance of native vegetation. [Back to page](#) ←
12. The John Lewis Partnership bought 3,000 credits from farms in the Gran Charco and 11,479 credits from farmers in the Cerrado Region. [Back to page](#) ←
13. SG: the Segregation supply chain model assures that RSPO-certified palm oil, palm kernel oil and derivatives delivered to the end user come only from RSPO-certified sources. It permits the mixing of RSPO-certified palm oil from a variety of sources in the supply chain but prohibits mixing with uncertified sources. This ensures that the palm materials used in products originate from certified growers. [Back to page](#) ←
14. MB: the mass balance supply chain model administratively monitors and accounts for the volumes of RSPO-certified palm oil, palm kernel oil and derivatives throughout the entire supply chain. Its accounting system permits mixing of certified and uncertified materials but only allows the equivalent volume of certified materials to be sold as RSPO Mass-Balance certified. This enables trade in certified palm oil in long and highly complex supply chains, supporting responsible growers and building accountability along the supply chain. [Back to page](#) ←
15. This year we have reviewed our cocoa policy to increase our responsible sourcing commitment so that 100% of the cocoa used in our own label products will be either Fairtrade or Rainforest Alliance by 2025. [Back to page](#) ←
16. Current categories (Home Furnishings, Large Electricals, Small Electricals, Menswear*, Womenswear*, Childrenswear* and Beauty) (categories marked * are new this year due to the launch of FashionCycle). [Back to page](#) ←
17. Food waste as a percentage of units sold by Waitrose from our strategic suppliers who account for over 50% of the food we sell. This data is taken from WRAP's annual survey which is published in June each year. As such, this data will be reported in the following financial year. This is the baseline that will be used to calculate our progress going forward. [Back to page](#) ←
18. WRAP, Food Surplus and waste in the UK - Key Facts, <https://wrap.org.uk/resources/report/food-surplus-and-waste-uk-keyfacts> (accessed 2 February 2023). [Back to page](#) ←
19. WWF, *Living Planet Report*, <https://livingplanet.panda.org/en-GB/> (accessed 17 January 2023). [Back to page](#) ←
20. *Food and Agricultural Organisation of the United Nations, Global Forest Resources Assessment 2020*, <https://www.fao.org/3/ca9825en/ca9825en.pdf> (accessed 17th January 2023). [Back to page](#) ←
21. The Intergovernmental Panel on Climate Change, *The evidence is clear: the time for action is now. We can halve emissions by 2030*, <https://www.ipcc.ch/2022/04/04/ipcc-ar6-wgiii-pressrelease/> (accessed 17 February 2023). [Back to page](#) ←
22. *The Met Office, 2022 Provisionally warmest year on record for UK*, <https://www.bbc.co.uk/news/uk-64173485> (accessed 7 February 2023). [Back to page](#) ←
23. 100% of electricity consumption across our physical estate is backed by Renewable Energy Guarantees of Origin (REGO) certified renewable energy sources. [Back to page](#) ←
24. We will release the reduction targets once they are validated by the SBTi. [Back to page](#) ←
25. This is calculated as the percentage of plant-based protein sold from animal and plant-based protein sources in tonnes of protein sold to ingredient level. [Back to page](#) ←
26. The Grocer, *Vegetable consumption falls 7.5% in response to cost of living crisis*, <https://www.thegrocer.co.uk/fruit-and-veg/vegetable-consumption-falls-75-in-response-to-cost-of-living-crisis/672026.article> (accessed 25 January 2023). [Back to page](#) ←

WWW.JOHNLEWISPARTNERSHIP.CO.UK



JOHN LEWIS

WAITROSE

John Lewis Partnership plc
171 Victoria Street, London SW1E 5NN

Incorporated and registered in England and Wales
under Company No. 233462