



WAITROSE  
& PARTNERS  
FOUNDATION

PROGRESS REPORT

2021/22



JOHN LEWIS  
& PARTNERS

JOHN LEWIS  
PARTNERSHIP

WAITROSE  
& PARTNERS



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## Chair's Statement

The Partnership's refreshed Purpose commits us to 'Working in Partnership for a Happier World'. This Purpose guides our direction and demonstrates our ambition as a positive force for good.

The Waitrose & Partners Foundation, now in its seventeenth year of operation, helps us to live that Purpose, through its ambitions to improve the livelihoods and happiness of farmers and workers in our global supply chains.

I am incredibly proud of the achievements the Foundation has made in the past year, in a time where the resilience of our supply chains has been tested. Working collaboratively with our suppliers and local partners we have raised £2.4m to invest in over 170 projects that support 75,000 farmers, workers and their communities.

Thank you to our farm participants, suppliers and Implementation Partners for their ongoing support to the Waitrose & Partners Foundation.

### CHARLOTTE DI CELLO

Chair  
Waitrose & Partners Foundation Global Board

Reached over  
**75,000**  
workers and  
their communities,  
helping to improve  
livelihoods through  
Foundation  
programmes

Worked with  
**424 farms**  
across  
**10 countries**

Delivered  
**172 projects:**  
**7** Global Strategic  
Projects  
**8** Country  
Projects  
**157** Worker Voice  
Projects

Invested  
**£200,000**  
in our Global Strategic  
Fund to tackle key  
issues and risks in our  
supply chains

# 2021 Achievements

We are proud of our growth and impact over the past year

Trained  
**10 worker  
committees**  
to develop  
leadership skills  
and feel empowered to  
participate on  
their farm

Generated  
**£2.4m**  
in funds for  
the Foundation  
(+17% on 2020)

Worked with  
**5 regional  
Implementation  
Partners**

Sold over 200 product  
lines, including:  
**30m** Mandarin Oranges  
**29m** Roses  
**19.2m** Apples  
**6.5m** Lemons  
**5.9m** Oranges  
**5m** Spray Carnations  
**2.1m** Pears  
**1.9m** Passionfruit  
**1.9m** Lisianthus

# THE WAITROSE AND PARTNERS FOUNDATION

## Our Human Rights Strategy

The Waitrose Foundation makes up a central component of the John Lewis Partnership's Human Rights Programme. The ambition of our Human Rights Programme is to enable everyone in our supply chain to realise their fundamental human rights. We believe that championing worker voice and building strong supply chain relationships creates lasting value for both our Partnership and those we work with.

At a minimum, we expect all our supplier partners to demonstrate their commitment to human rights through compliance with our [Responsible Sourcing Code of Practice](#). Across our supply base we undertake ethical audits and in selected areas deeper Human Rights Impact Assessments. Where known risks occur, we proactively deliver strategic programme work and capacity building with industry bodies. The Waitrose Foundation and our [Better Jobs programme](#) take this a step further, allowing us to directly invest in programme activity where we can bring the greatest impact on farmers and workers within some of our most vulnerable global supply chains. A full summary of our approach to Human Rights can be found within our latest [Human Rights Report](#).

## BUILDING BLOCKS OF OUR HUMAN RIGHTS AMBITIONS

### Programme work and capacity building

Collaborative activities with other retailers, suppliers and NGO partners to support longer term development.

### Leadership programmes (Waitrose & Partners Foundation and Better Jobs)

Demonstrate market differentiation and a better way of doing business in collaboration with our supply chain.



### Compliance - ethical audit and certification

Ensuring our core requirements in human rights and worker welfare are being met through risk assessments and, where required, verification visits.

### Deep dive assessments and Human Rights Impact Assessments

Focusing on areas of concern or high risk supply chains, these deep dive assessments take a detailed look at issues through research with workers, Trade Unions and local NGOs.

# FOUNDATION OVERVIEW



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

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

Each time a customer purchases a product with the Waitrose Foundation logo, a portion of the sale is invested back into the community where that product was sourced. Throughout seventeen years of operation, more than £17 million has been generated and over 1,500 projects have been supported, from those aimed at improving educational opportunities for workers and their families, to others supporting clinics, crèches and programmes addressing basic needs.

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

The Foundation is run in partnership with our suppliers, who contribute financially, as well as share their expertise through participation in our governing structure. Central to the Foundation is our focus on worker voice and worker representation.

## SINCE 2005 WE HAVE:

Generated over  
**£17 million**  
to invest in  
workers in our  
supply chains

Delivered over  
**1,500**  
community-led  
projects

Supported workers  
in **10** countries

THE FUNDS RAISED SUPPORT TWO TYPES OF PROJECT:

**1 Global Strategic Programmes**  
(approximately 15% of investment)

In order to address the more systemic issues facing rural communities globally, we take a long term approach through our Global Strategic Fund. This supports initiatives addressing global challenges and aims to achieve impact at scale. These projects have included our 2020 and 2021 Covid-19 response programmes.

Included in these projects is our Centre of Excellence, a collaboration platform between Foundation farms which shares training, toolkits and best practices.

**2 Regional Programmes**  
(variable by country, approximately 85% of investment)

At a local level, the Foundation runs both country and worker voice projects. Worker voice projects are identified and developed by committees made up of farmers and workers. Our country level projects look to tackle challenges or address training needs across multiple farms.

OUR WORKER VOICE PROJECTS ARE THEMED AROUND 5 FOCUS AREAS:



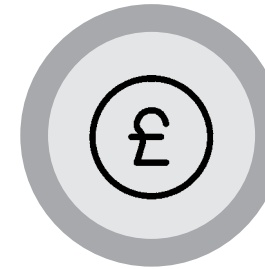
Health and Wellbeing



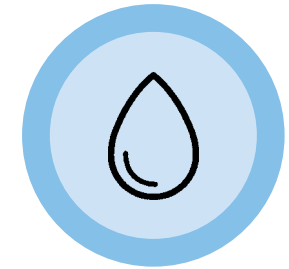
Environment



Education



Economic Empowerment



Water and Sanitation

Our programme activity contributes directly to eight United Nations (UN) Sustainable Development Goals and we will be assessing the impact of the Foundation against these.





# GOVERNANCE OF THE WAITROSE FOUNDATION

## Global Board

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

## Country Steering Groups

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

## Worker Committees

Worker voice is central to the Foundation, ensuring that we are responding to the needs of the local communities we source from. Supported by our Implementation Partners, farm worker committees are responsible for putting together project proposals for worker voice funds, based on the needs they have identified. Projects are agreed by the Country Steering Group.



# GLOBAL STRATEGIC PROGRAMMES

Covid-19 has continued to cause challenges to Foundation supply chains, as case rates across countries have varied and supply chains shifted. The Foundation has continued to do what it can to support and protect the livelihoods of farmers and workers with whom we work.

Since setting up our Global Strategic Fund in 2020, we have invested over £530,000 in our Foundation supply chains. When Covid-19 initially hit in March 2020, the Waitrose Foundation provided £200,000 to support emergency response efforts, including the provision of food parcels and hygiene kits. It soon became clear that the impact on farms and their workers would be long term, and as such, two further phases of funding have looked at how the Foundation can support the ongoing resilience of workers. A second investment of £130,000 was made in late 2020 and most recently in mid 2021, a further £200,000. This latest funding was invested across four regions and the projects impacted over 45,000 workers and their communities. Some of the projects are outlined below.



## Education and Wellbeing

In Kenya, schools had been closed for one year, and the re-opening of classes came with stringent hygiene measures to prevent the spread of Covid-19. The Foundation provided masks, sanitiser and digital thermometers to 47 primary and secondary schools, enabling 23,700 children to resume school safely.

The Foundation also supported an initiative run by the Kenyan Private Sector Association and Ministry of Health to provide access to vaccinations for workers on participating farms, supporting, in partnership with suppliers, approximately 5,900 workers.



“The mask helps me to protect myself from contracting Covid-19. It is washable and does not tear. It also fits me well and I breathe comfortably in it,”  
**Elvis, 11, Student**



In Southern Africa, all Foundation farms with nursery facilities were supported to meet their Covid-19 regulations and enable continued learning. We worked with 83 sites to provide desk divider shields, masks, foot pedal sanitiser dispensers, thermometers and stationary kits. In total, this programme benefitted 3,112 children and 243 nursery teachers.

In Ghana, we sponsored the school fees of students who were facing deferral or expulsion because their families could no longer afford them due to reduced work from Covid-19. This benefitted 32 students across varying levels of education.



## Economic Support

In last year's report, we mentioned some projects which had been approved for delivery for later in 2021. In Ghana, these included the production of videos featuring financial experts which helped educate staff on how to manage finances during the Covid-19 pandemic. These reached over 5,000 farmers and workers and their communities. We also implemented the planned vocational training for 57 people and provided start up capital to support their new business ventures.



We supported 150 workers in rural Ghana who were facing increased electricity costs and struggling to pay their bills because of Covid-19. We provided 28 handheld solar lighting kits and 14 solar street light poles. We also continued the rollout of our hardship fund which provided a GH¢ 200 (c. £20) grant. Since it started, it has now reached 508 employees who receive the lowest salary bracket.

In Kenya, reduced harvests for smallholder farmers in 2020 meant that many struggled to afford inputs for their next season. We provided 72 farmers with loans for farming inputs, which has resulted in improved crop quality and led to increased incomes.



## Improved Yield and Environmental Management



At West Africa Farms in Senegal, we have supported cattle herders who are part of the seasonal workforce and would typically migrate to the area annually to supplement their incomes. Restrictions on movement during the pandemic meant they lost livestock due to the inability to move for grazing. We implemented a livelihood support programme to increase the availability of year round fodder crops, preventing the need to migrate elsewhere.

In Kenya, outgrowers' corn and beans were dehydrating and spoiling which led to loss of product as there was no solution to keep them fresh before sale. In response, the Waitrose Foundation funded three solar cooling stations for the KHE and Flamingo outgrowers, each with capacity for four tonnes



of produce to be maintained at prime condition until packed. As a result, less produce has been lost and additional savings have been made through the ability to sell the products in line with market availability.

Furthermore, as planned in the previous report, the Global Strategic Fund has supported 450 Kenyan smallholder farmers who were affected by altered trading conditions and increasing costs of crop production. The beneficiaries received packets of seeds including fine beans, snow peas, sugar snaps and garden peas to resume normal

production schedules. This was complemented by the provision of a mobile app (called Cropln) that reached 550 farmers. The app promoted climate-smart agriculture by offering technical information on crop management and weather forecasts via SMS on a daily basis.

“Solar energy is efficient, clean and safe. These solar coolers supplement the electric coolers that we use and are even cheaper to run”  
David, Outgrower at KHE

# REGIONAL PROGRAMMES

Over the past year we have delivered eight region-wide programmes and 157 local worker voice programmes. These were made up of:



Health and Wellbeing

54



Environment

13



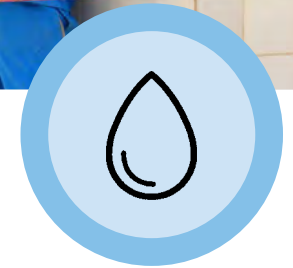
Education

80



Economic Empowerment

6



Water and Sanitation

4



# SOUTHERN AFRICA

IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTHERN AFRICA



Southern Africa is our original and most established Foundation region. Over the past year, Waitrose Foundation Southern Africa have delivered eight country-wide programmes reaching 1,217 beneficiaries and 126 worker voice programmes reaching 43,219 workers and their communities. Our Southern Africa network spans 383 farms across South Africa, Namibia, Zambia and Zimbabwe.

## Nutrition Programme

Across the Waitrose Foundation farms in Southern Africa, an opportunity was identified to promote more nutritious, balanced diets to the children in partial care (nursery) facilities where existing government support is not provided. Participating farms were eligible for healthy eating guides which provided menu planning advice, shopping suggestions and advice on good hygiene practices. Each nursery was also provided with funds for three months to contribute towards costs of key ingredients for healthy diets. Over this period 1,166 children took part in the programme and, along with the nursery teachers, will continue to benefit from the healthy eating knowledge.



“The knowledge we gain in the programme is not only helping us to be better cooks in the partial care centre, but it [is] also teaching me a lot about healthy meal preparation which we are also using for our families.”  
Participant at Saratoga Partial Care Facility



## Saratoga Cricket Development Project

Saratoga is a soft fruit, citrus and stone fruit supplier to Waitrose. Many people in the wider Saratoga community struggle with social challenges such as substance abuse. The Foundation funds have previously been used to diversify the afterschool and community building activities, including providing successful programmes in rugby and netball. Now the funds have been used to invest in cricket kits which has led to increased participation of children and youth in the sport, a stronger bond across all members of the community and it is hoped may prevent many young people becoming involved in anti-social and harmful behaviour.





SOUTHERN AFRICA (continued)



**Bringing Solar Energy to Lepalala**

Lepalala Berries is located in a remote location in the Waterberg Region of Limpopo. Most of the site was off the grid, and energy was supplied by generators, which did not provide a sustainable, long-term solution to energy needs. The Foundation part-funded a hybrid solar system in the worker village which now provides a constant energy supply. The initial impact of the installation has seen the use of diesel decrease and the new energy supply has also brought access to WiFi.



“It has meant a lot to our women on the farm and I want to thank the Foundation for what they came to do for the women. In the process they can also help educate their daughters with regards to menstruation. Many households can save money [by using these products].”  
Yvonne Japhta:  
De Vlei Farm, De Doorns. Chairperson of the Worker Committee



“The solar panels and batteries at the labour housing village brings life to us all. Now we [have] fridges for our food, geysers for us to [bathe] with warm water especially this winter time. We also [have] lights in our rooms and we are no longer struggling to charge our phones. We really appreciate the coming of this solar system here at the labour housing because it changes our lives completely.”  
Joseph Chaconda – Security Guard for Lepalala Berries

**Reproductive Health and Sanitation for Women and Girls**

The reproductive health programme was designed to provide access to sexual and reproductive healthcare information. Workshops were delivered to a range of social workers on farms (such as community health workers and female worker committee members) which included tutorials on how to use reusable female sanitary products. It is anticipated that the project will help to increase confidence amongst women and girls, reduce school dropout rates of young girls and reduce the number of workdays lost by female workers.





# EAST AFRICA

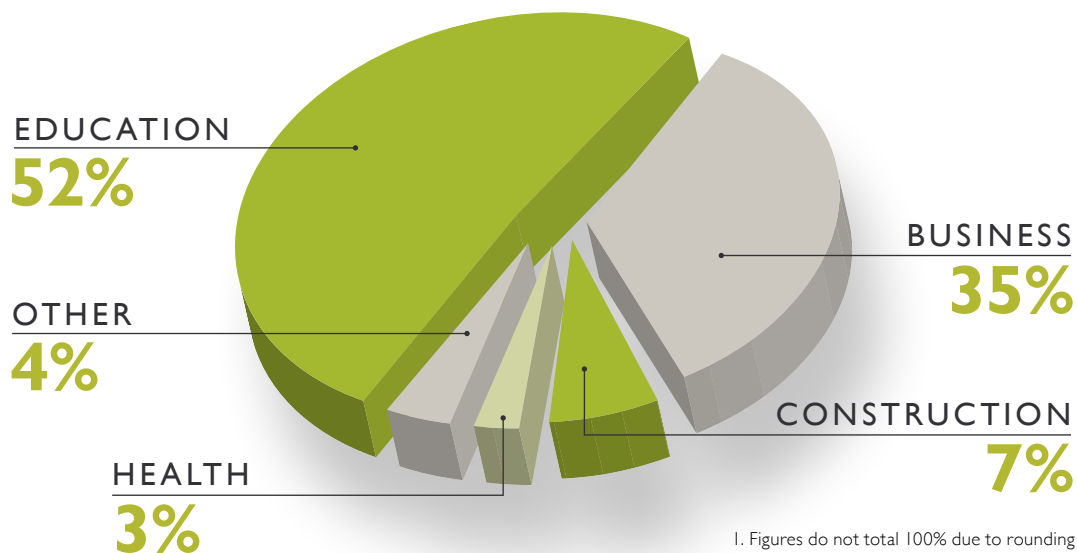
IMPLEMENTATION PARTNER: FARM AFRICA  **FARM AFRICA**

In Kenya, sales from Foundation products were strong in 2021, with a 70% increase in Foundation funds raised, largely attributed to the expansion of flower lines. As a result, our partnership with Farm Africa has continued to grow and together we have delivered 14 worker voice projects, benefitting over 16,000 worker and community members. In addition to the worker voice projects, we ran worker committee training for six committees. The four day training course included introductions to Waitrose Foundation, ethical trade and skills to develop project plans and manage projects successfully.

## Providing Access to Finance through Microloans

Our microloans programme has been running since 2019 and is proving successful in East Africa. Workers are paid above minimum wage yet still struggle to make ends meet because of the need to pay additional family expenses such as schooling. The low interest loan facility, run by Okolea, assists workers to meet these additional needs. The programme started as a pilot with just permanent workers and low loan amounts, but has expanded to offer higher amounts to both permanent and temporary workers. Today, 27% of all workers and 51% of permanent workers on participating farms have benefited from the fund.

### IN 2021 THE LOANS WERE PROVIDED FOR A WIDER RANGE OF PURPOSES!:



Mary Nyambura, a worker at Simbi Roses, found that much of her salary was being spent on her children's education and household needs. She accessed the loan and used it to invest in rearing pigs to supplement her salary and is repaying the loan through monthly pay deductions.

“ I used the money to buy two female pigs each at Ksh 8,000, pig food, [and] a shed for the pigs. Without Okolea, I wouldn't have afforded that. I have so many demands and saving money to buy the pigs would have been impossible”

The two pigs are growing and Mary hopes this year they will have given birth to 20 piglets, which can be sold at Ksh 3,000 (£20) each, earning her additional income.

“ If you want to [start] a business and you don't have money, Okolea gives you a boost. The process of getting the money is also fast. Okolea is a very good initiative and we are so happy with what Waitrose is doing for us”  
Mary Nyambura, Worker at Simbi Roses

**3,022**  
loans  
disbursed  
(+57% vs 2020)

**Ksh 67m**  
**(£446,000)**  
provided  
in loans  
(+67% vs 2020)

**47%**  
of loans  
disbursed to  
women

**Ksh 22,224**  
**(£148)**  
Average  
loan value



### Improving Education Facilities

The Waitrose Foundation has funded the construction of the Joint Body School Classroom and Administration Blocks, supporting the families of workers at Ravine Roses. Prior to the extension, the school had capacity for 149 children across the primary school and nursery with three classrooms. Some of the children were taught in the dining hall as there was not enough space.

As part of the extension work, eight additional classrooms have been built, with the capacity for the school to teach 570 pupils. In addition to the classrooms, the funding has built an administration block, a library and a toilet block. The increase in students has allowed the school to now offer extra-curricular activities, such as music festivals and sports competitions.



*“The new classrooms are good and very warm. The blackboards are very large and beautiful. I love the blue colour on the walls. I feel very happy when I come to our new class.”*  
**Natasha, Grade 4, Joint Body School**



### Improving Irrigation for Smallholders

Many of the outgrowers at the Kenya Horticulture Exporters (KHE) felt that their irrigation equipment did not meet their needs. Inadequate pumps meant it would take two days to irrigate two acres of land, and cost Ksh 5,000 (£33) per week in fuel. Waitrose Foundation funded new water tanks, pipes and pumps to support 44 outgrowers to boost their farming output.

Outgrowers are now spending only Ksh 2,000 (£13) per week on fuel and halving the time it

*“This is something I was not expecting, it just happened miraculously. I am so grateful [to] Waitrose. Once my production increases, I will be closer to my dream of building rental houses so that I can earn an extra income.”*  
**Faith Ngode, Outgrower, KHE**

takes to irrigate their land, whilst doubling their crop yield. Part of the increased yield has included farming new varieties such as baby corn due to the increased availability of water. One farmer, Faith Ngode, plans to secure another five acres of land to grow more beans with the new equipment.



# GHANA

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION



In Ghana we delivered seven worker voice projects over 2021 in partnership with Blue Skies Foundation, benefitting an estimated 6,343 workers. Some of the projects include the continuation of ongoing multi-year projects, such as the School Farm Project (as mentioned in [last year's report](#)) which this year involved 60 local schools and engaged 3,000 pupils into careers in the agricultural sector.

*“Our partnership with the Waitrose Foundation goes from strength to strength and continues to demonstrate the vital importance of collaborating with our customers so that we can positively impact the lives of people living in our communities both now and for the future.”*  
Simon Derrick, Sustainability Manager, Blue Skies



## Providing Safe and Hygienic Bathroom Facilities for Girls

The Kpong Technical Institute trains young people in technical courses such as farming, dress making, masonry and catering. Girls made up 92 of the total 387 students, yet lacked adequate bathroom facilities. The Waitrose Foundation sponsored the construction of five toilets and a new bathroom facility, which provides a safe and secure environment for the girls to use. The new facilities led to increased confidence amongst the girls and the number of female students has more than doubled from 92 to 195.

*“I can now go to bed to sleep knowing very well that my girls are safe from both intruders, scary rodents and snakes that have always threatened the ladies”.*

**Mrs. Hannah Owusu, Principal**

## Continuation in Education with Teacher Accommodation

1,200 people live in the Tikobo Community, Jomoro District of Ghana, including some of Waitrose's coconut farmers, workers and their families. The remote district includes the Tikobo Community Basic School, where there has been an ongoing struggle to retain teachers. With no accommodation available, 18 teachers left the community before their second year of posting, which led to academic performance in the community declining. The Waitrose Foundation funded the development of a teacher accommodation block, consisting of four rooms with toilets, baths and basic furnishings. The project plays a key role in providing ongoing educational opportunities, and ensuring a positive future for children in the community.

*“We are forever grateful for making us a shining example in the district.”*  
**Mr. Isaac Boadi, Headteacher**



## Opportunities for People with Disabilities

The Future for Disability Project provided a welcome opportunity for people living with disabilities in Ghana. With funds from the Waitrose Foundation, Blue Skies Foundation were able to renovate a training site, which required plastering, replacing doors and windows, installing bathrooms and electrical maintenance. The newly refurbished site provides a safe and vibrant learning environment for disabled people to learn trades such as dressmaking, shoemaking and breadmaking. The facility now trains over 150 people with disabilities and has recently been certified for National Technical and Vocational Education and Training (TVET).

*“We have struggled over the years to make this dream a reality and [are] most grateful for the support of the Foundation to enable [us to] complete the infrastructure. This will certainly change the perception [of] physically challenged people”*  
**Mr. Emmanuel Dzikuno Teikpa, Leader**

# SENEGAL AND THE GAMBIA

IMPLEMENTATION PARTNER: UNITED PURPOSE



Senegal and The Gambia is our newest Waitrose Foundation area, with project activity starting in 2020, funded by the sale of vegetables including beans, radish, spring onions and sweetcorn. There have been delays to programme implementation due to Covid-19-related disruption, but all planned worker voice projects that started in 2020 have now been completed.

*“Despite the challenges posed by the Covid-19 pandemic - both social and economic, the partnership has continued to deliver meaningful activities driven by worker voice. Communication has been key to achieving this, despite travel barriers, and the development and success of all projects can be attributed to the strong working relationships found in our partnership”*  
 Tim Coggan, Project Coordinator, United Purpose



## Improving Outgrower Gardens

In Radville Farm, much of the workforce supplement their incomes by growing vegetables, either for home consumption or to be sold to a local market. The existing irrigation system and boreholes only pumped water for 2-5 hours per day, despite a full day being needed. The restricted water supply limited farmers' ability to produce more crops and earn more, as well as leading to soil degradation. The group benefited from new water pumps, technical support and microloans for farming inputs. The project has seen increased productivity, improved soil health through crop rotation and a four fold increase in income from the core crop, baby corn.



## Classroom Facilities

In the Diama and Fass regions of Senegal, almost none of the schools had access to water and there were no functioning sanitation facilities, which led to high cases of diseases and absenteeism especially amongst girls. The community of workers within Société des Cultures Légumières (SCL) chose to invest their Foundation funds in improving the schools safety, security and hygiene by facilitating access to water, the building of latrines and installing security fencing. In addition to this, the funding covered improved classroom facilities and the formation of management communities to oversee the ongoing maintenance and upkeep of the facilities.



## Dental Practice

Dental health was highlighted as being a key priority for workers at West Africa Farms. In Yamane and the surrounding 15 villages, 6,125 residents use the existing medical centre, however, if they need dental care they have to travel 70km away to Louga. West African Farms' workers chose to invest their Foundation funds in a new dental practice that can treat 40 patients per day. The investment included not just the dental practice, but internet connection, furniture and office equipment. Now, patients can save two to three days of work by not having to travel to Louga for dental treatment.



# COSTA RICA

IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION



In Costa Rica the Waitrose Foundation works across two farm sites, producing all the wholehead pineapples sold at Waitrose. The scale of the Foundation operations here is the smallest across the five regions, with sales generating £43,000 over the past financial year.

## Empowering Entrepreneurs

From 2019 to 2020 a pilot entrepreneurship programme was launched with our partner, The Fruktus Foundation, to support women and young people in the community to build confidence and develop the skills needed to set up successful businesses. Following the success of this project, a second phase was developed and completed in 2021. This time (run virtually, because of Covid-19 restrictions) the programme was aimed towards farm workers and youth in the local community and supported them to understand



local community needs and design projects to meet these needs. The 36 participants that completed the project reported improved confidence and self esteem. Projects developed and now underway at the farm include one to increase women's representation in the field and another to look at how noise can be reduced to improve the working environment in the packhouse.

““ The program helped me a lot in how to manage a project for a future entrepreneurship, the classes on how to organise our time, tasks, etc., were of great benefit because now I apply them and they work.”  
Youth participant

““ [The training was] very good, it provided me with useful topics to apply at work and in my personal life. For example, planning, emotion control and team work.”  
Farm worker

**Food Security**  
Over 2020 and 2021 the Foundation supported workers needing to self isolate through the provision of food parcels. This support was also extended to the most at risk workers, who had concerns about attending work when Covid-19 case numbers were high. In both cases, the support from the Foundation helped to reduce the financial pressure on workers. More than 425 parcels have now been shared.

# KEY CHALLENGES

## Supply Chain Pressures

The impact of Covid-19 has continued to be felt across the Foundation's operations throughout 2021 with restrictions on worker movements and changes to supply chain dynamics. More recently, farmers and workers have experienced rising costs of inputs which are adding financial pressure. Environmental changes have also added challenges, for example, over 2021 Kenya has experienced severe droughts, the worst the country has seen in decades.

With that in mind, we will continue to use our Global Fund to respond to the most pressing challenges faced by workers and farmers within our Foundation supply chains. We will be focusing over the next year on our Monitoring, Evaluation and Learning to ensure that our interventions continue to meet the desired outcome.

## Project Planning

In some regions, we have identified that our usual process of annual project planning has led to constraints in the scale and impact of programmes. We are exploring the potential to plan projects on a two to three year basis, with new targets and KPIs. We believe this will enable us to better engage with farms, establish longer term partnerships and deliver even more ambitious projects which maximise the impact and collaboration opportunities.



# LEARNINGS AND COLLABORATIONS

## INDUSTRY COLLABORATION

In Kenya, we are working with PwC and the Foreign, Commonwealth and Development Office on their Work and Opportunities for Women Programme. We are undertaking research to map the impacts of climate change on women workers in the Kenyan horticulture and fresh produce sectors, specifically the positive and negative impacts of net zero policies upon them. The research takes place with Foundation stakeholders and will inform our wider policy.

## IMPACT ASSESSMENT

In Ghana we are conducting an Impact Assessment with our Implementation Partner, Blue Skies Foundation, in partnership with Albert Heijn and the University of Northampton. The review aims to provide a comprehensive assessment of the social impacts of our operations in Ghana, detail examples of best practice and identify actions for further development. Research took place in Ghana in February 2022, and we anticipate follow up activity later this year.

## BETTER JOBS

We are expanding our [Better Jobs Programme](#) to nine packhouses in South Africa. The two programmes will complement each other. Better Jobs will help packhouses understand how workers are feeling around their jobs and what improvements can be made to increase job satisfaction. The Waitrose Foundation funds and support will then go on to help address these areas.



# TARGETS

## 2021

### Target

We aim to positively impact the lives of over 70,000 workers.

### Result

Over 75,000 workers and community members benefitted from Country and Worker Voice Programmes.

Over 45,000 workers and community members benefitted from our Global Strategic Programmes.

### Target

In Southern Africa, we hope to positively impact the lives of over 27,000 people, and have a target that 55% of beneficiaries will be women.

### Result

43,219 people benefitted from our worker voice programme activity in Southern Africa, including an estimated 44%<sup>2</sup> women.

1,217 people benefitted from our Country programmes including an estimated 61%<sup>3</sup> women.

### Target

In Kenya, we hope to reach 3,000 workers with our micro-loan programme.

### Result

3,022 loans provided to 2,882 individuals.

<sup>2</sup> Gender breakdowns not visible at youth/children beneficiary level

<sup>3</sup> Gender breakdowns not visible at youth/children beneficiary level

## 2022

### Target

- We aim to positively impact the lives of 80,000 workers and community members through our 2022 programme activity.
- By January 2023, we will train a further 10 worker committees.
- By October 2022, we will implement a revised Monitoring, Evaluation and Learning framework, and train each Implementation Partner on the new format. The framework will include quantitative 2025 targets and indicators to assess and measure impact against the Foundations ambition.
- By December 2022, we will invest over £100,000 from our Global Strategic Fund in to innovative climate-related programmes enabling farmers and workers to better manage the effects of climate change.
- By December 2022 nine Waitrose Foundation farm sites/packhouses will participate in the John Lewis Partnership's Better Jobs programme and workers will have had the opportunity to take part in the programme survey. By gaining additional benchmarkable data on worker wellbeing, we will use the Waitrose Foundation investment to better target programme interventions.

# FINANCIAL SUMMARY 2021-22

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

The Waitrose Foundation is not a UK registered charity, primarily because of the

link to Waitrose's business operations. All Foundation funds are ring-fenced by Waitrose to be used for projects in our supply chain, as set out in this report.

The Foundation generated £2.399m income for the year to 29 January 2021, an increase of £0.37m from the year to 30 January 2020 due to inclusion of new supply chains.

## INCOME GENERATED BY GEOGRAPHICAL REGION

£000s	YE JAN 22	YE JAN 21	YOY
South Africa	1,434	1,276	158
Kenya	621	365	257
Senegal/ Gambia	127	135	(8)
Costa Rica	43	58	(15)
Tanzania	12	38	(25)
Ghana	145	145	0
Zimbabwe	15	23	(8)
Zambia	1	2	(1)
<b>TOTAL</b>	<b>2,399</b>	<b>2,042</b>	<b>357</b>

## SUMMARY BY PRODUCT

£000s	YE JAN 22	YE JAN 21	YOY
Berries	297	198	99
Cherries	12	5	7
Grapes	247	210	37
Stonefruit	116	113	3
Avocados	43	51	(8)
Citrus	481	510	(29)
Top fruit	193	180	13
Pineapples	43	58	(15)
Vegetables	269	304	(35)
Prepared fruit	145	145	0
Wines	18	11	7
Flowers	485	234	251
Passionfruit	47	22	25
Mango	3	0	3
<b>TOTAL</b>	<b>2,399</b>	<b>2,042</b>	<b>357</b>



