

WORKING IN PARTNERSHIP FOR A HAPPIER WORLD

# Ethics & Sustainability Report

2021/22

JOHN LEWIS  
& PARTNERS

JOHN LEWIS  
PARTNERSHIP

WAITROSE  
& PARTNERS



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22.18%

reduction in greenhouse gas emissions across our operations.

Read more on p.40 →

40m

fewer bags estimated to be produced annually by removing 10p bags for life from Waitrose core supermarkets and waitrose.com deliveries and collections.

Read more on p.29 →

1

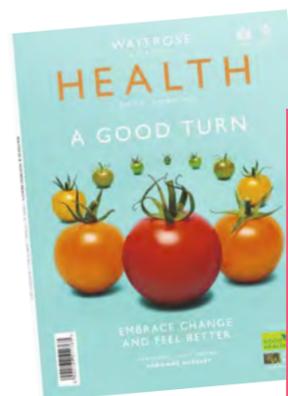
Waitrose maintained its top-tier position in the global Business Benchmark on Farm Animal Welfare for the eighth year in a row, demonstrating our ongoing commitment and leadership position in maintaining the highest animal welfare standards.

Read more on p.15 →

550,000

hard-to-recycle beauty product empties were diverted from landfill through the John Lewis BeautyCycle scheme in 2021. The scheme provides customers with a convenient solution for hard-to-recycle beauty empties.

Read more on p.29 →



3

dedicated Waitrose Health magazines published, inspiring customers to make healthy diet and lifestyle choices.

Read more on p.52 →

# Report highlights

UK No. 1

Our Partnership was rated top in the UK and second globally in WWF's Palm Oil Buyers Scorecard, reflecting our work to source more sustainable palm oil in our own-brand products.

Read more on p.21 →

£6.5m

The total amount donated by our Partnership to good causes throughout the UK.

Read more on p.47 →

£2.4m

generated by the Waitrose & Partners Foundation in 2021, supporting over 170 projects and benefiting 75,000 workers and their communities in our Waitrose own-brand supply chains.

Read more on p.10 →

Waitrose jointly topped the Pesticide Action Network's supermarket survey, which ranks supermarkets on their efforts to tackle pesticide use and in supporting suppliers to use non-chemical alternatives.

Read more on p.35 →



Waitrose won MSC UK Fish Counter of the Year for a fourth year in a row.

Read more on p.15 →

91%

of Waitrose own-brand products now meet the government's 2024 calorie reformulation targets.

Read more on p.52 →



59.8%

of the cotton used in the Partnership's own-brand products now comes from more sustainable sources.

Read more on p.21 →



# Our Key Performance Indicators at a Glance

	Area	Target	End Date	Status	2021/22 Performance	2020/21 Performance
SUPPLY CHAINS	RAW MATERIAL SOURCING	100% of the cotton used in own-brand products to be from sustainable or recycled sources	2025	●	59.80%*	53%
	RAW MATERIAL SOURCING	100% palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-segregated certified	2025	●	72.1%	—
	RAW MATERIAL SOURCING	100% of the timber used in own-brand products will be from more sustainable or recycled sources	2025	●	15% <sup>1</sup>	—
ENVIRONMENT	AQUACULTURE & FISHERIES	100% of our own-brand fish and shellfish to come from third-party verified responsible sources	2025	●	90.27%*	90.7%
	CIRCULARITY	All own-brand product packaging across our two brands to be widely recyclable, reusable or home compostable	2023	●	John Lewis: — <sup>2</sup> Waitrose: 88.45%*	John Lewis: 92% Waitrose: 88%
	WASTE	85% of all operational waste across our Partnership to be recyclable	2028	●	73.35%*	71.1%
	CLIMATE ACTION	All electricity procured by our Partnership to be renewable certified	2028	✓	100%	97.4%
	WASTE	Waitrose to reduce operational food waste by 50% against a 2018 baseline <sup>3</sup>	2030	●	-20.84%*	-20.7%
	CLIMATE ACTION	Net zero carbon across our entire operations (Scope 1 & 2) <sup>3</sup>	2035	●	-22.18%*	-16.25%

- ✓ 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 an unqualified opinion over the selected data highlighted in this table with an asterisk (\*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 7 for more detail.

<sup>1</sup> This year, timber performance is reported by unique wood source, rather than volume and therefore not a direct comparison to performance in previous years (see p.23 for more detail). Last year we were unable to report our performance. (See page 22 of the Ethics & Sustainability Progress Report 2020/21 for more detail)

<sup>2</sup> Not reported due to changes to data collection methodology in 2021/22.

<sup>3</sup> See pages 29 and 40 for more detail on measurement criteria.



# Reflections from our Chairman

Since the inception of the Partnership in 1929, the importance of trading ethically and sustainably has been at the heart of our business.

Our refreshed Purpose - 'Working in Partnership for a Happier World' - reinforces the criticality of Ethics & Sustainability for the Partnership, committing us to doing all we can to improve the wellbeing of society, protect and restore nature, and create a more sustainable future for generations to come.

Our Purpose must act as our guide and drive our decisions. It is because of our commitment to our Purpose that we must be a positive force for change in the natural world.

The latest update from the Intergovernmental Panel on Climate Change makes for disturbing reading. It warns that human actions are causing dangerous disruption in nature and affecting billions of people, despite society's efforts to reduce the risks.

We are stepping up to the challenge. Later this year we intend to provide further information on how, through our strategy, we will help protect and restore nature. Whether by farming with nature, sourcing, recycling, repairing and reusing raw materials, or driving species recovery.

We can only do this by working together with our suppliers, employees (who are Partners in our business), non-governmental organisations (NGOs) and the communities in which we operate.

In November, I attended COP26 in Glasgow as a guest of HRH The Prince of Wales as part of his Sustainable Markets Initiative to host a discussion on how businesses can help customers make more sustainable decisions. I was encouraged by the determination of business leaders to help customers on the journey to more sustainable living.

As part of our commitment to a more sustainable future, we launched our £1 million Circular Future Fund, inviting entrepreneurs with creative ideas that accelerate the shift to a circular economy to bid for funding. We received over 240 applications, testament to the level of innovation in this area. The winners will be announced in May 2022.



Waitrose has committed to the WWF Retailers' Commitment for Nature, requiring us to take action linked to climate, deforestation, alternative protein and nature. For example, we will work closely with farmer suppliers to reduce the environmental impact of the food we sell.

Collaboration and sharing will be key to our success. To help our farmers work in more environmentally friendly ways, our Leckford Estate farm in Hampshire is becoming a centre of excellence for farming with nature.

Leckford's transformation kicks off with tree planting for the Queen's Green Canopy. In celebration of Her Majesty The Queen's Platinum Jubilee, we are planting an avenue of mature trees on the Estate, along with over one thousand additional trees of different species to boost biodiversity.

These are just a few highlights of our work to help address the climate emergency and limit global temperature rises. We have a long way to go, but I hope our commitment is clear.

The contents of this report are thanks to the hard work of many of our Partners and our suppliers. I'm grateful for all they are doing to help us live up to our Purpose and contribute to a 'happier world'.

**SHARON WHITE**  
Partner & Chairman



# The wider view



**NINA BHATIA**  
Executive Director, Strategy & Commercial Development, John Lewis Partnership

## In what way is sustainability important to our business?

The science is clear; climate, biodiversity and human health are fully interdependent. Nature is declining globally at rates unprecedented in human history, a risk to planetary health and stability at least as great as climate change, and we must do more to protect and restore it. Last year, we were a key sponsor of the World Biodiversity Summit, an event aimed at highlighting the global loss of nature and animal species around the globe.

Everything we do across our two brands, John Lewis and Waitrose, depends on and has an impact on nature - our farmers cultivate land to produce crops, and raise livestock; we use timber and leather in the furniture we sell; the clothes we wear are made from cotton and wool; the technology we use is manufactured using rare minerals and metals. Because we depend on the natural world for so much in our daily lives and in business, we have placed the restoration and protection of nature at the very heart of our Ethics & Sustainability strategy. It is clear that impactful environmental action must be our priority if we are to forestall the worst impacts of biodiversity loss and climate change. I'm proud of what we have achieved as an ethical and sustainable business, but we must do much, much more to meet the expectations of our Partners and customers, and to live up to our Purpose - Working in Partnership for a Happier World.



**PIPPA WICKS**  
Executive Director, John Lewis

## In your view, what is John Lewis's proudest ethics and sustainability achievement over the past year?

The concept of circularity has become a big part of our planning, and this has directly contributed to key product launches, such as the John Lewis Natural Mattress range that we launched in August 2021. The recyclable mattresses contain wool sourced from farms that supply lamb to Waitrose. This demonstrates circularity at work, avoiding waste and minimising the resources we extract from nature to create our products, and extending the life and use of raw materials. This is exactly the kind of product, manufactured with circularity in mind, that we will bring to market with increasing pace and urgency over the coming years.



The concept of circularity has become a big part of our planning, and this has directly contributed to key product launches, such as the John Lewis Natural Mattress range that we launched in August 2021."

**PIPPA WICKS**  
Executive Director, John Lewis

## What have been some of John Lewis's biggest sustainability challenges?

Fashion is a key category for John Lewis, but also one of the most polluting. This is compounded by an increase in online shopping and associated extra packaging. Our reliance on heavily automated distribution infrastructure, which was designed around single-use plastics presents a significant challenge as we work to eliminate single-use plastic packaging. However, we are facing into these challenges; for example I'm delighted that we are founding signatories of the UK's Textiles 2030 Agreement.



**JAMES BAILEY**  
Executive Director, Waitrose

## In your view, what is Waitrose's proudest ethics and sustainability achievement over the past year?

We aim to be an organisation that is ambitious about setting and exceeding the highest standards so I'm proud that we have maintained our leadership status in animal welfare and also achieved leadership in sourcing more sustainable palm oil. We've also taken a more vocal position on things that really matter to our customers. For example, we publicly expressed our concern about the impact of post-Brexit trade deals on UK agriculture. We are also strong supporters of the National Food Strategy led by Henry Dimbleby. With the right support and cooperation across the industry, this work has the potential to have an enormous impact on the way we produce and sell food in the future.

## What have been some of Waitrose's biggest sustainability challenges?

For me, the biggest challenges lie in the transition to a world ready to meet the effects of climate change. We all need to behave differently, and businesses like Waitrose need to make changes in our operating models, to reduce our contribution to climate change and adapt to its effects. I am, however, an optimist at heart so despite the scale of the challenge there is, I think, a critical mass of consensus in the grocery sector that fundamental change is urgently required.



# Our Ethics and Sustainability Strategy

Our Ethics and Sustainability Strategy sets the direction for us to become a more sustainable and ethical business.

In service of our Partnership Purpose, 'Working in Partnership for a Happier World', we're aiming to create a kinder, fairer future for Partners, customers, suppliers and the communities in which we operate, building strong and trusted relationships with them whilst ensuring we listen to and understand their concerns.

This year, as we considered both our heritage and our Purpose, we took stock of the impact of our business on the world around us.

This reflection has led us to reaffirm our long-term relationship with nature. Our founder, John Spedan Lewis, was a passionate naturalist, so amidst global climate and biodiversity crises, it makes sense that protecting and restoring nature should underpin our Ethics and Sustainability Strategy. As part of this, we have articulated biodiversity more clearly within the environmental pillar of our strategy.

<p>SUPPLY CHAINS</p>	<p>ENVIRONMENT</p>	<p>COMMUNITIES &amp; CUSTOMERS</p>
		
<p>PEOPLE IN SUPPLY CHAINS</p> <p>Protecting the rights of workers in our supply chains and championing the worker voice</p> <p>Read more on p.10 →</p>	<p>CIRCULARITY &amp; WASTE</p> <p>Designing with circularity in mind and eradicating waste</p> <p>Read more on p.29 →</p>	<p>SOCIAL IMPACT</p> <p>Connecting and giving back to communities and charitable causes</p> <p>Read more on p.47 →</p>
		
<p>AGRICULTURE, AQUACULTURE, FISHERIES &amp; RAW MATERIAL SOURCING</p> <p>Guaranteeing a fair deal for producers and supporting them to farm with nature</p> <p>Read more on p.15 →</p>	<p>CLIMATE ACTION &amp; BIODIVERSITY</p> <p>Reducing greenhouse gas emissions in our operations and supply chains, and protecting and enhancing nature through biodiversity</p> <p>Read more on p.35 →</p>	<p>HEALTH, NUTRITION &amp; WELLBEING</p> <p>Enabling customers, Partners and communities to lead healthy and happy lives</p> <p>Read more on p.52 →</p>

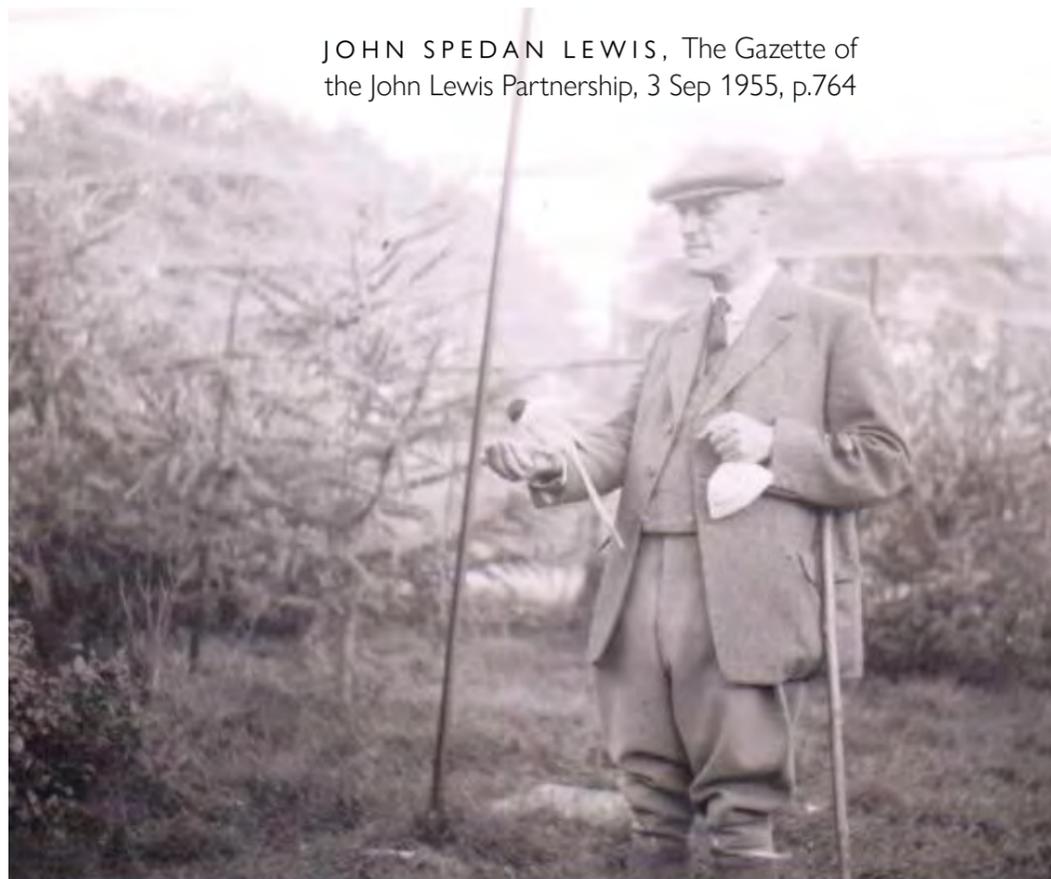
“In April this year, the UN Intergovernmental Panel on Climate Change (IPCC) made a clear statement to the world – we now have, at most, three years to make ‘rapid, deep and immediate cuts’ to CO<sub>2</sub> emissions to stave off the worst impacts of climate change. This is a daunting challenge but I firmly believe that we are resourceful enough to do what is needed. This report sets out the work that the Partnership has already begun across a range of sustainability issues, including limiting our contribution to climate change, and also outlines our holistic plans for the future.”

MARIJA ROMPANI  
Director of Ethics & Sustainability,  
John Lewis Partnership



But man, who has been so great a destroyer, is beginning to be to some extent a preserver. All the more advanced countries are beginning to establish sanctuaries for wildlife and no doubt the movement will spread. I should like to think that the Partnership may give some help to that sort of thing.”

JOHN SPEDAN LEWIS, The Gazette of the John Lewis Partnership, 3 Sep 1955, p.764



# About this report

This report highlights the progress we have made against our Ethics and Sustainability Strategy during the 52 weeks of the financial year ended 29 January 2022 (prior year: 53 weeks ended 30 January 2021). It covers key achievements and performance data, as well as the challenges and opportunities we have faced across our Partnership as we strive to become one of the UK’s most purpose-led and sustainable businesses. Further detail regarding the governance of ethics and sustainability at our Partnership can be found in our 2022 Annual Report and Accounts (pages 64-65) or at <https://www.johnlewispartnership.co.uk>



## The United Nations (UN) Sustainable Development Goals (SDGs)

The UN SDGs were created in 2015 to establish a path towards a more sustainable and better future for all. The 17 goals are an interconnected call to action, recognising that activity against one target affects the outcomes of others and that progress must be made across many areas to achieve real change.

We have assessed the impact of our strategy, policies and commitments and selected 12 SDGs to which we directly contribute through our work in our own operations and our supply chains. You will find these outlined throughout this report, with more information on how our activities align with them on [page 56](#).

## Governance

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”.

## Independent assurance

This year, KPMG LLP has issued an unqualified 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](http://www.johnlewispartnership.co.uk/csr)

# Supply Chains

The global supply chains that provide products and services to our Partnership face unprecedented challenges that have been exacerbated by the pandemic and look set to continue.





# Introduction

## OUR PRIORITIES

Champion the voices of workers and ensure everyone in our supply chain is treated fairly and rewarded appropriately for their work.

Be leaders of continuous improvement in sustainable and ethical farming and fishing methods, farming with nature wherever possible.

Source the key raw materials used in our own-brand products ethically and sustainably, collaborating with others to drive positive change.

Be transparent about our supply chains, challenges and progress towards shared goals.

Many of our biggest risks, as well as our biggest opportunities, in protecting nature and halting climate change sit within our supply chains. The issues, from animal welfare to deforestation and ecosystem degradation, are interconnected, and we are working to improve sourcing standards and put workers' voices at the centre of a 'just transition' to a more sustainable world.

In our Partnership, we believe collaboration and transparency are the best ways to support our suppliers in managing our shared challenges. Through this approach, we can enhance the lives of workers in our supply chains and respect the natural world on which we rely. We also believe it helps us lay the foundations for long-term business success and a more sustainable future.

More than **6,000** Partners in our Supply Chain team<sup>4</sup> (84% of that team) have been trained in how to spot the signs of modern slavery.

<sup>4</sup> Our Partnership Supply Chain team works in service of both Waitrose and John Lewis to ensure that our customers can access the products and services they want and need wherever, whenever and however they choose.

# People in supply chains

As many global supply chains become more complex, we're seeking greater transparency in the supply to our business.

Every worker in these supply chains must be treated fairly and rewarded appropriately for their work. We take this responsibility seriously and aim to positively impact workers' lives.

Factory audits play an important role in safeguarding the human rights of workers in supply chains. However, they only capture a snapshot in time and may not accurately reflect ongoing challenges. For this reason, over the past year, we have increased our focus on initiatives such as human rights impact assessments to evaluate our biggest risks. Through these assessments, we gain a deeper understanding of risks in our supply chains and, as a result, will collaborate more closely with our suppliers on any follow-up interventions.

Another focus area has been our Better Jobs programme, which enables our suppliers to hear direct feedback from their workforce about the needs, and ideas for better job satisfaction, of those who grow, pick, pack and make products and provide services for our business.

We became signatories of the UN Women's Empowerment Principles (WEPs) in March 2022. The Principles set out seven steps that business and other sectors can take to advance and empower women in the workplace. Endorsing the WEPs demonstrates our commitment to empowering women in the workplace and creating gender-inclusive supply chains.



# Our progress



It helped me learn about a better way of communication with employees. Better communication can build a better worker relationship, which is good for the growth of the company.”

ZONGFA WANG  
Better Jobs workshop participant and factory manager at Weihai Yunxiang Embroidery Co Ltd.

## Human rights in Italian fresh produce supply chains

Despite our support for projects such as the Ethical Trade Initiative (ETI) Italian tomatoes working group, low wages, poor working conditions and a lack of effective grievance mechanisms continue to present risks in the Italian tomato industry, particularly in southern Italy.

In 2021, we co-developed a pilot project with Oxfam to help address some of these human rights issues, leading to our supplier implementing new grievance and resolution policies and mechanisms. We are liaising with the ETI working group to share the learnings and next steps from our pilot.

## Human rights in tea supply chains

Following reports in March 2021 of gender-based abuse on the Lujeri Tea Estate, Malawi, Waitrose stood by its direct supplier – the only retailer to do so – to ensure that improvements at the estate were made. This included establishing clear grievance processes and a training programme for workers, which is underway, on recognising and tackling discrimination. We also began conducting human rights impact assessments within our wider tea supply chains, initially focusing on issues faced by smallholder farmers in Kenya. We plan to work alongside key stakeholders in the Kenyan tea sector to develop actions that address the assessment’s forthcoming recommendations.



## The Better Jobs programme

This reporting year, our [Better Jobs programme](#) included suppliers of Waitrose and goods not for resale (GNFR), as well as John Lewis. In total, 50 suppliers took part: 29 in the UK covering 31 sites and 2,399 worker responses; and 21 in China covering 24 sites and 3,580 worker responses. The data identified a number of key challenges for workers, including mental health. We will develop initiatives for managers and workers to better understand the nuances of these challenges and facilitate improvements.

## Better Jobs China

Based on the results of the 2020 Better Jobs China survey, in July 2021 we ran two workshops across 13 factories to improve communication and the management of difficult conversations. In total, the workshops were attended by 17 managers and 23 workers.

Since inception, 80 supplier sites across the UK and China have engaged with the Better Jobs programme. 11,000 worker responses have so far helped us design and deliver programmes within our supply chain aimed at improving the lives of employees.

## Supporting sustainable livelihoods – the Waitrose & Partners Foundation

The Waitrose & Partners Foundation strives to ensure sustainable livelihoods for supply-chain workers and their families around the world. In Kenya, one of the Foundation’s initiatives helps workers access affordable loans. Since it launched in 2019, the programme has provided more than 5,000 loans to over 4,000 people, enabling them to invest in projects including additional income-generating activities. In South Africa, the Foundation is running a training programme to equip farm health workers with the skills to support fellow workers’ wellbeing following the pressures of Covid-19. So far, 99 workers have been trained. In Ghana, the Foundation supported the development of an agritech lab trialling new technology and agricultural practices to improve efficiencies and reduce costs for struggling small-scale farmers. This activity is scheduled to continue into 2022.

## Improving traceability

During 2021, we conducted in-depth risk and human rights impact assessments on a number of our supply chains below tier 1<sup>5</sup>. Since 2019, we have been developing our approach to improving traceability and due diligence in the lower tiers of our artisan hand-woven rugs supply chains. During 2021, alongside established consultant ASK India, we began a programme supporting our suppliers to formalise their working arrangements and conditions. In this first phase, ASK India carried out training for Partners in our Indian Sourcing Office to develop their skills for assessing risk and supporting improvements at informal sites. We are also investigating on-the-ground monitoring programmes to verify ongoing compliance with our code of conduct.

<sup>5</sup> 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.

# Our challenges

## Transparency and traceability

Through our programme of factory audits of our Tier 1 sites we know that there is room for improvement in our management of factory compliance, and in the past year have introduced new systems and processes to enable this, with greater visibility and improved ethical compliance against our goals. This work is however ongoing, and in 2022 we are committed to implementing and embedding further improvements, including training, system-based controls, and internal reporting.

We also continue to invest in programmes that provide increased transparency and traceability beyond tier 1 across our extensive supply base and are actively identifying the best partners and initiatives to address the salient risks identified.

Identifying risks to human rights in these tiers continues to be a challenge due to the complexity of global supply chains. At present, we take a risk-based approach beyond tier 1 but recognise we need to do more.

## Supporting vulnerable workforces

The ongoing impacts of Covid-19 have continued to put pressure on global supply chains, sometimes making it harder for vulnerable workers to meet their basic needs. One way in which we have supported some of our most vulnerable supply-chain workers is through our participation in the project, convened by the Ethical Trade Initiative, 'Securing workers' rights in a Covid-19 context in East African agriculture supply chains', alongside several other retailers and suppliers.

Programme interventions included business continuity training, Covid-19 management training, financial literacy initiatives and support to develop kitchen gardens. More than 10,000 workers are estimated to have benefited.

## UK labour shortages

Labour shortages in the UK affecting key links in our operations and supply chains remain a challenge for us and our suppliers. We will continue to work together to find solutions. A combination of factors, including leaving the EU and the pandemic, mean food production sites have not always been able to meet their labour demands. Warehouse operations, including our own, found it difficult to recruit workers for the 2021 peak seasons, leading to an increased reliance on contingent labour providers. We continue to engage with the UK government and the National Farmers Union to share insights and identify ways of collectively supporting our suppliers.



CASE STUDY

# Supporting factory workers with young families in Vietnam

As part of a homework exercise the parents were set a simple activity they could easily do at home to help them spend more time and bond with their children. The parents encouraged their children to draw family photos. Parents fed back that the children had a good time with the drawing activity.



In June 2021, in response to the ongoing pandemic, Vietnam's government announced a strict 'three on the spot' model, meaning that in order for factories to remain open, workers had to live, rest and work within the factory premises. This model generated increased financial and health-related stress among workers, not least for parents forced to leave children with carers.

We collaborated with The Centre for Child Rights and Business in Vietnam to organise a family support programme for current and potential parent workers at eight suppliers. The online training sessions, delivered in October 2021, aimed to promote healthy parent-child bonds throughout the pandemic, helping workers navigate a stressful situation. The sessions explored approaches to health, safety and wellbeing, including stress and anxiety, and covered topics such as children's rights and safeguarding, communicating with children more effectively and organising outdoor activities for children.

90%

stated that the training met their expectations.

## Positive outcomes from the programme included:

- Parents expressed increased confidence in their ability to parent their children during the pandemic.
- Participants changed their perspective on the importance of interacting and communicating with their children during everyday activities.
- Participants considered whether they should adapt aspects of their parenting style to deal with the unique situational pressures.

In total, 72 workers (66 female and six male) participated in nine online sessions. Of the participants, 93% agreed that the content was helpful in strengthening their relationships with their children and 90% stated that the training met their expectations.

# Looking forward

During 2021, alongside 35 other businesses, we called on the UK government to bring forward important legislation mandating companies to conduct human rights and environmental due diligence. Throughout 2022, we will continue to monitor the progress of this legislation, which, as well as driving higher standards of human rights and environmental due diligence across supply chains, will ensure justice for the victims of poor practice.

The UK labour shortages continue to impact our operations, particularly during peak periods when we rely on contingency labour to meet our requirements. Following the work of our internal working group in 2020 and 2021, we are partnering with the Slave-Free Alliance to carry out further gap analyses and modern slavery risk assessments in our GNFR supply chains.

In 2022, the UK sees the launch of the Modern Slavery Intelligence Network (MSIN), a non-profit collaboration of retailers and suppliers from the UK food and agriculture sectors, of which Waitrose is a founding partner. Created in response to Operation Fort, the UK's largest-ever modern slavery investigation, MSIN's mission is to disrupt and prevent modern slavery and labour exploitation.



Over the year ahead, our Better Jobs programme will expand to two new countries, South Africa and India, and include suppliers in our produce, garment and home accessories categories. Every relationship will be overseen by an Advisory Board of local professionals who will help us consider the unique challenges and salient issues of each country. We also intend to align the Better Jobs programme with our refreshed Partnership Purpose, sharing details of similar challenges between our business and our supply base and establishing best practice to address them.

The Waitrose & Partners Foundation will continue to improve its impact framework to ensure it is maximising improvements for the livelihoods of those working within Waitrose supply chains. In 2021, centrally funded projects focused on managing the impacts of the Covid-19 pandemic. Building on this, 2022 will see the Foundation invest in climate- and nature-related programmes, helping Foundation farmers increase their resilience to the changing climate.

# Agriculture, aquaculture & fisheries

We recognise that we must play a bigger role in transforming the food system for the better. In 2021, as part of its engagement in developing the National Food Strategy, Waitrose expressed its support for increased transparency in the food sector. Waitrose also signalled its intention for the Leckford Estate farm to be a test bed for farming innovation over the next 15 years.

It has been a difficult year for farmers and fishers across the world. In the UK, the shift to funding contingent on sustainable farming practices and environmental outcomes is already a significant change but added to the combined pressures of Covid-19, Brexit, the climate crisis and cost volatility, the agricultural sector faces upheaval on a seismic scale. We endeavour to take a collaborative approach with our suppliers.

Target	2021/22 Performance	2020/21 Performance
100% of our own-brand fish and shellfish will come from third-party verified responsible sources by December 2025	90.27%*	90.7%
Greenhouse gas emissions from our UK farms supply base to be net zero by 2035 <sup>6</sup>	-7	N/A

\* This year, KPMG LLP has issued an unqualified opinion over the selected data highlighted in this table with an asterisk (\*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 7 for more detail.



<sup>6</sup> This target will be achieved collectively by UK farms providing own-brand protein and fresh produce for Waitrose.

<sup>7</sup> It has taken our Partnership longer than we anticipated to establish a baseline by which to measure our performance and, subsequently, identify the actions required to meet this target. The baseline is dependent on both our progress towards setting science-based targets and carbon-accounting guidance on forestry, land use and agriculture from the Science Based Targets initiative. Setting a clear roadmap to reach this target, and sharing it with our suppliers, is a priority over the coming year.

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

14 LIFE BELOW WATER

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## Our progress

### Good Life animal welfare project

In February 2021, our Good Life app for measuring the emotional wellbeing of farmed animals was launched in several of our supply chains, enabling us to drive improvements and share best practice among producers. One example of this work being used to generate improvements is in our farmed salmon supply chain.

In 2021, a Good Life project was set up by our dedicated salmon and loch trout supplier, Aquascot, in collaboration with one of our farming partners, The Scottish Salmon Company. The project developed a suite of operational welfare indicators recorded regularly by farm staff and compared against a traffic light system to provide an early warning of any challenges the salmon may be experiencing. The first phase of the project focused on aspects of good feeding, housing and health and embedded the indicators into the farm management routine. For the second phase of the project, initiated in late 2021, leading academic Professor Françoise Wemelsfelder, from Scotland's Rural College, joined the team to help develop a mechanism that enables us to assess the emotional wellbeing of salmon. This world-leading work, acknowledging that fish are sentient beings who are capable of emotional expression, will continue in 2022.

### Working to avert a UK pig farming crisis

Over the last year, British pig producers have faced unprecedented challenges, including unprofitable market prices, processing backlogs and rising input costs. We are supporting pig farmers supplying Waitrose pork products with additional payments, sharing the burden of the increased cost of production and ensuring they receive a fair price for their products. We're proud of our longstanding supply base, which remains dedicated to our shared values and can continue to supply us with quality pork for years to come.

### Progressing third-party fish certification for wild species

Our fish counters rely on a wide choice to meet customer demand and include several species from small and mixed fisheries which could take many years of industry collaboration to certify. Of the few own-brand fish products we sell which are responsibly sourced but uncertified, several species, such as monkfish, ray wings and brill, are sourced from UK waters. Through our participation in and financial support for Project UK, a collaboration between the fishing industry, scientists, non-governmental organisations and seafood supply chains, we are helping fisheries across the UK work towards an environmentally sustainable future. We also support Fisheries Improvement Projects (FIPs), both in the UK and worldwide, including the development of a North Sea monkfish FIP. Further afield, our ongoing advocacy work and financial support has resulted in the Maldivian yellowfin tuna handline fishery starting a FIP, which, along with Sri Lankan yellowfin tuna, means all the yellowfin tuna we source from the Indian Ocean are now covered by a FIP.

**Our Good Life animal welfare project picked up the Farming for the Future award at the BBC Food & Farming Awards 2021. This recognises our collaboration with Scotland's Rural College to develop a novel approach to measuring the emotional wellbeing of animals on farms supplying Waitrose.**

# Our challenges

## Loss of MSC certification for mackerel and herring

We are proud that Waitrose won MSC UK Fish Counter of the Year for a fourth year in a row. Our counters had the highest number of MSC-certified labelled fish products and species on sale in the year preceding 31 March 2021.

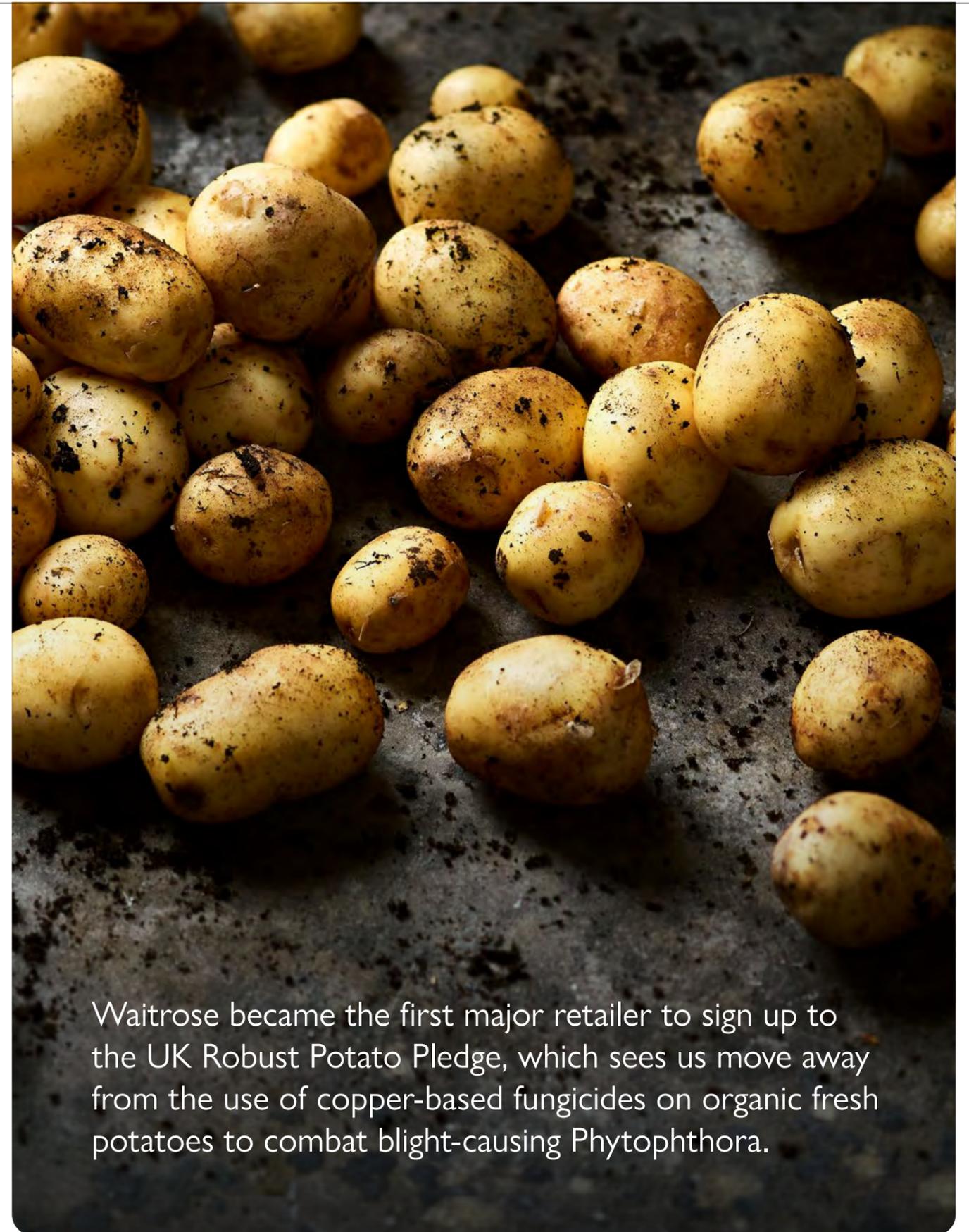
However, Waitrose own-brand mackerel lost its MSC certification in 2019, contributing to a small decrease in our performance against our target this year. These species require co-management across several countries which have repeatedly failed to agree quotas that are in line with scientific advice. As a result, significantly more of these fish are being caught which resulted in declining stock levels and the loss of MSC certification. As Waitrose believes in an ongoing premise of responsible behaviour, even when not actually purchasing the products, we helped initiate conversations with other key retail stakeholders, resulting in becoming a founding steering group member of the North Atlantic Pelagic Advocacy group, a market-led initiative to improve the region's fisheries management. Alongside our suppliers, we continue to work collaboratively with stakeholders to conserve stocks, protect fisheries and regain MSC certification.

## Encouraging adoption of the Responsible Fishing Vessel Standard (RFVS) for UK vessels

Launched in 2020, the RFVS enables fishing operations to assure decent working conditions and operational best practice in line with internationally agreed protocols and guidelines. In Scotland, vessels supplying Waitrose have started to adopt the RFVS, but adoption is limited elsewhere, largely due to already strong sales demand and stakeholders not wishing to incur additional costs. Working with the Global Seafood Alliance (GSA) and our main supplier of UK wild-caught fish, Flatfish, we have held roadshows encouraging RFVS adoption. As the challenge continues, we will maintain our dialogue with the GSA, fishers, suppliers and other relevant organisations.

## A volatile dairy market

UK dairy farmers are experiencing significant issues at present, such as unprofitable market prices and large increases in the costs of feed, fuel and labour. Waitrose strives to pay its dairy farmers a fair price for their milk. Throughout 2021, Waitrose reviewed its milk prices against the market and set prices commensurate with the cost of production. In 2022, we expect these challenges to continue and are committed to continue ensuring our dairy producers receive a fair price.



Waitrose became the first major retailer to sign up to the UK Robust Potato Pledge, which sees us move away from the use of copper-based fungicides on organic fresh potatoes to combat blight-causing Phytophthora.

# Farming with nature

We continue to challenge ourselves and our supply base to produce the highest-quality products that respect our natural world. Biodiversity, both on land and in water, is critical to maintaining the ecosystems that safeguard food security worldwide. The Waitrose Agriculture Plan sets out our pledge to enhance biodiversity and regenerate the natural resources upon which we rely.

Waitrose was the first major retailer to require all its non-organic UK fresh fruit and vegetables to be grown to Linking Environment And Farming (LEAF) standards.

Since the LEAF Marque's inception in 2006, we have worked closely with LEAF and UK farmers supplying Waitrose own-brand fresh fruit and vegetables to implement Integrated Farm Management. This holistic approach allows the farmers to farm more sustainably, benefiting themselves, the environment, their local community and our customers.

Livestock farmers working with us continue to make space for nature on their farms. Dairy farmers supplying Waitrose set aside 10% of their land for biodiversity and habitat management. Farmers supplying Waitrose free-range and organic chicken have planted over 70,000 trees for the birds to run between, benefiting both the birds' wellbeing and the environment. We will continue to drive initiatives such as these across our Partnership to ensure that our business always places nature at the heart of its operations.

Dairy farmers supplying Waitrose set aside 10% of their land for biodiversity and habitat management.

# Waitrose Agriculture Plan



Pay our farmers and fishers a fair price to protect them from volatility, doing all we can to help prepare them for a world without subsidies.



Champion and campaign on key issues facing our farmers and fishers.



Give more than we take from the communities we source from, delivering industry-leading worker welfare.



Make greenhouse gas emissions from our UK farms net zero by 2035.



Eliminate avoidable on-farm food waste and single use plastics.



Source our animal feed responsibly, in ways that conserve forests and fisheries.



Ensure that everything we source from the sea is responsibly fished or farmed.



Ensure our animals have good lives and humane and dignified deaths.



Embrace radical transparency and shine a light on our supply chains.



Harness the network of our farmers and fishers to share knowledge and develop industry leading best practice.



Support farmers to farm with nature, by enhancing biodiversity and playing our part in regenerating the natural resources we all rely on.



Lead by example on our own farm, the Leckford Estate, innovating, learning and sharing new ways of farming.

# Agriculture Plan update: Examples of our progress

The Waitrose Agriculture Plan was launched in 2020 and sets out our ten-year ambition. We believe that farming partnerships and more sustainable and regenerative farming practices will be key to our future success, and the plan details the 12 points we have identified to realise that ambition.

## PROGRESS UPDATE 1: Eliminating avoidable on-farm food waste

In 2020, we committed to halving the food waste in our supply chains by 2030, and we have implemented a whole-chain approach to pursue this goal. Waitrose was among the first UK supermarkets to adopt the Food Waste Reduction Roadmap devised by the Waste Resources Action Programme (WRAP). We published the first case study of our progress against the roadmap in September, having collaborated with Worldwide Fruit to explore food loss and waste across our apple supply chain.

Alongside our salmon and trout supplier, Aquascot, we have also made progress against the roadmap on our pre-packed and service-counter trout. This momentum will continue in 2022 and reach additional key product categories.

## PROGRESS UPDATE 2: Sourcing animal feed responsibly, in ways that conserve forests and fisheries

One of the greatest challenges to the rapid growth of aquaculture is a sustainable supply of feed: in particular, fishmeal and fish oil (FMFO). FMFO is often sourced from forage fish, which are specifically targeted for animal feed and form a vital part of marine food webs. With ever-growing demand for this resource, it must be utilised sustainably and efficiently, ensuring prioritisation for direct human consumption, conserving stock levels and protecting marine food web stability. In an effort to source more sustainably, Waitrose is investigating increased sourcing of FMFO from fish by-products, such as unwanted trimmings from the processing of fish caught for direct human consumption. In 2021, Waitrose match-funded a grant from the Centre for Innovation Excellence in Livestock to finance research by the Institute of Aquaculture<sup>8</sup> assessing the potential of a fish trimmings by-product feed for Scottish salmon and trout. It found that by-products generate lower environmental footprints than current feed formulations, an important finding that will inform our policy on sustainable aquaculture feed sourcing.

**NARROWING OF THE RIVER TEST TO IMPROVE FLOW AND BIODIVERSITY**

**IMPLEMENTED A NEW 12-YEAR CROP ROTATION COVERING ALL 1,200 ACRES OF CROPPED LAND**

**INCREASED SIZE OF HEDGEROWS TO CREATE WILDLIFE CORRIDORS**

**THE ADDITION OF AN AVENUE OF MATURE TREES ON OUR LECKFORD ESTATE AS PART OF THE QUEEN'S GREEN CANOPY**

In December 2021, Waitrose announced that over the next 15 years the Leckford Estate farm will be a test bed for practices that prioritise farming with nature. This initiative supports our approach to tackling climate change. Leckford has been a LEAF Demonstration Farm since 2004 and, in 2021, became a LEAF Beacon of Excellence in Regenerative Agriculture. The Beacons of Excellence programme provides a deep dive into particular issues occurring on farms and will highlight the benefits and successes of more sustainable farming methods.

<sup>8</sup> With the support in-kind of our dedicated salmon and loch trout supplier, Aquascot, and leading global feed manufacturer, Cargill Animal Nutrition and Health.



## Looking forward

The urgent, human-induced crises of rapid climate change and biodiversity loss are already having tangible consequences. As part of the solution, we believe that farming in harmony with nature and employing regenerative agriculture techniques are vital.

Through our Agriculture Plan, we pledged to play our part in regenerating the natural resources on which we all rely and make our UK farm-supplier network net zero by 2035. We believe we can accelerate this transition and inspire others through our own farm.

Leckford Estate is a unique asset – Waitrose is the only UK supermarket with its own farm – and, over the coming years, we will channel our resources into testing initiatives that embrace regenerative agriculture principles, aiming to prove their efficacy and encourage adoption across the industry in support of global net zero ambitions. We will not only focus on reducing carbon emissions but also on building resilience against risks, such as disease and pests, and soil degradation.

We will combine research and practical application to identify the farming techniques that manage land most effectively. We believe this work can help reduce reliance on chemicals, artificial inputs and fossil fuels at our own farm and on others, and we will work with experts to establish metrics that track progress towards our goals.

We intend to share all our findings with our farmers, suppliers and interested parties throughout the agriculture and retail industries, elevating regeneration and conservation from a nice-to-have to essential everyday farming practice. We believe investing in these initiatives and exchanging insights with farmers in our supply base will help us deliver our 2035 net zero commitment.





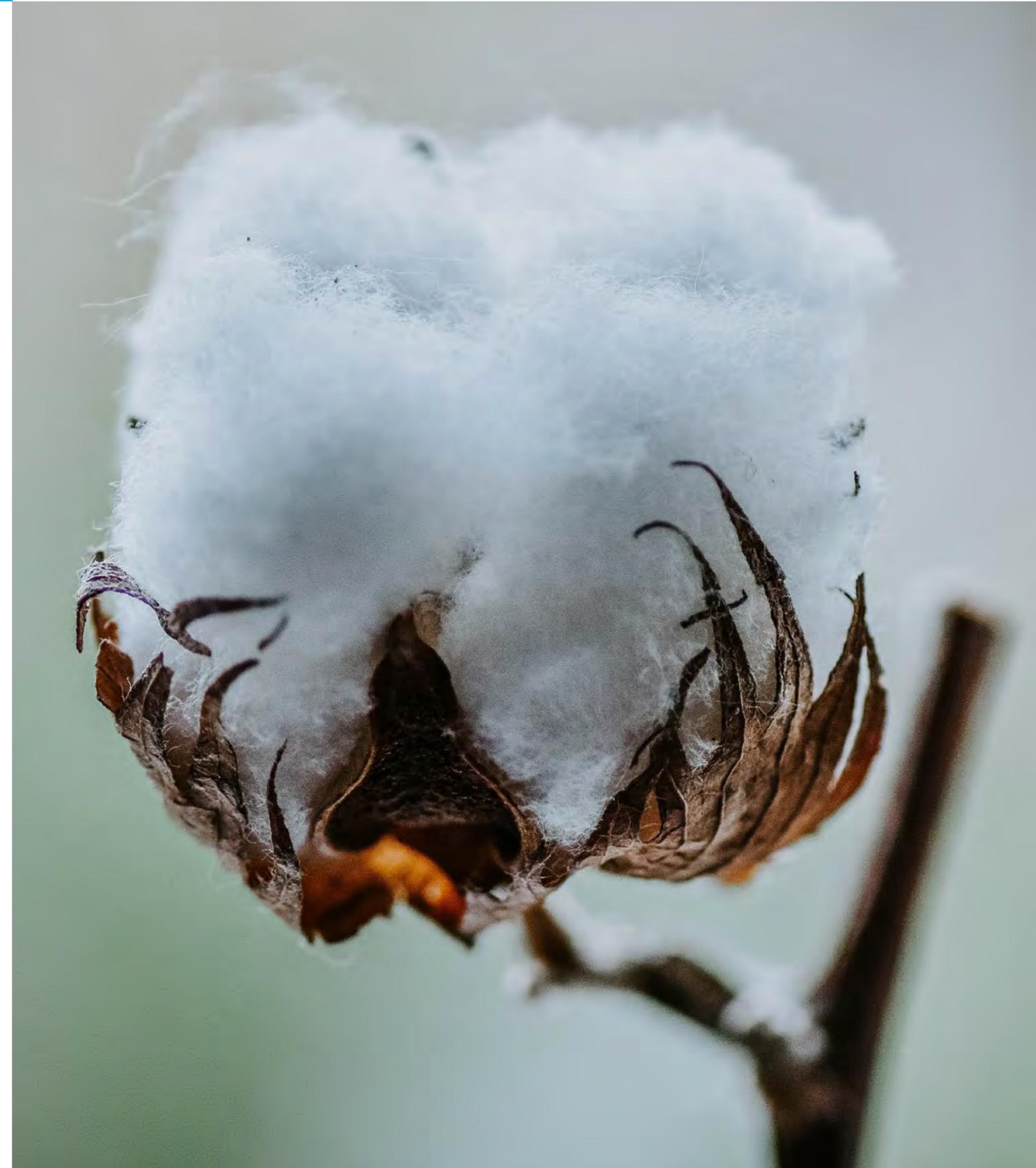
# Raw Material Sourcing

We are committed to sourcing the raw materials used in our own-brand products responsibly, collaborating with others to drive positive change and being transparent about our progress.

We recognise the potential negative impacts that raw materials used in our products can have on people, animals and the natural environment. At the same time, there is a huge opportunity through our sourcing decisions to drive positive change in communities and landscapes across the world.

It is right that people are now expecting companies with complex, commodity-based supply chains to do more to mitigate climate change and biodiversity loss.

Over the last year, the UK Environment Act has introduced due diligence legislation on forest risk commodities, and we engaged with the Act's consultation process to encourage greater expectations on businesses in commodity supply chains. We will continue to contribute to consultations around implementation as we believe all such businesses must act collectively to tackle deforestation at pace and scale.



# Our progress

## Cotton

In a challenging year, we have made good progress against our target to source all cotton for our own-brand products from more sustainable or recycled sources by 2025. We promote responsible sourcing standards, including Better Cotton, the Global Organic Textile Standard and the Global Recycled Standard, and help develop these standards to protect the environment and workers' rights. In January 2022, our Partnership's Human Rights Senior Manager joined the Better Cotton Standards Committee established to oversee the strengthening of the Better Cotton Principles & Criteria.

Waitrose signed up to support the UK Soy Manifesto and its collective commitment to source deforestation- and conversion-free soya by

2025



## Cashmere

Since March 2020, John Lewis has worked with the Sustainable Fibre Alliance (SFA) to encourage responsible production practices that minimise environmental impact, safeguard herder livelihoods and meet high animal welfare standards. Having committed, in February 2021, to directly fund the training of 420 herders in Inner Mongolia, the SFA has since gone on to run 15 physical training events and 23 virtual training events for approximately 1,900 Chinese herders. These are all crucial steps in building both knowledge of the SFA Cashmere Standard and capacity in the supply chain to meet its requirements.

## Soya

Waitrose has a longstanding commitment to ensure the soya in our own-brand products is sourced more sustainably. In 2020, we surpassed our target by ensuring that our full soya footprint was certified sustainable or organic (inclusive of RTRS credits). In 2021, along with 29 other industry-leading companies, Waitrose increased its ambition, by signing the UK Soy Manifesto, and committing to collectively achieve deforestation- and conversion- free imports of soya in the UK by 2025. Our new Waitrose own-brand soya 2025 target mirrors this ambition. We expect to be one of the first retail businesses globally to report our performance against this target, but with no standard methodology for assessing this yet devised, we have established our own based on expert guidance and will review this when an industry standard is established. In the meantime, we continue to certify all soya using organic, Round Table on Responsible Soy (RTRS) credits and physically certified standards wherever practicable.<sup>9</sup> In 2021, we also achieved RTRS Mass-Balance physical certification of soya in our chicken supply chains.



## Palm oil

Our Partnership placed top in the UK and second globally in the WWF's 2021 Palm Oil Buyers Scorecard, reflecting our work to source more-sustainable palm oil in our own-brand products and help to drive a market transformation to sourcing more sustainable palm oil.

For a second year, Waitrose assessed the use of palm oil in animal feed supply chains. This year, in animal feed, our supply chain used 1070 tonnes of palm-based materials and 889 tonnes of the by-product palm kernel expeller. The results will again be shared with various palm oil forums with the intention of encouraging industry-wide action. We continue to purchase RSPO Credits from independent smallholder farmer cooperatives; purchasing these credits helps smallholders to secure livelihoods and protect forests. Having achieved our 2020 target to source 100% RSPO physically certified materials, we have set a clear target for deforestation-free sourcing in all our Waitrose own-brand products by 2025 and intend to communicate our sourcing standards to customers on product packaging. As active members of the Palm Oil Transparency Coalition, the Retailers' Palm Oil Group and the Roundtable on Sustainable Palm Oil, we also play a leading role in shaping collaborative industry action.

## Timber

In 2021 we published our revised Timber and Paper Sourcing policy, which embeds our new 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 support of this target, we worked on two main initiatives this year: close engagement with current suppliers to understand the improvements required to meet the necessary standard – the results of this work should start to filter through over the next year – and completing supply chain declarations for timber contained in branded products sourced from Europe, which came into the scope of the new UK Timber Regulations (UKTR).



<sup>9</sup> Certification using models such as credits and mass balance are hugely valuable. They provide a strong market signal, act as a stepping stone to further action and enable financial premiums to flow to farmers who are protecting forests and native vegetation on their land. However, they do not provide full segregation or traceability, so do not count towards our new deforestation- and conversion-free target.

# Our challenges

## Timber reporting

In 2020, we established a new platform for timber supply chain declarations. However, we are yet to collect volume data via the new platform. Therefore, we are reporting our timber performance differently this year, detailing the number of sources for products in-scope of our policy rather than by timber source volume. As such, it is difficult to make a direct comparison on performance versus prior years. This year's performance is not as strong as we wanted it to be and we will continue to work hard to improve the sustainable sourcing of timber used in products supplied to our Partnership.

## Collective action to preserve forests

Commodities such as timber, palm oil and soya are valuable natural resources of significant commercial importance to our Partnership. But they also generate global concern about deforestation, with far-reaching negative impacts on forests, ecosystems, the communities that depend on them, and climate, when not sourced from sustainably managed forests.

We continue to strive to protect forests and other vital ecosystems in Brazil, which were under threat due to a raft of proposed bills that would have severely undermined key environmental protections and accelerated the loss of nature. Through a [public letter](#) which, with other leading businesses, we helped draft and coordinate, we stated our opposition to these proposed pieces of legislation. The business opposition to the legislation was reported through media outlets in Brazil and across the world. Following the campaign, planned votes on the bills were withdrawn and are yet to be retabled.

## Traceability in cotton supply chains

We face significant challenges in tracing the cotton used in our own-brand products throughout complex supply chains. We are active members of the Better Cotton Traceability Steering Group, representing small retailers and brand members, with the aim of piloting new, more traceable supply chain models.

### CASE STUDY

# Feather and down sourcing

“It’s been a really collaborative effort between Herbert Parkinson, John Lewis teams, some really passionate Partners, our suppliers, IDFL (our certifier) and DOWNPASS. It’s been a learning curve, but we should all be really proud of supporting each other to succeed in this important commitment”.

HERBERT PARKINSON  
Partner, Herbert Parkinson  
textile factory



We have long been committed to ensuring high standards of animal welfare throughout our supply chains. From our engagement with the global animal welfare organisation, Four Paws, we know the risks involved in sourcing feather and down.

We’ve been working with our suppliers and third-party certification bodies, including DOWNPASS and the Textile Exchange, for a number of years to realise our commitment. Previously, we set a target to certify all filled feather and down in John Lewis own-brand products by 2021. Whilst good progress was made, we were unable to report on this due to data and system limitations. In 2022, we will reinstate feather and down as a key raw material within scope of our 2025 target. We still expect all own-brand filled feather and down products to be certified well ahead of 2025. This year, we have focused on engaging suppliers and understanding certification requirements. A key player in this is our own textile factory, Herbert Parkinson.

Located in Darwen, Lancashire, Herbert Parkinson has been in our Partnership since 1953. It is a thriving example of UK design, quality and craftsmanship and has held DOWNPASS certification since 2019. Certification guarantees quality and provides certainty that down and feathers used as filling material are ethically sourced and come from tightly controlled and traceable supply chains. The team of Partners at Herbert Parkinson have worked tirelessly to set up the correct operational processes for all natural duvets, cushions and pillows they produce in order to achieve certification. Their work included creating a thorough training programme detailing what is required of production Partners and highlighting the importance of the underlying animal welfare standards. Feedback from the training has been extremely positive, and Partners feel passionate about having achieved the certification.



100%  
of the cocoa used in Waitrose own-brand confectionery is 100% Fairtrade.

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  
£2,262,879  
for farmers and workers in 2021

Target	2021/22 Performance	2020/21 Performance
All key raw materials <sup>10</sup> in our own-brand products will be from more sustainable <sup>11</sup> or recycled sources by 2025 <sup>12</sup>		
100% of the cotton used in own-brand products will be from more sustainable or recycled sources	Group Total: 59.80%* John Lewis <sup>13</sup> : 60.9% Waitrose: 28.04%	Group Total: 53% John Lewis: 54.1% Fashion: 56.6% Home: 53.5% Waitrose: 28.2%
100% of the timber used in own-brand products will be from more sustainable or recycled sources <sup>14</sup>	Group Total: 15% Best <sup>15</sup> : 8% Better: 7% Good: 4% In Progress/Unverified <sup>16</sup> : 81%	Not reported due to data inaccuracy – see page 19 of last year's E&S Report
100% of the cashmere used in own-brand products will be from more sustainable or recycled sources	Not yet reported <sup>17</sup>	N/A (new external target for 2021/22)
100% of the soya used in Waitrose own-brand products will be deforestation- and conversion-free	Deforestation- and conversion-free Total: 11.24%* Farming Partnership Groups <sup>18</sup> : 14.26%  Certified <sup>19</sup> Total: 100% Physically certified: 17.97% Organic certified: 11.55% RTRS Cerrado Credits: 18.24% RTRS Credits (Other): 52.23%	Deforestation- and conversion-free N/A (new external target for 2021/22)  Certified Total: 100% Physically certified: 1.4% Organic certified: 15.7% Cargill SSS credits: 1.1% RTRS Cerrado Credits: 69.3% RTRS Credits (Other): 12.5%
100% 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 <sup>20</sup> (Segregation): 72.1% RSPO MB <sup>21</sup> (Mass Balance): 25.3% RSPO IS (Independent Smallholder)-Credits: 2.6%  Food products: RSPO SG: 87% RSPO MB: 12.9% RSPO IS-Credits: 0.1%	Total: 100% RSPO physically certified: 98% RSPO IS credits: 2%
100% of the cocoa used in own-brand products will be from more sustainable sources	Certified to third-party standards <sup>22</sup> : 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%	N/A (new external target for 2021/22)

\* This year, KPMG LLP has issued an unqualified opinion over the selected data highlighted in this table with an asterisk (\*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 7 for more detail.

10 Our Partnership's current key raw materials in scope of this target are timber, cotton, soya, palm oil, cocoa and cashmere.  
11 We have updated the wording of our target to 'more sustainable' rather than 'sustainable'. This does not change the spirit of the commitment but rather acknowledges that sustainability in material sourcing is relative rather than absolute.  
12 Soya, palm oil and cocoa performance figures in the table are based on the calendar year.  
13 Due to a reporting system upgrade, we are unable to report the John Lewis home and fashion split this year.  
14 This year, timber performance is reported by unique wood source, rather than volume (see p.23 for more detail). Fitted Kitchens & Bathrooms wood sources are included in this year's figures, historically, these sources have not been in scope. Goods not for resale (GNFR) are out of scope of our timber policy and therefore not included in figures.  
15 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.  
16 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 UKTR).  
17 We and our suppliers have been engaging with the Sustainable Fibre Alliance SFA for a number of years on the development of a cashmere standard, including the associated chain of custody. The addition of a chain of custody will be a key means of achieving our 2025 target.  
18 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.  
19 **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:** bought 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.  
20 **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.  
21 **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.  
22 We are currently determining which standards we will accept in order to achieve our 2025 sourcing target. In the interim, we are reporting transparently on the percentage of our cocoa sourced to certified third-party-verified standards.



Photo Credit: KOMPAS-DIONISIUS

# Sourcing raw materials alongside nature

## Providing funding to protect tropical rainforests

We want to go beyond sourcing deforestation-free palm oil and have a positive impact on the landscapes from which palm oil is sourced by supporting local and indigenous communities to protect and restore their forests. In 2021, Waitrose continued its partnership with the Forest Conservation Fund, providing project funding equivalent to that needed to protect 821 hectares of Mului forest in East Kalimantan, Borneo, home to the indigenous Mului community. This corresponds to the area of land needed to produce all palm-based materials in supply chains for John Lewis Partnership products in 2020<sup>23</sup>, including animal feed. Having established their legal right to manage the land, the project is empowering the Mului community to protect their forests from illegal logging and conversion for agriculture and enabling them to develop additional sources of income. The highly biodiverse area is home to a number of critically endangered species of plants and wildlife and an important source of water and livelihoods.

## Grown in Britain

Grown in Britain is an independent, not-for-profit organisation seeking to ensure the future success of the UK's woods and forests. In 2021, John Lewis started selling its first Grown in Britain-certified product range: The Wood Life Project's plastic-free children's plates. Grown in Britain's certification is the only scheme that guarantees the UK provenance of the timber used in products as well as its sustainability and legality. John Lewis customers can be assured that The Wood Life Project's range has been crafted in Britain with wood sustainably sourced from British trees. We aim to continue working with Grown in Britain in 2022, introducing more of their certified products to provide customer choice and support the ongoing sustainable management of UK forests.



<sup>23</sup> Funding for the project is based on Waitrose's prior year footprint for palm oil sourcing.

# Looking forward

We know that protecting forests and ecosystems from deforestation and conversion is critical if we are to address the biodiversity and climate crises. As such, our focus in this area will intensify as we strive to tackle deforestation in all our key raw material supply chains.<sup>24</sup> We are dedicated to taking action with our supply chains but know that this is not enough to deliver the transformation needed. Our ambition will require changes in legislation and industry-wide standards, so, in collaboration with NGOs, industry peers and academia, we will continue to proactively advocate for producer and consumer markets for forest risk commodities to shift towards greater sustainability. Wherever possible, we will also continue to take a 'forest-positive' approach, investing back into the commodity landscapes from which we source to protect and restore nature in collaboration with local communities and producers.

Internally, we will maintain our emphasis on governance, policies, processes and tools to monitor our progress across all our key raw materials, aligning with changes to external regulatory and standards frameworks as well as our own raised ambitions. As part of this, John Lewis will become certified to Textile Exchange standards, a vital step on our journey to source materials such as

feather, down, wool and recycled materials responsibly. We will also develop a new feather and down sourcing policy; though we have worked with our suppliers for four years on our sourcing criteria, we need to further formalise the framework for this. At Waitrose, we will build on our achievement of sourcing all cocoa used in our confectionery on Fairtrade terms and develop a roadmap for responsibly sourcing cocoa in other categories. Additionally, in line with our UK Soy Manifesto commitment, we will develop and publish our action plan for the responsible sourcing of soya.

ZDHC (Zero Discharge of Hazardous Chemicals) Foundation is a multi-stakeholder organisation aimed at eliminating harmful chemicals used in the fashion industry. In 2021, John Lewis joined ZDHC's Roadmap to Zero, strengthening our commitment to develop textile, leather and synthetic leather products using better chemistry that lessens the impact on human health and the environment. A one-year pilot will see 25 tier one suppliers and their associated supply chains onboarded onto an advanced chemical monitoring programme, adopting ZDHC tools, including chemical inventory and emissions audits.



<sup>24</sup> For detail on the definition and scope of this commitment, see <https://www.johnlewispartnership.co.uk/csr/our-strategy/raw-materials-sourcing.html>



# Environment

The COP26 global climate summit held in Glasgow in autumn 2021 reminded the world of the need for urgent action in response to the climate crisis.

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- 12** RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13** CLIMATE ACTION
- 14** LIFE BELOW WATER
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# Introduction

Last year saw unprecedented political and media cut-through in respect of the global biodiversity crisis and the need to protect our remaining natural environments.

Having already committed to reaching net zero emissions in our operations and across our UK farm supply network by 2035, in 2021, we announced our intention to set science-based targets for our operations and global supply chains in line with avoiding the worst effects of climate change.

Reducing the amount of physical waste produced through business operations and the sale of goods and services, whether it be food waste or plastic packaging, is vital to prevent further environmental damage and climate change.

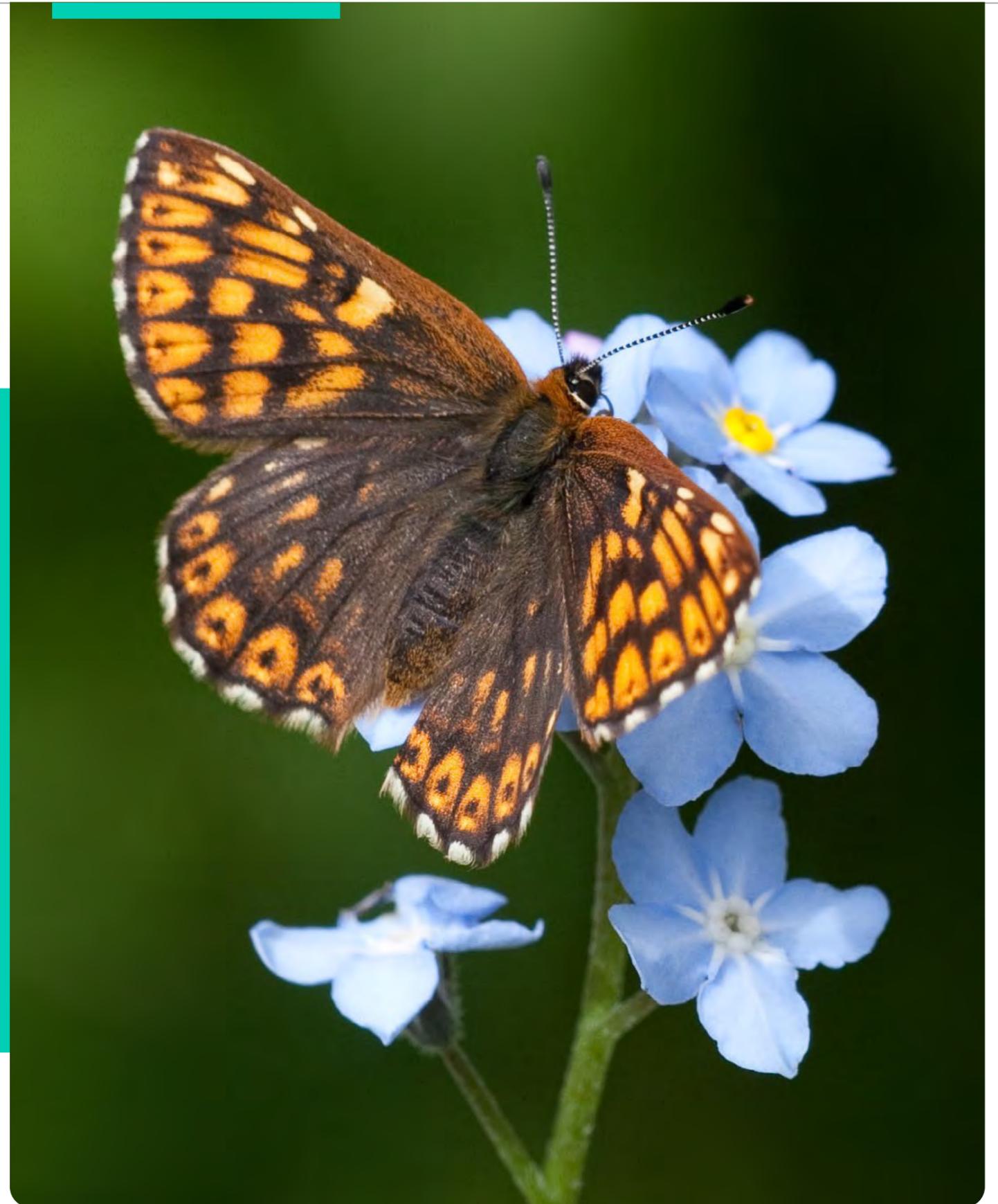
Thanks to our visionary naturalist founder, John Spedan Lewis, protecting nature has always been in our DNA. In reflecting on our heritage and Purpose over the past year, we assessed the impact of our business on the world and reaffirmed our long-term stewardship of nature. This section describes some of the ways we have acted to protect and restore nature. But we need to do more, and our forthcoming Biodiversity Plan will set out how we will significantly increase our activity.

## OUR PRIORITIES

Act decisively to tackle climate change – and ensure that our business and supply chains are protected from its impacts.

Protect and restore nature, recognising the impact of business on the world's wildlife.

Ensure efficient resource use by embracing circular business models, designing with circularity in mind, minimising single-use plastic packaging and avoiding waste.





# Circularity & waste

As a retailer of diverse product ranges, including textiles, homewares, technology and food, we try to consume natural resources responsibly and more sustainably.

We want to help society move away from the 'take - make - dispose' economic model and embrace circular models where products are designed to last, be repaired, or get passed on to others before being recycled into new products when they finally wear out.

The Covid-19 pandemic has slowed our progress as we have ensured continuity of supply in the face of severe operational challenges, but we have nevertheless made strong headway in several areas.

Our Partnership recognises that we have a responsibility to minimise waste and help customers do the same. This is most tangible with product packaging, particularly single-use plastics. We continue to work on reducing single-use plastic packaging and ensuring that wherever it is still used, as much as possible is sourced from recycled material.

25 Performance figure in the table is based on the calendar year.

26 Not reported due to changes to data collection methodology in 2021/22.

27 Current product categories: Fashion - Womenswear, Menswear, Childrenswear, Beauty; Home - Gifts, Cook, Dine & Seasonal, Home Furnishings, Home Accessories, Home Services; Tech - Electricals, Communication Technology.

28 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 2022 is 5326 tonnes\*, which compared to the baseline is -23.58%\*.

29 We are in the process of quantifying supply chain food waste against a 2018 baseline which will enable us to report against this target.

Target	2021/22 Performance	2020/21 Performance
85% of all operational waste across the Partnership will be recyclable by 2028 <sup>25</sup>	73.35%*	71.7%
All own-brand primary product packaging across our two brands will be widely recyclable, reusable, or home compostable by 2023	John Lewis: - <sup>26</sup> Waitrose: 88.45%*	John Lewis: 92% Waitrose: 88%
John Lewis: all product categories will have a buy back or take back solution by 2025	Four categories out of ten <sup>27</sup>	N/A
Waitrose: by 2030, reduce operational food waste by 50% against a 2018 baseline (6,969 tonnes) <sup>25</sup>	-20.84%* <sup>28</sup>	-20.7%
Waitrose: halve food waste in our supply chains by 2030	Not yet reported <sup>29</sup>	N/A

\* This year, KPMG LLP has issued an unqualified opinion over the selected data highlighted in this table with an asterisk (\*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 7 for more detail.

# Circularity & waste: What is the circular economy?

Every year, humanity consumes more natural resources than the planet generates.<sup>30</sup> This fuels many of our starkest environmental challenges, from biodiversity loss to climate change.

There are three main actions we can take, as individuals and as a global society, to break this cycle:

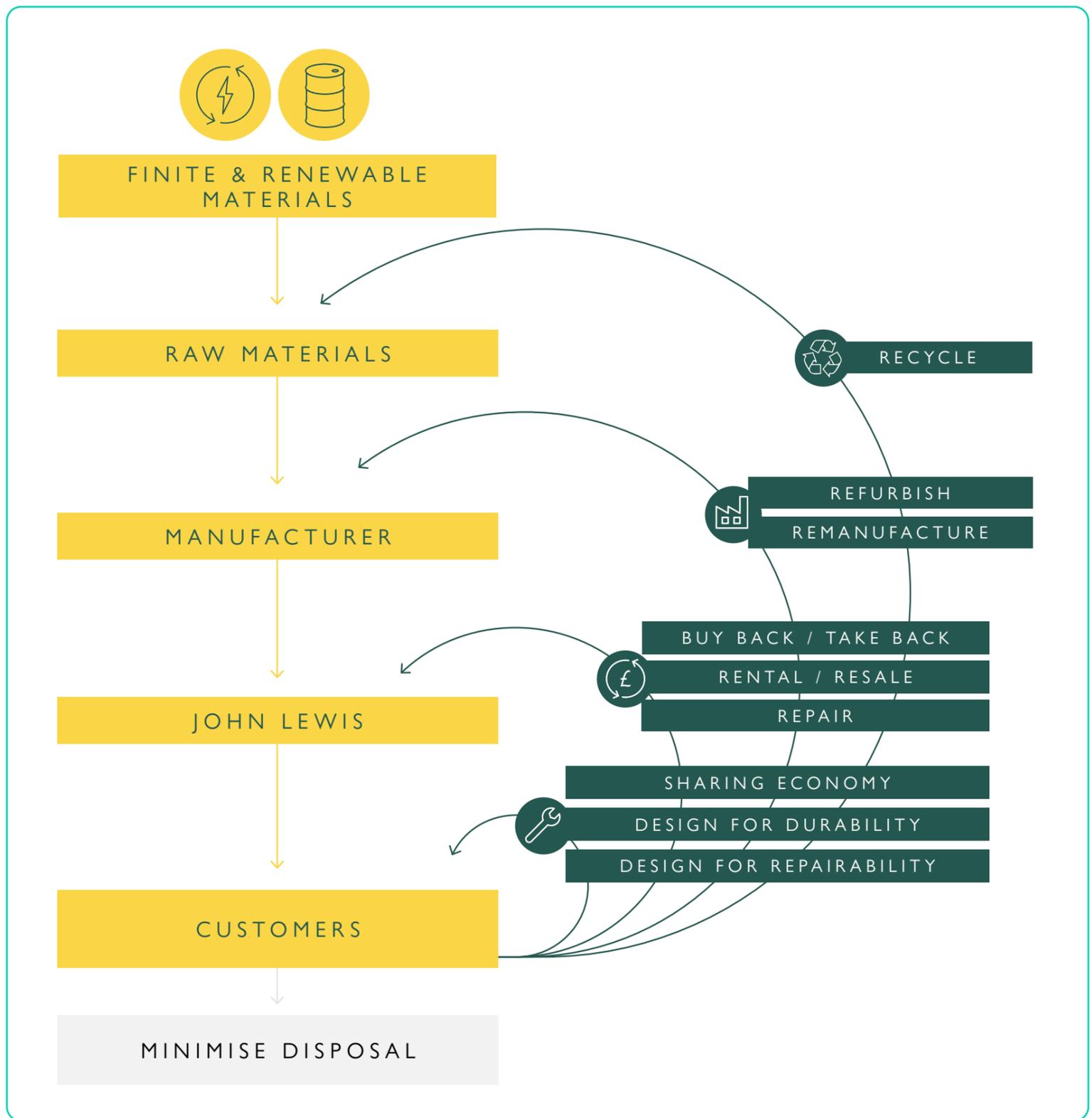
- Consume less.
- Consume more consciously, by choosing products with a lower resource footprint.
- Recirculate products and their components when they reach the end of their use, reducing demand for raw materials.

Together, these concepts define a circular economy.

In a circular economy, products are designed to last, be repaired and be recirculated at the end of their use. In this model, we view waste products as valuable resources.

A circular economy has the potential to shrink the raw material footprint of products, reduce demand for virgin raw materials and, if adopted on a sufficiently wide scale, bring our consumption back within the ability of our planet to cope.

**This diagram shows what the circular economy means for John Lewis.**



30 Earth Overshoot Day. Global Footprint Network, 2021, Earth Overshoot day calculations, 13.04.22 <https://www.overshootday.org/2021-calculation/>

# Our progress: John Lewis

## Sofa reuse scheme

In 2021, we celebrated a decade of our partnership with Reuse Network, a charity working to alleviate furniture poverty, reduce waste and tackle climate change. John Lewis donates unsold items to Reuse Network, and when a customer pays a fee for John Lewis to remove an old sofa, the charity processes the furniture, donating it to households in need. Since 2012, over 53,000 sofas have been donated or collected from John Lewis customers' homes, including 6,420 in 2021/22. In 2021, we offered this service to online customers for the first time.

We are also working with the Exeter Centre for Circular Economy (ECCE) at the University of Exeter to support our circular design programme to ensure our own-brand products are designed to meet durability, recyclability and repairability criteria, to support the reuse of resources when products reach the end of their lifecycle.



## BeautyCycle

Our BeautyCycle scheme provides customers with a convenient solution for hard-to-recycle beauty empties. Since its launch in 2019, over 170,000 My John Lewis customers have used BeautyCycle, saving over 800,000 beauty packaging empties from landfill, with over 550,000 in the last year alone. In 2021, in collaboration with our specialist recycling partner, we funded the installation of a playground made from recycled plastic at the Becton Centre for Children & Young People in Sheffield.



## The Circular Future Fund

In November 2021, alongside Hubbub, we launched a Circular Future Fund to search for trailblazing circular innovation across key product areas. The Fund attracted over 240 applications, and, after a thorough review process, we have selected the winners, which will be announced in May, 2022 and amongst which the £1 million fund will be awarded to help bring their innovations to fruition.

## Textiles 2030

The fashion industry is widely believed to be the second-most polluting industry in the world<sup>31</sup> and a significant contributor to greenhouse gas emissions and water consumption. In 2021, we became a founding signatory of WRAP's Textiles 2030 agreement which, in collaboration with our industry peers, sees us actively seeking to reduce the aggregate greenhouse gas and water footprint of our textile supply chains.<sup>32</sup>

# Our challenges: John Lewis

## Circular business models

To achieve our net zero ambition, we will need to scale and integrate circular business models into our customer journey. There has been significant innovation in this field, including buyback, rental and repair schemes, but customer uptake remains limited. In 2022, we aim to improve our circular business model offering and raise consumer awareness.



The growth of online shopping accelerated significantly as a result of the pandemic. In a consumer market that increasingly values fast convenience, our highly automated processing and distribution facilities make it challenging to reduce packaging on John Lewis own-brand products. Removing packaging can also result in product damage, which itself creates waste. In 2022, we will trial innovations to remove single-use packaging from online deliveries, testing and learning how we can effectively and rapidly reduce packaging from online sales. We are working with Waitrose own-brand suppliers to reduce packaging on fresh produce, balancing this with potential increases in food waste given the protection much fresh produce packaging provides.

<sup>31</sup> United Nations, 2019, UN launches drive to highlight environmental cost of staying fashionable, 24.03.22, <https://news.un.org/en/story/2019/03/1035161>

<sup>32</sup> Textiles 2030 targets:

- Reduce the aggregate greenhouse gas footprint of new products by 50%, sufficient to limit global warming to 1.5°C in line with the Paris Agreement on climate change and achieving net zero by 2050 at the latest.
- Reduce the aggregate water footprint of new products sold by 30%.



CASE STUDY

# From sheep to sleep



The wool market has been tough for a long time and now, with exports to China halted because of the pandemic, it's even tougher. My hope is this initiative will kickstart a resurgence in interest in British wool. We've been farming in Aberystwyth for 250 years and if I have anything to do about it, we'll be farming here for another 250 years."

PATRICK LOXDALE  
Farmer of Waitrose lamb and John Lewis wool

Being both a supermarket and a department store, our Partnership is uniquely positioned to develop opportunities for collaboration on new and more sustainable initiatives. One such example is the John Lewis Natural Mattress range, launched in August 2021.

All Waitrose own-label fresh and frozen lamb is sourced from UK farms, many of which have supplied Waitrose for generations. Once a highly valued commodity, wool, a by-product of sheep farming, has been underutilised for decades, and, in 2021, wool prices plummeted as markets closed due to the pandemic. Many farmers resorted to burying or burning wool.



Our Partners, working closely with two key suppliers, identified an opportunity to support lamb farmers supplying Waitrose by purchasing their high-quality fleece and using this (alongside additional, fully traceable wool purchased from Red Tractor-certified farms) in a new John Lewis mattress range. As well as supporting farmers in the Waitrose supply chain, it means that this wonderful, natural, biodegradable, temperature-regulating raw material is kept in use for longer.

# Our progress: Waitrose

Throughout 2021, Waitrose made further progress on the removal of single-use plastic and the recyclability and reduction of packaging across its own-brand product range. This included:

- Stopping the sale of magazines which give away single-use plastic toys.
- Reducing single-use plastics across own-brand Easter eggs and confectionery by 44%



In 2021, we reduced packaging across paper-based bathroom and kitchen products, saving 130 tonnes of board per year.

- Reducing made-to-order sandwich platter packaging by 65%, including introducing a recyclable cardboard base
- Reducing packaging across paper-based bathroom and kitchen products, saving 130 tonnes of board per year.
- Launching, in collaboration with suppliers Berry Gardens and Sharpak, a new Air-Light punnet, made from 80% recycled material, for Waitrose British strawberries, saving 17 tonnes of plastic over summer 2021.

## The end of bags for life

Despite our intention that Waitrose bags for life should be repeatedly reused, a minority of shoppers were still using them just once. In September 2021, Waitrose removed 10p bags from 287 core stores and its food home-delivery service. This is estimated to save up to 40 million bags from being produced annually.

Our supermarket launched a range of reusable 50p bags in case a customer forgets to bring their own, and Waitrose continues to explore how it can better encourage customers to transition to reusable carrier bags.

## Combating food waste

Global food waste is a major contributor to climate change, accounting for more global greenhouse gas emissions than all commercial flights.<sup>33</sup> Since 2017, we have been donating surplus food from our shops to FareShare, which redistributes it to those in need – and additionally, since 2019, food from our Distribution Centres. In 2021, we donated 1,841 tonnes of surplus food, equivalent to more than 4.3 million meals, to over 3,000 charities via FareShare.

In the UK, 70% of all food waste comes from homes.<sup>33</sup> To mark COP26 in November 2021, Waitrose launched its biggest-ever food-waste awareness campaign. Across online channels, social media, radio and printed press, it provided inspiration to help reduce food waste. Waitrose estimates the campaign reached over 10 million people.



# Our challenges: Waitrose



## Waitrose Unpacked

To eliminate single-use packaging, we need to remove it where viable and support refillable and reusable alternatives. Customer uptake, financial viability and supply chain capability all present challenges to scaling our Waitrose Unpacked test operating at four branches. To address a number of these challenges, in 2022/23, we will test the Unpacked model further in the four existing branches and apply the learnings with the aim of achieving scalable commerciality. We will also work with other retailers and supply chain partners to make refillable grocery packaging more easily available to shoppers in our stores.

## UK-based flexible plastics recycling

In 2021/22, we launched a trial enabling customers to recycle flexible plastics in 37 Waitrose stores. We do not wish to exacerbate the UK's export of packaging waste and are in the process of identifying a sustainable, UK-based recycling provider with a view to rolling out this initiative more widely across the Waitrose retail estate.

## Evaluating food waste campaigns

We are committed to helping customers halve food waste at home by 2030. Primarily, we do this via customer information campaigns, but we have no way to assess the extent to which they change behaviour. Therefore, we are discussing with WRAP how we might measure impact and thereby stimulate innovation in the sector.

<sup>33</sup> WRAP, 2021, Wasting Food Feeds Climate Change: Food Waste Action Week launches to help tackle climate emergency, 24.03.21, <https://wrap.org.uk/media-centre/press-releases/wasting-food-feeds-climate-change-food-waste-action-week-launches-help>

# Looking forward

The COP26 summit helped shine a much-needed spotlight on sustainability issues. Since then, we have noted heightened customer demand for retailers to provide sustainable solutions and avoid waste. We are operating a number of initiatives that attempt to meet that demand.

In 2022/23, John Lewis will continue to embed circular design thinking into business-as-usual practices. It will expand its takeback and buyback options and explore other circular models, such as rental and repair. And it will seek to identify further waste-to-resource initiatives, building on its Sheep to Sleep natural mattress project, because we believe there are more opportunities for John Lewis to provide high-quality end uses for secondary raw materials from Waitrose supply chains.

Within both Waitrose and John Lewis, we will continue to strip away single-use packaging and provide our customers with convenient reuse, refill and recycling solutions. We are on track to meet our 2023 Waitrose packaging target two years ahead of the industry-wide WRAP UK Plastic Pact.<sup>34</sup>

We will also continue to proactively engage with our key external stakeholders. As one of the only retailer members of the UK government's Circular Economy Working Group, we will continue to share insights and views to help inform future packaging legislation.

And Waitrose will keep tackling food waste in its own operations by finding ways to redistribute more surplus food, whether that's through human consumption (always our first preference) or as animal feed.

We will also expand our current work addressing food waste in our supply chain by working with larger suppliers to identify waste hotspots and prevent surplus food from becoming waste. Finally, following our largest customer-facing food waste campaign in 2021, we will launch two additional campaigns in 2022 as we continue to help customers halve their food waste by 2030.



#### 34 WRAP targets:

- Eliminate problematic or unnecessary single-use packaging through redesign, innovation or alternative (reuse) delivery model.
- 100% of plastics packaging to be reusable, recyclable or compostable.
- 70% of plastics packaging is effectively recycled or composted.
- 30% average recycled content across all plastic packaging.



# Biodiversity

From pollinating our crops to treating our waste and providing us with healthy soils, air and water, nature underpins our very existence.

Yet, the human population continues to over-exploit natural resources, destroy ecosystems and contribute to biodiversity loss: wildlife population sizes have declined by 68% on average since 1970.<sup>35</sup> The vital services that biodiversity provides to humankind are under severe threat.

Our Partnership is committed to protecting and restoring biodiversity and to reversing existing negative effects. This is at the heart of our Agriculture Plan, which aims to minimise the environmental impacts associated with our farming production methods at Waitrose. While protecting nature has always been in our DNA, we know that we must and will do more to meet the scale of the global challenge.

## WWF BASKET

Waitrose signed WWF's Retailers' Commitment for Nature alongside four other UK supermarkets, requiring us to collaborate with the industry to halve the environmental footprint of a UK shopping basket by 2030.

35 WWF, 2020, Living Planet Report 2020 [online], 24.03.22, <https://fhubspotusercontent20.net/hubfs/4783129/LPR/PDFs/ENGLISH-FULL.pdf>

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND



# Our progress

While biodiversity has always been important to our Partnership, all the way back to our naturalist founder, John Spedan Lewis, in 2021 we placed a greater emphasis on it than ever before, and this attentiveness will continue.



## SCIENCE BASED TARGETS FOR NATURE

Our Partnership became an engagement partner to help test and feed back on the methods, guidance and tools for setting science-based targets for nature.

### WWF Basket

Waitrose has become a signatory of WWF's Retailers' Commitment For Nature (WWF Basket), aiming to halve the environmental footprint of a UK shopping basket by 2030. Success will be measured annually by WWF against metrics linked to climate, deforestation, alternative protein, nature, packaging, food waste and more. For example, Waitrose will need to ensure that water resources in key fruit and vegetable sourcing regions are managed sustainably. We will report data annually to WWF on our progress and publicly report on actions we have taken.

### Science Based Targets for Nature

Our Partnership has signed up as an engagement partner of the Science Based Targets Network to help test and feed back on the methods, guidance and tools for setting science-based targets for nature – an emerging, robust framework for businesses to tackle biodiversity loss.

### Courtauld Commitment 2030 Water Ambition

Waitrose signed up to this initiative in 2021, aiming to help the UK food and drink sector improve the quality and availability of water across the 20 most important product and ingredient sourcing regions. The programme will design, test and demonstrate nature-based innovations for improving water security for fresh produce growers – reducing flooding impacts, improving water quality and enhancing biodiversity.

Through this commitment, we have already co-funded a programme to tackle water scarcity and quality in the UK's Medway catchment area, an important fresh-product sourcing region. We are also supporting the scoping of a WWF project that aims to tackle unsustainable water management in Spain, which is our second most important sourcing region for fresh produce, after the UK.

### The Queen's Green Canopy

Our Partnership is a Platinum Supporter of The Queen's Green Canopy – a nationwide tree-planting initiative in celebration of Her Majesty The Queen's 70 years on the throne. As part of the celebrations, we are planting and landscaping an avenue of mature trees on our Leckford Estate which, together with over 1,000 additional trees of various species, will provide a valuable wildlife habitat.



### Going peat free

Waitrose has now stopped selling bagged garden compost containing peat. Peatlands host precious habitats for rare species of flora and fauna. They also store significant amounts of carbon, and harvesting peat releases that carbon into the atmosphere, contributing to climate change.

### Delisting harmful products

In 2021, John Lewis and Waitrose stopped selling several potentially harmful products, such as artificial grass for gardens and certain garden chemicals, including specific garden bug sprays and granules, weedkillers and slug pellets. We are committed to offering customers more environmentally friendly options to make their gardens wildlife havens.

# Our challenges

### Declining biodiversity

If biodiversity, including the abundance of pollinators, is neglected, it has the potential to disrupt our operations, increase costs through damage-control measures and heighten risks.

### Measuring biodiversity

The abundance of life within ecosystems makes it tough to measure our impact on biodiversity, and there is much academic debate about how to assess biodiversity health. As a retailer, these issues are compounded by complex, multi-tier supply chains. We often have limited visibility of the production of raw materials used in our own-brand products, yet this is where much of the potential for biodiversity harm lies. Science-based targets for nature will help us establish a robust methodology to measure biodiversity in supply chains and deliver meaningful impact.



CASE STUDY

# Leckford Estate



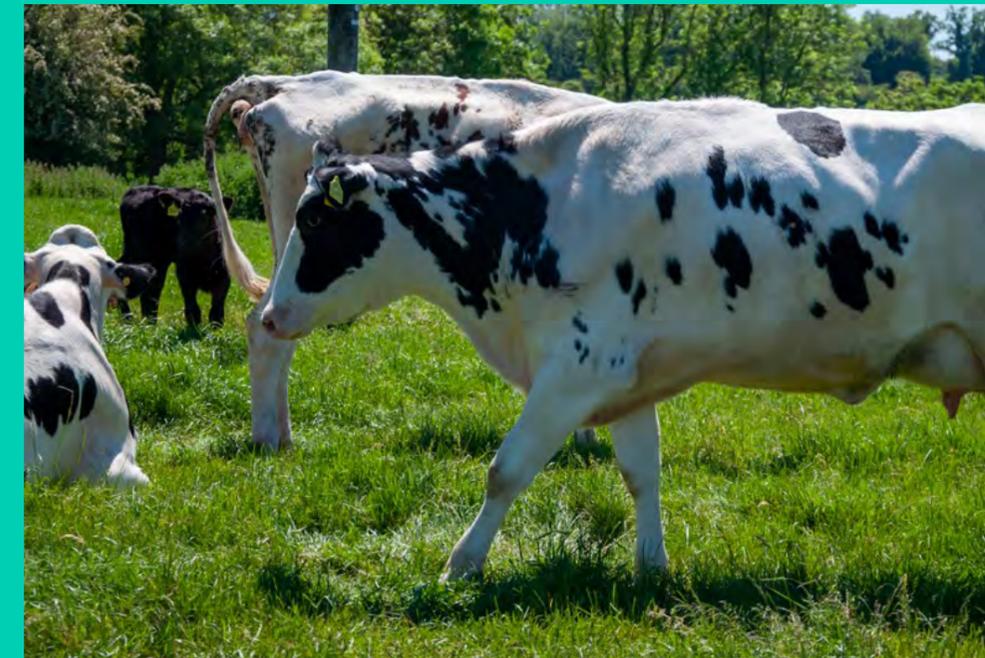
Leckford, which produces beef, mushrooms, rapeseed oil, apple juice, wine, flour and cider for Waitrose, has held LEAF Marque Certification since 2001. We embrace regenerative practices in our land management there in order to nurture the healthy soil that is fundamental to farming, food production and biodiversity.

This restorative approach to farming is based on principles which we have adopted in a new 12-year crop rotation covering all 1,200 acres of cropped land. The rotation includes herbal leys to integrate our beef herd into this regenerative method, as well as a mix of autumn- and spring-sown combinable crops, such as winter wheat and oilseed rape.



We are also responsible for maintaining 3.5 miles of the bank of the River Test that flows through the estate. In 2021, we worked with the Environment Agency and Wessex Rivers Trust to narrow three over-wide sections of the river, improving flows to benefit biodiversity. Our monthly sampling shows that water is in better quality when it leaves us, with reduced phosphate levels.

Through the estate's role as a LEAF Demonstration Farm and in line with our ambitions for regenerative agriculture, we will share our good practice with other landowners, helping improve biodiversity beyond our farm's boundaries.



CASE STUDY

# John Spedan Lewis Foundation

The John Spedan Lewis Foundation (JSLF) is a national nature charity supported by our Partnership. Established with an endowment in 1964, the Foundation focuses on the personal interests of our founder, John Spedan Lewis (1885–1963), who was a keen naturalist. The Foundation has several charitable objectives, including grant-giving to UK nature charities.

In 2021, the JSLF became a funding champion of the inaugural Green Match Fund, launched on Earth Day (22 April). Through a crowdfunding platform managed by The Big Give, the JSLF's £25,000 pledge helped raise an additional £38,000 in public donations. The projects funded included community-driven work to enhance wildlife habitats in urban areas, rewilding across 20 small estates,

farms and community lands in Scotland, a participatory programme co-developed with communities underserved by UK National Parks, whale and dolphin monitoring in the Hebrides, and improved communications systems to recover ghost fishing gear from UK waters.

The JSLF also worked to improve its governance and inclusivity in 2021. Collaborating with external financial advisors, the Foundation revised its investment strategy and developed a new policy, divesting its endowment fund from fossil fuels. Additionally, in response to the Black Lives Matter human rights movement, it created a new PhD studentship and career medal with the aim of widening participation. Both the new studentship and medal are due to be launched this year.



I have always thought that, if my own work for the Partnership has in the end some real importance, it will be because to the problems that it is an attempt to solve, I have brought the mind of a naturalist.”

JOHN SPEDAN LEWIS,  
The Gazette of the John Lewis Partnership, 2nd Feb, 1935, page 4





## Looking forward

In 2022, we will create a Biodiversity Plan which, for the first time, will bring together our various initiatives supporting biodiversity into a single set of actions. The plan will outline how we intend to protect and restore nature through better understanding of risks and opportunities.

We will support the launch of the Science Based Targets Network (SBTN) and, once the appropriate guidance and approval bodies have been formalised, aim to set a science-based target for nature. This will ensure we appreciate our impact on biodiversity and that our actions to tackle biodiversity loss are proportionate to the scale of the global challenge.

In the meantime, in alignment with the principles of the SBTN, we will greatly increase our work to protect and restore nature. This activity will include:

- Entering into a strategic partnership with a high-impact, conservation NGO to support their work protecting and restoring nature and to guide our own efforts.
- Incorporating biodiversity into a strengthened sourcing policy, ensuring our farmers and fishers are held to high standards.
- Embedding nature restoration into our work with communities. For example, by promoting Partner volunteering opportunities in the UK and encouraging sustainable livelihoods internationally.
- Seeking to support the development of the Taskforce on Nature-related Financial Disclosures.

### COURTAULD COMMITMENT 2030:

Waitrose signed the Commitment's Water Ambition, aiming to improve the quality and availability of water in the 20 most important product and ingredient sourcing regions.



# Climate action

The human-induced climate crisis is changing the world we live in right now, with negative consequences for people and nature.

As the clock ticks on this critical decade of action, we must face up to our responsibilities. Our Partnership sells over 200,000 own-brand products, sourced from more than 90 countries. The lifecycle of these products takes its toll on the natural environment.

While we have long invested in reducing the carbon footprint of our physical estate and transportation – which is why we have an existing pledge to reach net zero within our operations by 2035 – with most of our carbon footprint expected to come from our supply chain, we know we need to do more. That's why, in 2021, we committed to setting science-based targets and developing a roadmap to rapidly reduce our entire carbon footprint within both our own business and our global supply chains.

For the Streamlined Energy and Carbon Reporting disclosure for the Partnership's 2021/22 financial year, please view the John Lewis Partnership PLC Annual Report and Accounts 2022.

36 Performance figures in the table are based on the calendar year (ie '2021/22' refers to calendar year 2021). The exception to this is 'All heavy trucks to be converted to biomethane fuel by 2028', which is based on the financial year.

37 Performance figures in the table show the absolute market-based reduction in global greenhouse gas emissions (scope 1 & 2), compared to a 2018 baseline of 175,381 tCO<sub>2</sub>e. Performance for the financial year ending January 2022 is 134,653 tCO<sub>2</sub>e, which compared to the baseline is -23.22%\*.

38 100% of electricity consumption across our physical estate is backed by Renewable Energy Guarantees of Origin (REGO) certified renewable energy sources.

39 The Partnership's transport fleet is comprised of vans, trucks and refrigerated trailers

40 Performance figures in the table show progress in 2021 towards ending the use of fossil fuels across the Partnership's transport fleet, 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 18.7% (28,328,818\* litres vs the 2018 baseline 34,855,311 litres)

Target <sup>36</sup>	2021/22 Performance	2020/21 Performance
Net zero carbon emissions across our entire operations by 2035 (Scope 1 & 2) <sup>37</sup>	-22.18%*	-16.25%
Scope 1 (tCO <sub>2</sub> e) Combustion of gas and fuel for transport purposes and refrigeration		
– Location-based	138,080*	141,078
– Market-based	135,704*	141,078
Scope 2 (tCO <sub>2</sub> e) Electricity purchased, heat and steam generated for own use		
– Location-based	117,694*	130,352
– Market-based	772*	5,817
All electricity procured by our Partnership to be 100% renewable certified by 2028	100% <sup>38</sup>	97.4%
An absolute energy reduction within our Partnership's physical estate of 25% by 2028 from a 2018 baseline*	-11.20%*	-13.5%
All Waitrose core store refrigeration to be hydrofluorocarbon (HFC) free by 2028	62% HFC free	57% HFC free
Waitrose to stay under a 7% refrigerant gas leakage rate	4.02%	4.7%
All heavy trucks to be converted to biomethane fuel by 2028	43.37% biomethane	38% biomethane
We will end the use of fossil fuels across the Partnership's transport fleet <sup>39</sup> by 2030	28.40%* <sup>40</sup>	N/A (new external target for 2021/22)

\* This year, KPMG LLP has issued an unqualified opinion over the selected data highlighted in this table with an asterisk (\*) using the assurance standards ISAE (UK) 3000 and ISAE 3410, see page 7 for more detail.



# Our progress

## Science-based targets

In October 2021, we committed to setting science-based targets for our operations and global supply chains in line with avoiding the worst effects of climate change. These targets ensure we follow a credible and scientifically verified carbon-reduction pathway.



The world of finance has a critical role to play in enabling businesses to reduce their climate change impact. I am delighted that in establishing this credit facility, the Partnership took an important new step to align our financial strategy with our sustainability goals. I look forward to seeing this relationship strengthen, ensuring we truly live up to our purpose ‘Working in Partnership for a Happier World’.”

BÉRANGÈRE MICHEL  
Executive Director for Finance

## Decarbonising our transport fleet

Our Partnership has a detailed plan to decarbonise our vehicle fleet, aiming to become fossil-fuel free by 2030 and net zero by 2035. At the end of the 2021/22 financial year, 43.37% of our heavy trucks in the fleet ran on biomethane. Since then we have made further progress and as of April 2022, 59% (345 out of 581) now run on biomethane. We are also trialling a smart charging system to prioritise charging when the carbon intensity and price of electricity are lowest.

We anticipate saving over 500,000 tonnes of CO<sub>2</sub> equivalent through electrification and biomethane use. There are benefits for drivers too, who can enjoy the ride in quieter, smoother gas trucks.

## Helping customers use electric vehicles

In July 2021, we announced we would work with Shell to install up to 800<sup>41</sup> electric vehicle charging points in as many as 100 Waitrose car parks by 2025, supporting the UK’s transition to electric vehicles and offering convenience to our customers. The first of these were installed at Waitrose, Cirencester, with two rapid (50kW) and six fast (22kW) charging points now available for customer use.



## Reducing the climate impact of our property portfolio

Our Partnership continues to deliver initiatives that improve energy efficiency and reduce greenhouse gas emissions across our physical estate. In 2021/22, we upgraded refrigeration in 18 Waitrose stores to an innovative water-cooled alternative. This uses refrigerants with significantly lower global warming potential (GWP) than conventional refrigerant gases.

We have also committed to moving away from gas heating in our properties, and, in 2021/22, piloted heat pump technology to replace gas at our Chesham Waitrose branch. The results of our trial are encouraging.

## Climate risk and sustainable finance

In 2021, we became an official supporter of the Task Force on Climate-related Financial Disclosures (TCFD) and conducted scenario analyses to better understand some of our key climate risks and opportunities. Find out more about our TCFD programme in the Partnership’s 2021/22 Annual Report and Accounts (pages 19-23).

We also entered into a £420 million, five-year credit facility with interest payments linked to our environmental targets on carbon emissions and food waste.

<sup>41</sup> Of the 800 new charging points to be installed in collaboration with Shell, 69 are replacements for existing points operated by BP.

# Our challenges

## Scope 3 emissions

Measuring the carbon footprint of our supply chain is extremely complex. For example, we are currently allocating carbon emissions for the products we sell. This means working with millions of rows of data and, at times, making assumptions when detailed data is unavailable. Measuring progress against our science-based target annually will allow us to continually improve our data quality. We are working with climate change consultancy South Pole to support us in this programme of activity and have expanded our in-house climate change team.

## Green infrastructure

Whilst we are making strong progress converting heavy goods vehicles to biomethane, we believe this is a bridging fuel, with catenary power the goal. We expect to trial electric catenary vehicles as part of a £400 million Department for Transport-funded project. Electricity is delivered to trucks as they move down trunk roads, with vehicles hosting a relatively small battery to make deliveries away from major routes. The trial will inform plans for mass adoption of this technology. However, such adoption will require significant investment in public infrastructure, which is largely outside our control.

CASE STUDY

# Our Partnership in support of COP26



Credit: Tina Norris

The UK hosted the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow in November 2021 with the stated aim of driving forward the urgently needed climate action laid out in Paris six years earlier.

In 2021, we became the first retail business to sign the Terra Carta – part of The Prince of Wales's Sustainable Markets Initiative. Our Chairman was invited by His Royal Highness The Prince of Wales to host a business-leader roundtable event in Glasgow during COP26 to discuss how businesses can help customers make more sustainable choices.



UN CLIMATE CHANGE CONFERENCE UK 2021

IN PARTNERSHIP WITH ITALY

To support COP26, we led a wide-ranging customer engagement programme, Partners Against Waste. Estimated to have reached over 10 million people, it called on customers to avoid waste and showcased the impact of resource waste and loss along the supply chain.

In addition, we sponsored the inaugural World Biodiversity Summit, organised by World Climate Foundation, which began in summer 2021 and featured an event in Kunming, China, before culminating at Glasgow during COP26. The World Biodiversity Summit aims to place greater focus on the global biodiversity crisis in the context of its significant contribution to climate change. Members of our Ethics and Sustainability team were present at the Glasgow event, and Ethics and Sustainability Director Marija Rompani delivered a virtual speech at the Kunming plenary session.



## CASE STUDY

# Waitrose St Katharine Docks

In November 2021, Waitrose made a significant investment in electric vehicles as part of its programme to replace diesel vehicles. The St Katharine Docks branch in central London became the first supermarket in the UK to trial Vauxhall Vivaro-e electric delivery vehicles featuring cutting-edge wireless-charging technology. By April 2022, all home deliveries serviced by the branch will be made using electric vans.

The trial is testing a technology which we believe has considerable potential to bring operational benefits. For example, the extra speed of wireless charging makes it possible to charge a van from 20% to 80% in around an hour, saving Partners time and increasing vehicle availability.

Vans are fitted with a slim charging pad on the underside and top up by parking above an electric plate. They can also be plugged in to charge overnight. The technology links to a cloud-based smart-charging system specifically designed for home-delivery operations.

This trial will inform our wider electrification strategy by expanding our experience of:

- Variation in electric-vehicle range and driver attitudes in an operational environment.
- The effectiveness of energy load management techniques, such as smart charging, and how they impact store energy demand.
- How electric vehicle charge scheduling and management can be integrated into our existing transport planning systems.
- The practical aspects of deploying electric vehicle support infrastructure into stores and fulfilment centres.
- The merits of overnight wired charging relative to rapid, high-power wireless charging.

A further 18 electric vans will be delivered to John Lewis along with two to our estate in Leckford, Hampshire.



# Looking forward

We expect that most of our carbon footprint is generated within our supply chain. To facilitate reducing these emissions, in 2022/23, our priority will be to establish science-based targets and a roadmap detailing how we will achieve them.

We will also explore other ways in which we might reduce this scope 3 footprint. One such proposal is to cover the slurry lagoon at Leckford Estate farm to harvest biomethane. Methane, a potent greenhouse gas, is emitted from manure, but we plan to capture it and convert it into fuel to power farm vehicles.

In our own operations, we have already pledged to reach net zero by 2035 and will continue to deliver more projects that limit our carbon footprint.

For example, we will continue to upgrade our physical estate with investment in next-generation refrigeration and energy efficiency measures. We will conduct further heat pump trials, and, if our success criteria are met, these trials will facilitate a wider rollout that moves us away from gas heating.

## TARGET

We will end the use of fossil fuels across the Partnership's transport fleet by

2030



We are assessing the feasibility of installing solar photovoltaic panels on some of our larger distribution centres, which will have the added incentive of protecting our Partnership from energy price fluctuations.

We are also keen to ensure our Partners can contribute to reducing their and our impact on the planet's resources. In 2021/22, we worked with the Energy Institute to prepare energy awareness training for Partners. We will roll this out during 2022/23 to encourage behaviour change that minimises energy and water consumption.

In July 2021, we announced our ambition to build around 10,000 residential properties as part of our diversification strategy. Our work to ensure that we design and construct sustainably, so that the buildings contribute positively to our net zero ambition, is ongoing. One of the key sustainability challenges is embodied carbon – emissions associated with the materials used, such as concrete. Ensuring the use of low-carbon, long-lasting materials is critical to minimising the lifetime carbon footprint of these buildings. As such, we joined the UK Green Building Council in 2021 to collaborate and innovate within the built-environment sector.



# Community & customers

Our Partnership aims to be a force for good, using our platform to support the communities we are part of and to help our customers make informed choices for their diets and lifestyles.

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS



# Introduction

We know first-hand the importance of meaningful partnerships to support communities which have felt the impacts of a changing global economy. That's why we work with both local organisations and national charities, such as Home-Start, FareShare and the British Nutrition Foundation, to help people across the country look after themselves and the world around them.

Working with communities and customers plays an important role within our ambition to protect and restore nature. Whether it's helping The Prince's Countryside Fund support family farms and rural communities, enabling children's food and farming education through the Countryside Classroom, helping customers maintain healthy, sustainable diets or supporting The Prince of Wales's Charitable Fund, we are determined to be part of a thriving, happier world.

## £200,000

Donated to the Trussell Trust. This money supports food banks in their network to continue providing compassionate and dignified support to people who can't afford life's essentials. In 2021, our customers donated more than 600 tonnes of food and essentials through our food-bank donation points.

### OUR PRIORITIES

Engage our Partners in supporting their communities to make a positive social impact, with special focus on disadvantaged communities and care-experienced people.

Help our customers, Partners and communities lead healthier, happier lives.





# Social impact

Social impact is at the heart of our Partnership, and we have a strong tradition of supporting the communities in which we are present.

£6.5m

donated to  
good causes

Historically, our social impact programmes at Waitrose and John Lewis have been distinct, but we believe we can have a greater impact by aligning our work across brands and engaging our Partners in our collective activity. As such, we have combined our efforts this year, focusing on quarterly donation themes, where our customers feel we should be making a difference. A large part of this work takes place in collaboration with our inspiring charity partners, but we also improve the world around us through the John Lewis Trusts and Foundations. This year, we donated over £6.5 million to good causes.

11 SUSTAINABLE CITIES AND COMMUNITIES



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## Our progress



### Community Matters

Through our Partnership's Community Matters programme, we have donated over £3 million to charities such as FareShare and Home-Start as well as thousands of other local charities and community organisations across the UK chosen by Waitrose and John Lewis Partners. Each quarter, organisations are selected for support based on a specific theme. As such, throughout the four seasons of 2021, we donated to organisations helping people affected by Covid-19, tackling child poverty, looking after the environment and supporting people at Christmas.

### Golden Jubilee Trust

During 2021, the John Lewis Partnership Golden Jubilee Trust awarded both virtual and in-person secondments to 31 charities across the country. This equates to 2,392 Partner days' work donated, an increase of more than 20% on last year's figure of 1,931 days.

### The John Lewis Foundation

Following a pause in grant giving, the John Lewis Foundation funded eight new, UK-based employability projects to the value of £156,868 during 2021/22 whilst continuing to fund seven ongoing projects, including:

- Fine Cell Work – upskilling 23 ex-offenders with business skills at Fine Works Hub in Battersea.
- Save the Children – almost 2,000 migrant youth in Shenzhen and Guangzhou, China were equipped with improved employability skills.

# £500,000

Just over half-a-million pounds donated by the John Lewis Foundation to 14 organisations in the UK and overseas that support access to employment or education.

### CASE STUDY

# Golden Jubilee Trust

### Meaningful Partner secondments

Partner, and Progression Specialist Sally Johnson spent six months on secondment as an HR Lead at Blatchington Court Trust, a Sussex-based charity helping blind and partially sighted young people live their best lives.

“It has been lovely to be able to support so many young people with vision impairment in Sussex and inspiring to have so many colleagues who are vision-impaired themselves and don't see sight loss as a barrier,” says Sally. “Taking on the role of their HR Business Partner has been great to apply what I've learnt in the Partnership on a much smaller scale. It has shaped me into a much more well-rounded HR professional.”

“It has been lovely to be able to support so many young people with vision impairment in Sussex and inspiring to have so many colleagues who are vision-impaired themselves and don't see sight loss as a barrier.”

SALLY JOHNSON

Alison Evans, Executive Director at Blatchington Court Trust adds: “Our charity feels very privileged to have had the benefit of Sally's knowledge and expertise, and her time with us has certainly brought about some positive changes to our organisation. It is so good to have some proper policies and procedures in place and to be starting to introduce a staff appraisal system.”





CASE STUDY

# Give a little love with Home-Start



During the pandemic restrictions, local funding helped Home-Start provide single-parent Damien with new school uniforms for his children.

“Getting new school uniforms was such a weight off my mind,” says Damien. “Until you go through it, you’ve no idea what it’s like sending your kids to school with clothes that don’t fit or that have holes in them. It breaks your heart. And you can see how it affects their confidence, too. But it felt so good to see them return to school with new uniforms that fit.

“Without Home-Start I wouldn’t be as far ahead as I am now. The kids are doing great at school; they’re healthy and happy. We’re all in a good place and a very different one to the one we were in at the start of lockdown.”

“Getting new school uniforms was such a weight off my mind.”

DAMIEN

## Community Investment Fund

The John Lewis Partnership Community Investment Fund was established to enable local people to access employment opportunities in communities where a John Lewis or Waitrose store has closed. In 2021, this fund invested over £1.2 million supporting 39 employability projects across 16 UK communities, including:

- Leonard Cheshire Disability – small group sessions for 480 young disabled individuals to access digital skills training.
- Ahead Partnership – almost 2,000 secondary school students participated in a Digital Skills Festival, providing the opportunity to develop skills and present entrepreneurial ideas to panels of industry leaders.

## The Prince’s Trust

During 2021, our Partnership worked with The Prince’s Trust to support the Get into Retail scheme, helping care-experienced people develop skills and experience for future employment. The scheme ran at John Lewis Cheadle and four Waitrose shops – Altrincham, Alderley Edge, Knutsford and Cheadle Hulme – and followed an existing programme working with Essex County Council to help young people move from the care system into employment. Having publicly stated our ambition to support care-experienced people, we will continue this work into 2022.

£200,000

Our Supercharged Communities programme with Home-Start supported 10 areas of high deprivation across the UK, funding basic family needs from food, clothing and fuel cards to mental health and emotional wellbeing programmes.

# Our challenges

## Partner volunteering

Pandemic restrictions on in-person volunteering and Partner time had a detrimental effect on our ability to support our communities and generate volunteering opportunities for our Partners. This was alleviated somewhat by the awarding of 12 Golden Jubilee Trust virtual secondments.

In 2022, our Partner volunteering model will be revised and relaunched to improve Partner access to opportunities. The continuation of virtual volunteering will allow charities to benefit from the skills and talents of our Partners, regardless of location or restriction.

# £1.2m

Spent on employability projects in the UK through the Partnership Community Investment Fund.

## Measuring our impact

We work with a diverse range of beneficiaries through our partner charities, which means there is no one-size-fits-all approach to measuring impact. Investing in communities aligns with our strategic ambition to be a force for good, creating a sense of connection and giving back to neighbourhoods. By taking a 'needs-led' approach with our partner charities, we ensure that we invest in our communities in ways that address the biggest issues where we can make the most significant difference.

### CASE STUDY

# The Prince of Wales's Charitable Fund

The Prince of Wales's Charitable Fund (PWCF) supports a range of causes across the UK and overseas that transform lives and build sustainable communities. For example, funding has been awarded to the Soil Association's Innovative Farmers programme, enabling studies into the impact of soil health on food and the environment.



“This increased information on productivity can build confidence to farm more agroecologically, creating healthier soils that can store more carbon and support more wildlife.”

KATE STILL

Sales from Waitrose Duchy Organic products enable our partnership with Duchy Originals to make an annual donation to the charity. Since the brand was licensed exclusively to Waitrose more than a decade ago, we have donated over £30 million.

During the 10th anniversary year of Innovative Farmers, a network of farmers and growers running on-farm trials, the PWCF funded a new field lab aiming to revolutionise grass management by using data from space to boost productivity and sustainability. The PASTORAL (Pasture Optimisation for Resilience and Livelihoods) project will connect farmers with digital experts at the University of Edinburgh and consultants at Environment Systems to help monitor pasture growth and quality.

Kate Still, Livestock Advisor for Innovative Farmers and the Soil Association, says: “This increased information on productivity can build confidence to farm more agroecologically, creating healthier soils that can store more carbon and support more wildlife.”



CASE STUDY

# The Prince's Countryside Fund

Waitrose donates £150,000 each year to the Prince's Countryside Fund. In summer 2021, Holy Island of Lindisfarne Community Development Trust was awarded a grant from The Prince's Countryside Fund to support the development of a long-term community vision and strategy. Led by, and for, local people, the funding enabled the community to invest in the wellbeing, happiness and prosperity of the 150 residents of the island, through establishing volunteer workgroups and sessions. The project also allowed the community to invest time in what sustainable tourism can look like – particularly looking at tourist traffic, local businesses and availability of housing and accommodation.

“The funding enabled the community to invest in the wellbeing, happiness and prosperity of the 150 residents of the island, through establishing volunteer workgroups and sessions.”



The Secretary of Lindisfarne Community Development Trust, explained: “The future is looking so much brighter than it was a year ago, but there is still a long way to go – this is not a short-term project. Boosting the economy on the island will take time, they're not overnight fixes. But what's already happening is the sense of community cohesion and pride has really increased. People on the island have a new 'can-do' attitude. Not being treated as an aid project anymore and taking control of our own development has provided a huge morale boost to the community. We're beginning to talk in a new way about change and considering our future in a positive sense.”

## Looking forward

In 2022, we will continue to work with our national charity partners, including Home-Start with which we will be launching our Healthy Happy Home volunteer-upskilling programme. This initiative will provide over 9,000 volunteers with content and resources on the themes of financial wellbeing, sleep, and food, nutrition and cooking. We will also identify opportunities to engage with and celebrate the achievements of customers and Partners in our plans, including:



- Strengthening our relationships with Home-Start, FareShare and The Trussell Trust, focusing our activity on supporting the most vulnerable people in our communities.
- Extending our local donation programme, Community Matters, across the business so that all sites can provide local support.
- Continuing to encourage greater collaboration across brands, with Community Liaison Coordinators in John Lewis shops working closely with Community Leads in nearby Waitrose shops.
- Relaunching our Partner volunteering proposition and unveiling a new internal advertising system to increase the visibility and take up of rewarding volunteering opportunities.
- The likely appointment of a new Chair of Trustees for the John Lewis Foundation.
- Renewing and expanding our focus on employability skills for underrepresented groups, including care-experienced people. In 2022, we will run further trials in Manchester and Solihull as part of this programme. The support we provide in Essex will continue, and we intend to confirm our offering for care-experienced people in order to join the Care Leaver Covenant.

# Health, nutrition & wellbeing

Good physical and mental health depends on many factors, with striking a balanced, proportionate nutritional intake one of the most critical.

Over half of UK adults are currently overweight or obese, and evidence suggests that obesity figures are on the rise. Obesity raises the risk of a number of non-communicable diseases, such as coronary heart disease, stroke, type 2 diabetes and some cancers, which is why it's important that we play our part in helping our customers and Partners live healthier lives, be that through our products, services or inspirational communications.

For Waitrose, the opportunity to play a positive role is clear: create product ranges that help customers achieve a balance in their diet. Our supermarket aligns with external commitments, such as The Food

Foundation's Peas Please pledge, committing to increase the amount of vegetables in our meals, and ensuring that, by 2023, all main-meal recipes provide at least one of a person's five a day.

Waitrose launched its Holistic Living line of health-focused products in January 2021. The thriving range has expanded to include juices, meals accurately portioned for one, and vitamin and mineral supplements. Over 1,600 products now carry our Good Health logo, helping customers achieve a balanced, healthy diet. The logo can also be found on healthier recipes published in print and online.



# Our progress

## Reformulation programmes

Our reformulation programmes improving the nutritional quality of our own-brand products continued throughout 2021. We updated our Health and Nutrition policy with targets for calories, salt, saturates and sugar that support government reformulation programmes, and, to date, 85% and 91% of applicable Waitrose own-brand products already meet the government's 2024 targets for salt and calories respectively.

## Helping our customers make healthier choices

All our healthy-eating marketing content is overseen by our team of expert nutritionists to ensure we provide a trusted, evidence-based voice for health. We signpost healthier choices using our Good Health logo and highlight nutrition and health benefits to educate and inspire our customers. Waitrose Health magazine brings together medical professionals and award-winning lifestyle journalists. Each seasonal issue turns insight from experts in the fields of nutrition, fitness and mental wellbeing into inspiring health advice. More regularly, we also have dedicated healthy-eating articles and recipes in our monthly Food magazine as part of our work to maintain a balance of healthy recipes across all our publications. For example, 40% of recipes in Waitrose Weekend met our Good Health criteria. To encourage customers to incorporate plant-based protein and meat-free days into their diet, 37% of these Good Health recipes were meat free.



dedicated Waitrose Health magazines published, inspiring customers to make healthy diet and lifestyle choices.



## Supporting communities to make healthier choices

In addition to Partners and customers, we also take strides to support the health of those in our wider communities. Waitrose is a member of the Veg Power campaign and supported its Eat Them to Defeat Them activity, helping to distribute resources encouraging young children to try more veg in 1,828 primary schools. In addition, Waitrose is a member of the Child Food Poverty Task Force which calls for an end to child hunger, and we promoted the Full Time campaign, led by Marcus Rashford and Tom Kerridge, to inspire families on low incomes to cook healthy meals with few ingredients and minimal equipment.

## Healthy Eating Week

We are a longstanding supporter of the British Nutrition Foundation's annual Healthy Eating Week. During 2021, the week's theme was Find Your Healthier You. As part of our commitment to help our Partners live healthier lifestyles, our Partnership was the week's largest participating workforce, with 153 registrations representing teams across our head offices, contact centres and stores. Our Partnership's activities included providing a range of resources on our intranet covering each of the week's five themes and hosting a joint cook-along with the British Nutrition Foundation, broadcast live from the Waitrose Cookery School to our customers and the campaign's participants.

# Our challenges

## Understanding the latest health needs

As understanding of health and the needs of customers, Partners and communities evolves, it's important that we keep on top of the latest trends and information. That's why, in spring 2022, we commissioned market research to help us plan and deliver the most impactful health initiatives. By gathering detailed, up-to-date data about customer needs and behaviours, we can appropriately tailor support across our products, communications and marketing.

## Imbalanced diets

During 2021, society paid greater attention to how imbalanced diets affect the health of people and our planet. Compared to UK dietary guidelines, the current average UK diet is high in saturated fat, salt and sugar and low in vegetables and fibre, with negative consequences for our nation's health. Additionally, the volume of animal protein consumed is causing further environmental harm. Shifting to a dietary pattern aligned with the Eatwell Guide (the UK dietary guideline) will bring about both personal and environmental health benefits. As such, Waitrose has looked for ways to provide customers with more choice when it comes to incorporating the health needs of the planet and people into their meals. One facet of this is making meat-free mealtimes and flexitarian lifestyles even easier. In September 2021, Waitrose announced its largest-ever vegan and vegetarian product launch with two new ranges. Plantliving and GoVeggie are part of the Holistic Living brand.

### CASE STUDY

# Talking openly about the menopause



Menopause is a natural part of life for all women, and with over 44,000 women working for our Partnership, it's important that we support our Partners through this life stage. Our Partnership's physician and health professionals have been working together since 2019 to ensure all Partners feel able to talk comfortably about the menopause.

To mark World Menopause Day on 18 October 2021, we issued our first menopause guidance. The guidance collated all relevant policies that support Partners experiencing the menopause and introduced a suite of helpful information through a dedicated intranet site.

The site offers useful resources for anyone going through the menopause or supporting someone else through it, including ask-the-expert videos, leaflets, Partner interviews and access to our online community for women experiencing the menopause. There is also guidance for managers to hold supportive conversations and details of how they can make suitable adjustments for Partners with the help of our occupational health experts. We hope the guidance will leave a lasting legacy to help women experiencing the menopause get the support they need.

**“Our Partnership's physician and health professionals have been working together since 2019.”**



## Looking forward

In 2022, the government will introduce new legislation to restrict the way in which foods and drinks high in fat, sugar or salt are sold and promoted. As we prepare our stores for the changes, we are taking the opportunity to highlight the wide range of healthier foods available so that it is easier for customers to make healthier choices.

Work remains ongoing to reduce the amount of calories, salt, saturates and sugar across several product categories in line with government reformulation programmes. Alongside this, we are also looking at how we can increase the beneficial nutrients in our products and are actively seeking ways to add more vegetables to the recipes of our main-meal products.

This year, we will continue to support the British Nutrition Foundation's Healthy Eating Week. The theme for 2022 is 'Eat well for you and the planet'. In addition to our usual drive to sign-up and engage with as many different Partners as possible across the business, we aim to place a bigger emphasis on communicating key theme-related nutrition and health messages to our customers.

We will also keep supporting healthy communities, working with charity partners to identify and respond to emerging needs around nutrition, food and cooking, and continuing to promote sleep, positive mental health and healthy, sustainable diets that protect and restore nature and encourage a happier world.

# 91%

of Waitrose own-brand products now meet the government's 2024 calorie reformulation targets.



# Our SDG Index

The United Nations Sustainable Development Goals (SDGs) were created in 2015 to establish a path towards a more sustainable and better future for all. The 17 goals are an interconnected call to action, recognising that activity against one target affects the outcomes of others and that progress must be made across many areas to achieve real change.

In recognition of the role we have to play in meeting these Goals, we have aligned our report to them this year. We recognise that a number of our activities will align to multiple SDGs, due to the interconnected nature of the goals. On this page you will find links to activities mentioned throughout the report, alongside the most relevant SDG.



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