

Ethics & Sustainability Report 2023/24

WORKING IN PARTNERSHIP FOR A HAPPIER WORLD



| JOHN LEWIS

| WAITROSE

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Report Highlights



Over 40%

of land at our Leckford Estate is managed primarily to enhance the landscape and natural habitats, including our water meadows and river valley classified as a Site of Special Scientific Interest (SSSI).

Read more on p.26 →

Over 50%

of the own-brand continental meat we sell is produced to higher welfare standards.

Read more on p.18 →



-18.4%

reduction in greenhouse gas emissions across our operations.

Read more on p.29 →

49

tonnes of cashmere certified to the Sustainable Fibre Alliance standard.

Read more on p.19 →



£10.2m

Together with our customers, Partners and suppliers we have generated £10.2m for good causes.

Read more on p.33 →



61%

of Waitrose own-brand food sales meet our Good Health product standards.

Read more on p.36 →



-27.5%

reduction in food waste across Waitrose operations.

Read more on p.23 →

96.9% of Waitrose and 93.1% of John Lewis primary product packaging is recyclable, reusable or home compostable.

Read more on p.23 →



£2.4m

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

Read more on p.13 →



Environmental Finance Bond Awards 2023 – Winner: Green Bond initiative of the year, Responsible Commodities Facility.

Read more on p.19 →



MSC Fish Counter of the Year: for the sixth year in a row.

Read more on p.16 →



Net zero science-based target for climate validated by the Science Based Targets initiative (SBTi)

Read more on p.30 →

Reflections from our Chairman and our CEO

Customers expect companies to operate in an ethical way. There is no trade off between commercial success and behaving ethically.

Indeed the opposite is true - businesses that behave badly and do damage risk losing customers. In fact, it was recently reported that 28% of people in the UK have said they've stopped buying certain services/products because of their impact on the environment or society¹. And 45% of people were reported saying they're prepared to make lifestyle compromises to benefit the environment² – suggesting that customers are more likely to shop with companies that are clear about what they stand for. That is why the criticism of businesses that are driving for greater environmental sustainability as so-called 'woke capitalism' is so misplaced. It is business sense; commonsense.

Customers of the John Lewis Partnership have particularly high expectations of the business that runs two of Britain's best loved brands – Waitrose and John Lewis. They want less plastic, less waste, and more sustainably sourced products. Perhaps that is no surprise, the Partnership being unique in British business as the largest employee-owned company in the UK and amongst the largest in the world.

This is why as the Partnership continues to transform – improving customer service and availability, keeping an eye on value for money – our efforts to tackle climate change; protect and restore nature and operate to high ethical standards remain central to our future success.



We are not naive, of course. Covid and the cost of living have pushed up business costs and made customers more wary of where and how they spend their money, but we remain committed to getting to net zero greenhouse gas emissions in our operations by 2035, and across our entire value chain by 2050. Nish Kankiwala says more here about our achievements this year. The Partnership is not perfect. But we're trying hard to play our part.

SHARON WHITE
Chairman

We have made very positive progress this year thanks to the hard work and dedication of Partners across the business.

This report recognises numerous successes and reinforces our ambition and ongoing commitment to ethics and sustainability. Here are just some personal highlights:

Both of our brands continued to make step changes in sourcing. Waitrose continued to raise standards in animal welfare with an industry-first in higher welfare continental meat. John Lewis made advances in raw material sourcing, and all of our John Lewis own-brand pure cashmere womenswear is now certified to the Sustainable Fibre Alliance Cashmere Standard.

John Lewis' fashion rental service also continued to grow, adding 14 new designer brands and our exclusive virtual try-on service – which is a UK first for the fashion rental market.

We worked to reduce our impact throughout our Waitrose value chain to decrease food waste, and along with donations from our customers, we donated the equivalent of 7.8 million meals via FareShare and the Trussell Trust.

We are acutely aware of our responsibility to reduce our impact on the environment and climate, and more than 70% of our heavy trucks now run on biomethane. For the first time this year, we have also published our scope 3 emissions as part of our journey to better understand and reduce the impact of our business beyond our own operations.

Together with our customers, Partners, and suppliers, we donated £10.2 million to good causes this year, and we expanded our Building Happier Futures programme – supporting care-experienced young people – to include families supported by Home-Start, as well as Action for Children and Who Cares? Scotland.



Looking forward, our refreshed Partnership Plan, focused on delivering a brilliant experience for our customers, will provide a long-term, sustainable platform for achieving our Purpose. Our Ethics & Sustainability strategy sets the direction in service of our Purpose: to protect the planet and nature, and to respect and support the interests of all those touched by our business. Recognising that there is much work remaining, we remain committed to accomplishing all that we still need to achieve as we transform our business.

NISH KANKIWALA
Chief Executive Officer

About the John Lewis Partnership

The John Lewis Partnership is the UK's largest employee-owned business and trades under two cherished retail brands, John Lewis and Waitrose. As co-owners, all Partners have a share in the business and a common commitment to go above and beyond for customers and each other.

We have a unifying Purpose created by Partners, for Partners. Our Purpose makes it clear why we exist, sets out our ultimate aim as a business and gives us an exciting opportunity to do things differently. Our Purpose promise, 'Working in Partnership for a happier world', is not just a slogan. It is a deeply rooted and unshakable commitment that acts as our guide, inspires all our principles and influences every decision we make. On the right, you can read more about the Happier People, Happier Business and Happier World pillars of our Purpose.

Governance

Power in the Partnership is shared between the three governing authorities: the Chairman; Partnership Board; and Partnership Council. The Partnership has established Committees of the Board which assist the Board in carrying out its oversight and assurance responsibilities.

Ethics & Sustainability Committee

In 2021, our Partnership Board established a board-level Ethics & Sustainability Committee (ESC), 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 purpose of this committee 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. The Committee's membership includes two independent external members: Sarah Mukherjee, Chief Executive of the Institute of Environmental Management and Assessment; and John Morrison, Chief Executive of the Institute for Human Rights and Business. These members help to bring to the Committee best practice thinking and ongoing awareness of global developments in sustainability. Full details of our Partnership's governance arrangements can be found in the [Annual Report & Accounts](#).



Happier People

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

We treat people with fairness, courtesy and respect, and we work with others who do the same.

We create an inclusive environment and celebrate diversity with our Partners, customers and the communities we serve. We're at our best when we all feel welcomed and free to be ourselves.

We take pride in making our customers happy. We put everything we have into everything we do, earning the loyalty and trust that we need to be successful.



Happier Business

We build happier businesses that are honest, fair and free to think and act for the long term. We aim to make sufficient profit to retain our financial independence, invest in our Partners and pursue our Purpose.

Our Partnership is built on democratic principles. We share the responsibilities and rewards of ownership: knowledge, power and profit.

Partner opinion is crucial in driving the actions of our governing authorities: the Chairman, the Partnership Board and the Partnership Council.



Happier World

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

We build trusted business relationships, acting with integrity and doing what's right.

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

Happier People

The business is owned in trust for its 70,000 staff, or Partners as we are all known.

Our founder, John Spedan Lewis, established our Partnership as a better way of trading – bringing together good business, a happy, engaged workforce and a belief in making a positive difference in the communities where we live and work.

We aim to be Britain’s most inclusive business, creating an environment where every Partner feels included and can be themselves, always. We aim to create an inclusive environment and celebrate diversity with our Partners, customers and the communities we serve. As we continue to learn more about our Partners and customers, we’ve been able to create the right propositions to improve the experiences for everyone.

We understand and acknowledge that everyone has different starting points, and it is necessary to prioritise and make adjustments to promote fairness and equity.

“

Driving diversity and inclusion matters to us, in every area of our business and wherever we do business. Equality is a founding principle of the Partnership, which was formed almost 100 years ago and supported through our unique employee-owned business structure and written constitution.”

Lisa Cherry
Executive Director, People





Happier Business

Total Partnership profit before tax and exceptional items for the year ended 27 January 2024 was £42m, an improvement of £120m on the year.

Improvement was achieved through a combination of sales growth, gross margin rate improvement and sustainable productivity improvements. Profit before tax was £56m, up from a loss of £234m in 2022/23. Partnership sales reached £12.4bn, up by £176m (1%) from a year earlier, while total revenue was up 2% to £10.8bn. Gross margin rate increased by 0.6 percentage points this year. Customer numbers across the Partnership grew by 1 million, to reach 22.6 million. Net cash generated from operating activities of £433m improved by £201m, due principally to improved profit. This allows us to step up our investment in transforming our business, increasing investment levels from £312m this year to £542m in 2024/25. Full details of our Partnership’s financial performance can be found in the Annual Report & Accounts.

“Our refreshed Partnership plan aims to deliver sufficient profitable growth to fulfil our Purpose of working in Partnership for a happier world. Our plan objectives balance meeting the needs of our customers, improving the communities in which we operate and the sustainability of our planet, working in harmony with our suppliers and returning more to our Partners.”

Bérangère Michel
Executive Director, Finance

Happier World

Our Ethics & 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 are aiming to protect the planet and nature, and respect and support the interests of all those touched by our business. Each area of our strategy is critical if we are to create a more sustainable future for the planet and a kinder, fairer future for Partners, customers, suppliers and the communities in which we operate. [Our Plan for Nature](#) outlines our commitment to protect and enhance nature.

This report highlights the progress we have made against our Ethics & Sustainability strategy during the 52 weeks of the financial year ended 27 January 2024 (prior year: 52 weeks ended 28 January 2023), unless otherwise stated. It covers key achievements and performance data, as well as the challenges and opportunities we have faced across the Partnership.

“

Every single aspect of our business depends on and has an impact on nature and the communities in which we source and operate. From the use of raw materials to create our products, through to the running of our operations. Progressing our Ethics & Sustainability strategy is critical to delivering the Partnership Plan, as well as having a positive impact for generations to come.”

Nina Bhatia
Executive Director, New Businesses

Working in Partnership for a happier world

OUR ETHICS & SUSTAINABILITY STRATEGY

SUPPLY CHAINS	ENVIRONMENT	COMMUNITIES & HEALTH
 PEOPLE IN SUPPLY CHAINS Protecting the rights of workers in our supply chains and championing the worker voice Read more on p.13-15 →	 CIRCULARITY & WASTE Designing with circularity in mind and eradicating waste Read more on p.23-25 →	 SOCIAL IMPACT Connecting and giving back to communities and charitable causes Read more on p.33-35 →
 AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIAL SOURCING Guaranteeing a fair deal for producers and supporting them to farm with nature Read more on p.16-21 →	 CLIMATE ACTION & BIODIVERSITY Reducing greenhouse gas emissions in our operations and supply chains, and protecting and enhancing nature through biodiversity Read more on p.26-31 →	 HEALTH, NUTRITION & WELLBEING Enabling customers, Partners and communities to lead healthy and happy lives Read more on p.36-38 →

Reflections from our Director of Ethics & Sustainability

Listening carefully and working together will drive us forward.

COP28, the 28th UN Climate Change Conference, in Dubai, saw calls for radical and unconventional action on climate change, just as 2023 was awarded the dubious honour of being the warmest year on record. It was also the first COP where the way we produce our food was officially acknowledged as a driver of climate change; a step forward, but more is needed.

The most impactful moves to tackle climate change during 2023 were led by businesses and NGOs. Businesses make millions of decisions every day that can bring benefit or harm to our planet. The time has come to talk honestly about the impacts of business on the climate and nature; not only shouting loudly when we do good, but being open when things are difficult or when we just get it wrong.

The issues we face – whether biodiversity loss, climate-driven business risk or over consumption – are complex and quick fixes are impossible. Solutions will take grit and an acceptance that the world we live in has changed, which means that our businesses must change forever, too.

This year, we became the first retailer in the world to have science-based targets validated by the Science Based Targets initiative (SBTi) for all greenhouse gas emissions originating from forests, land and agriculture. We are developing our approach to climate transition planning to demonstrate how we intend to meet these targets. This means making significant investment in our estate and supply chain, as well as helping our suppliers shrink their climate footprints and supporting our customers to live more sustainably.

Our Waitrose farm at Leckford in Hampshire will be an increasingly important tool in helping our suppliers and farmers develop more nature-friendly ways to produce food. This year, we have invested in a groundbreaking biomethane facility allowing us to convert cow manure into natural gas to power our tractors.

We're also developing our capabilities for circular design in John Lewis, and bringing together diverse but linked supply chains. We began in 2021 by utilising wool from Waitrose sheep farms in John Lewis mattresses and now we are utilising leather from the Waitrose beef supply chain in manufacturing some of our own-brand sofas and chairs.

We have seen challenges, too. For example, in Waitrose, as signatories of the WWF Retailers Commitment for Nature, our objective is to work with other retailers to halve the environmental footprint of the average UK shopping basket by 2030. However,











as WWF's 2023 Basket Report highlighted, the supermarket sector isn't making as much progress as it needs; the report makes sobering reading, but being held to account is a key element of progress.




We have undoubtedly begun to turn the dial in the right direction in so many areas but we must continue to work together, encourage decisive political leadership and be prepared to listen to critical friends to make the progress needed.

MARIJA ROMPANI,
Director of Ethics & Sustainability



Key Performance Indicators

Area	Target	End Date	Status	2023/24 Performance	2022/23 Performance
RAW MATERIAL SOURCING	100% of the cotton used in own-brand products to be from more sustainable or recycled sources.	2025		80.0%* <div><div></div></div>	61.1% [◇]
RAW MATERIAL SOURCING	100% of the palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-segregated certified.	2025		77.8% <div><div></div></div>	71.7%
RAW MATERIAL SOURCING	100% of the timber used in own-brand products will be from more sustainable or recycled sources.	2025		Reporting basis changing ⁱ	13%
AQUACULTURE & FISHERIES	100% of our own-brand fish and shellfish to come from third-party verified responsible sources.	2025		93.6% <div><div></div></div>	90.3%
CIRCULARITY	All own-brand primary product packaging across our two brands to be widely recyclable, reusable or home compostable.	2025 ⁱⁱ		John Lewis: 93.1%* Waitrose: 96.9%* <div><div></div></div>	John Lewis: 87.3% [◇] Waitrose: 92.6% [◇]
WASTE	85% of all operational waste across the Partnership to be recyclable.	2028		73.9%* <div><div></div></div>	72.6% [◇]
WASTE	Waitrose to reduce operational food waste by 50% against a 2018 baseline.	2030		-27.5%* <div><div></div></div>	-22.5% [◇]
CLIMATE ACTION	Net zero across our entire operations (Scope 1 & 2). ³	2035		-18.4%* <div><div></div></div>	-18.0%
CLIMATE ACTION	All electricity procured by the Partnership to be renewable certified. ⁱⁱⁱ	2028		91.9% <div><div></div></div>	100%
HEALTH	Increase sales of healthy food and drinks to 65%, as a proportion of total volume.	2026		61% <div><div></div></div>	58%

-  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 independent limited assurance opinion over the selected data highlighted in this table with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410. The assurance opinion can be found on page 44 and the reporting criteria can be found on www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html. Selected data that KPMG LLP has previously issued an independent limited assurance opinion over, however was not part of this year's engagement is marked with a diamond (◇).

ⁱ We are moving to a new system for carrying out risk assessments on timber. In the short term, our reporting will not be comparable with last year and so is not reported in 2023/24. See page 20.

ⁱⁱ Extended to 2025 in line with the rest of the sector. See page 24.

ⁱⁱⁱ For this year, due to external pressures, we have fewer Renewable Electricity Generation of Origin (REGO) certificates to certify our power as renewable. See page 30.

Our Key Commitments

SUPPLY CHAINS

PEOPLE IN SUPPLY CHAINS

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

Read more on p.13-15



ENVIRONMENT

CIRCULARITY & WASTE

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

Read more on p.23-25



COMMUNITIES & HEALTH

SOCIAL IMPACT

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

Read more on p.33-35



AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIAL SOURCING

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

Read more on p.16-21



CLIMATE ACTION & BIODIVERSITY

- Achieve our science-based targets (SBTs) for climate.
- Achieve net zero across our UK farms.
- End the use of fossil fuels across our transport fleet.
- Increase the volume of fruits, vegetables and plant-based foods sold by 10%.
- Invest £2 million to fund ecosystem protection and regeneration projects.

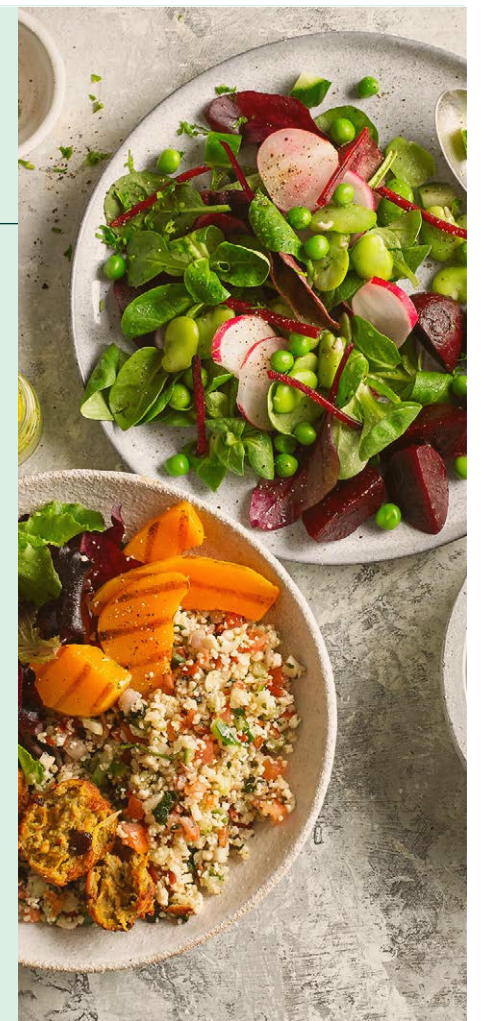
Read more on p.26-31



HEALTH, NUTRITION & WELLBEING

- Increase proportion of Good Health food and drink sales to 65%.
- Achieve government reformulation targets on salt and calories.
- Increase fibre content across key categories⁴ by 25%.

Read more on p.36-38





Ethical and environmentally responsible sourcing is critical to build strong and resilient supply chains. Working with organisations like the Sustainable Fibre Alliance for cashmere help us deliver quality products whilst prioritising high welfare standards and safeguarding livelihoods.”

Peter Ruis
Executive Director, John Lewis

Supply Chains

People in Supply Chains

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 those we work with and our Partnership, and supports our Purpose.



Performance Highlights

Waitrose Foundation

The Waitrose Foundation has conducted research to assess its impact on household incomes within its horticulture supply chains in East Africa. Our £1 million investment in climate resilience programmes continues, as we have now committed £770,000 to five projects which are underway in Senegal, Gambia, Kenya and South Africa. [Read more here](#)

35,000

Waitrose Foundation's climate resilience investment aims to benefit over 35,000 farmers, workers and families globally.

£2.4m

generated by the Waitrose Foundation this year, funding projects that help improve the livelihoods of the workers who grow, pick and pack our produce and the communities around them.



Better Jobs

Our Better Jobs programme in China has evolved from identifying workplace issues to building workforce resilience. That means supporting factory managers and workers in dealing with work-life pressures, changing attitudes and behaviours, and developing plans to build a more resilient workforce. [Read more here](#)

696

The Better Jobs China resilience programme helped improve the livelihoods of 696 workers.



Worker rights education

In partnership with NGOs and the International Transport Federation, and supported by members of the fishing industry, we put together a series of short films to inform migrants about their working rights in the UK. The films have been translated into nine languages and shared around the world. [Read more here](#)

>2,000

views worldwide of our films helping fishing sector migrants learn their UK rights.



Progress

Ethical compliance programme

Through this programme, we verify that workers at in-scope supplier sites experience working conditions in line with our Responsible Sourcing Code of Practice. In 2023, we extended the programme to include tier 2⁵ fresh produce sites and began publishing our factory lists on Open Supply Hub, supporting our commitment to supply-chain transparency. [Read more in our Human Rights Report & Modern Slavery Statement here.](#)

Human Rights Impact Assessments (HRIAs)

We have started deep-dive risk assessments on high-risk supply chains beyond food and drink, including one for part of our cotton supply chain. For Kenyan tea, we have continued delivering our HRIA action plan, with more information available [here](#).

Handmade rugs in India

In last year’s report, we highlighted our ongoing work looking at traceability and due diligence in our handmade rugs’ supply chain. This year, we held a workshop with participating factories to address the salient risks identified.

Better Jobs China

The evolution of our programme in China to focus on worker resilience has led to the introduction of a wide variety of policies and measures, such as flexible working, financial subsidies and worker-family support for education and employment, as well as a positive shift in attitudes from factory management. In the next phase, we will assess the long-term impact these changes have on workers.

Waitrose Foundation

Now in its 19th year, the Waitrose Foundation continues to reinvest 2% of the sale price of Foundation-labelled products to improve livelihoods in our fresh produce and horticulture supply chains. Through our established microloans project in East Africa, we have disbursed over £1.6m of loans to

farmers and workers, most commonly for school fees and income diversification. [Read more here](#)

Challenges

The impacts of climate change on our supply chain continue to increase. Climate events may disrupt supply chains, requiring us to move supply to other locations. We believe that responses to the climate crisis must respect a just transition so that our decisions to cut emissions or adapt to a changing climate consider the impact on both nature and the livelihoods of everyone in our supply chains.

In the UK, the temporary labour needed for the summer picking season remains an area where workers’ rights may be at risk. This is an industry-wide challenge,

requiring collaboration between supply chain actors and government to mitigate the risks. Waitrose has joined the Seasonal Workers Taskforce, working to improve recruitment practices and provide better worker opportunities in the UK fresh produce sector.

In early 2023, we began an HRIA within our shrimp supply chain in Ecuador. Increasing political instability in the country meant we were unable to send researchers to complete the work. We have completed a desk-based study of potential risks and will continue to monitor the situation.

Looking Forward

We have increased on-the-ground checks at our tier 1⁶ factories this year to ensure production takes place

at authorised sites. Next year, we will support this programme with an increased focus on responsible purchasing practices and farm-level compliance.

Recognising our salient human rights risks, our programme work will continue to address worker-paid recruitment fees and gender-based discrimination and harassment, as well as ensuring supply chain workers can access effective grievance mechanisms.

Following the success of this year’s resilience training programme in China, we intend to extend the initiative to more suppliers and workers over the coming year.

In India, as a result of the findings from the Better Jobs survey, we will be running social dialogue sessions with participating factory managers and workers to identify beneficial wellbeing interventions and methods to aid the reporting and remediation of sexual harassment.



CASE STUDY

Films highlight migrant workers' rights

The global fishing sector has long been associated with human rights abuses and there is a real need to raise awareness of employment rights for those coming to work in the UK.

We collaborated on a series of films to educate fishing crew about what to expect when they arrive here.

If people do not know their rights, they cannot know when they are not being respected.

In 2019, we commissioned a study into the experiences of workers in UK fisheries. The report was finalised at the end of 2021 and made recommendations about how we could support people working in the sector, including a clear call to focus on boosting knowledge about rights in a simple and digestible format.

Around the same time, these recommendations were repeated in a larger-scale study by the University of Nottingham's Rights Lab and the International Transport Workers' Federation (ITF) report highlighting visa loopholes that created risks for migrant fishers.

With our shared perspective of the need to raise awareness of UK employment rights among migrant crews, it made sense to work together. So we collaborated with

The Seafarers' Charity, Stella Maris, and the ITF to jointly release a series of films containing engaging, positive and sometimes hard-hitting information aimed at new and existing fishing crew.

The films were unveiled at the ITF Seafarers' Conference in Manila, which was attended by 5,000 industry representatives, and have since been shared widely across government, both in the UK and overseas.

Everyone involved in making the films wanted them to reach as wide an audience as possible, so they are now available in nine languages and are free resources for the whole industry to use. They can be shared via social media or as part of a training event or pack, and we want them to make an impact far and wide.

The films cover topics from what weather conditions to expect to everyone's right to a written contract and are available to view [here](#).

“

These films do a great job of showing what life is like for migrants in the UK fishing industry – and ITF are happy that these films are widely shown to crew pre-departure so they know who to contact if they have welfare concerns or contractual issues at work.”

Chris Williams

UK fisheries expert, ITF Fisheries Section

Agriculture, Aquaculture & Fisheries

Our passion for the food supply chain means we take pride in long-term relationships with the farmers and fishers who grow, rear and catch the food we eat, while protecting our natural environment.



Awards



[Marine Stewardship Council Awards UK Awards 2023](#)

Winner, MSC Fish Counter of the Year, Waitrose



Performance Highlights

Animal welfare

We have received the 'Best Retailer Award' for farm animal welfare 4 consecutive times from Compassion in World Farming – that's why we're proud to claim that we are the number one supermarket for animal welfare and are committed to keeping it that way, no compromise. As part of raising standards across all our supply chains, we announced that all Waitrose own-brand Italian continental meat is now produced to higher animal welfare standards – an industry-leading move. [Read more here](#)



100%

of the Italian continental meat we sell is produced to higher welfare standards.

MSC achievements

Waitrose is the first retailer in the UK to sell MSC-certified tuna across our canned, prepack, counter and food-to-go ranges. This achievement is the culmination of 14 years of industry engagement addressing the complexities of tuna fisheries' management and validating responsible fishing practices. [Read more here](#)



6

years straight – Waitrose wins the MSC Counter of the Year award again.

© New England Seafood International

@WaitroseFarmers

We set up the [@WaitroseFarmers](#) Instagram account to help our customers get closer to our farmers. We are immensely proud of the hard-working people who produce and nurture our meat, fish, dairy, fruit and veg, rearing animals with kindness and compassion and growing food with respect for nature. [Read more here](#)



3,322

followers

260

posts on our [@WaitroseFarmers](#) Instagram account.

Progress

Native breeds

This year, Waitrose took a step further from exclusively stocking British beef by pledging to stock beef that originates from up to 20 UK native breeds. We are still working with the same farmers we always have, but this move gives them more freedom to rear animals that are best suited to their natural environments and farms, while also using fewer inputs.

Native breeds are biologically better equipped to deal with the British climate, soils and grass. By promoting natural grass and forage diets, we believe this greater diversification will create many nutritional benefits for the animals and make a positive impact on the sustainability of local nature.

Fish and shellfish certification

This year, we achieved MSC certification for all our anchovies and, with all tuna on our counters now certified, 93.6% of Waitrose own-brand fish and shellfish is fully certified. We also support and sit on the steering group of a number of ongoing fisheries improvement projects as part of our journey to achieving certification for the remaining proportion of the fish we sell. [Read more here.](#)



Crustaceans

In 2023, we released a public-facing policy to explain how we protect crustacean welfare and have been working with NGO Crustacean Compassion to enhance the welfare of the crustaceans we sell at Waitrose. This includes ending eyestalk ablation in our prawn supply chains from 1 January 2024. We will continue to work closely with the farmers and fishing crews in our supply chain to implement our new policy. Our welfare standards have continued to improve this year, with Waitrose coming second out of all UK retailers in Crustacean Compassion's latest performance ratings for supermarkets.

Bass, bream and halibut

This year, we are working on the completion of the development of bespoke aquaculture species-specific policies for bass, bream and halibut and are revising our 'feet on the farm' assessments (known as Responsible Efficient Production indexes) to verify compliance with our policies for bass and bream. These policies cover everything from animal welfare and health to biodiversity and environmental impact, and our assessments help our farming partners identify and implement opportunities for continuous improvement.

For the latest performance data, see the appendix.

Challenges

Insufficient action by fisheries management authorities in the north-east Atlantic is preventing the mackerel, herring and blue whiting we source from this ocean from achieving MSC certification. As a founding member of the North Atlantic Pelagic Advocacy group, Waitrose strongly advocates that countries which fish these species should: ensure the collective catch of each stock does not exceed scientific advice on sustainable levels; prioritise resolving the issue of how to share the catch; establish a formal dispute resolution mechanism to address future issues; and agree a long term, science-based management plan for each stock.

Looking Forward

Waitrose is aiming to further lead the market in animal welfare by acting to ensure that key animal-derived ingredients (meat, milk, eggs and farmed fish) in all the products we sell meet a baseline level for welfare. Our ambition is to work with suppliers to raise the bar for the brands we stock. As part of this, we have committed to a target for all branded products we sell to use cage-free eggs and pork raised without sow stalls as a minimum by 2030.

In salmon farming, lumpfish and wrasse are species of cleaner fish used to remove unwanted parasites found naturally in the sea, helping to reduce reliance on medicinal treatments. We have completed an independent scientific assessment of the UK wild wrasse fisheries management and, together with the Scottish salmon-farming companies within and outside our supply chains, we are helping move the sector towards third-party certification over the coming years and aiming to safeguard the stock and ecosystem for the future.



CASE STUDY

Animal welfare for continental meat

In another example of its industry-leading approach to animal welfare, Waitrose announced this year that all its own-brand Italian continental meat is now produced to higher animal welfare standards.

The certification of Italian continental meat means that shoppers can enjoy Waitrose Parma ham, mortadella and prosciutto knowing the Italian animals it came from have lived free from confinement, with more room to roam and socialise and with deep straw bedding to root around in.

Traditionally, animal welfare standards for continental meat have lagged behind those of British meats. However, a long-term partnership between Waitrose and its supplier, the Compleat Food Group, the first Italian meat producer to win Compassion in World Farming’s Good Pig Award back in 2016, has demonstrated its ongoing commitment by rolling out the higher standards across all Italian producers.

Waitrose is already confinement-free in UK farming and, in support of its Cage Free Award from Compassion in World Farming, it has a target to achieve the same for all its continental meats by 2025, including prohibiting sow stalls and farrowing crates. It is now well over 50% of the way to reaching that goal.



We are encouraged by the steps Waitrose is taking to improve the welfare of pigs in its continental meat supply. It highlights the importance of working closely with producers, giving them the confidence and support to invest in cage-free systems, to ensure a successful transition across the business.”

Louise Valducci
Head of Food Business (Europe), Compassion in World Farming



Raw Material Sourcing

Working collaboratively, we strive to source our key raw materials more sustainably while respecting and supporting the people, animals and nature involved in their production.



Awards



Environmental Finance Bond Awards 2023 Winner, Green Bond initiative of the year, Responsible Commodities Facility



Roundtable on Sustainable Palm Oil (RSPO) Shared Responsibility Scorecard Highest-scoring UK company in 2023, John Lewis Partnership

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Performance Highlights

Fairtrade commitment

As part of our commitment to helping producers invest in their farms and communities, Waitrose is working with SONFA, a Sri Lankan organisation that protects nature by farming organically, to launch the UK's first own-brand Fairtrade coconut oil. [Read more about Fairtrade here](#)

£2.4m

In 2023, Waitrose delivered £2,366,142 in Fairtrade Premium to farmers and workers in our cocoa, tea, coffee, wine, coconut, sugar, and banana supply chains, among others.



Cashmere certification

Working closely with one of our key suppliers, 100% of the pure cashmere used in our own-brand womenswear clothing and knitted accessories is now certified to the Sustainable Fibre Alliance Cashmere Standard. This is a major milestone on our journey to making all our own-brand pure cashmere more sustainable by 2025. [Read more here](#)



49

tonnes of cashmere certified to the Sustainable Fibre Alliance Cashmere Standard.

Responsible Commodities Facility

The Responsible Commodities Facility, set up by Sustainable Investment Management, in which we were one of the inaugural investors, incentivises Brazilian farmers to produce soy without deforestation or conversion of natural land. This year, the second phase of funding attracted \$47 million of investment to support 122 farms during the 2023/24 crop cycle. [Read more here](#)



8,541

hectares of native vegetation protected in the first year of the Responsible Commodities Facility.

Policy development

We have published two important policies this year that set out the more sustainable and responsible ways in which we expect to do business for specific raw materials. The cotton policy has been supported by deeper engagement to help suppliers meet our expectations. Deeper engagement with our suppliers of man-made cellulosic fibres (MMCFs) is planned for 2024/25.

2

new policies published this year on feather and down, and man-made cellulosic fibres.



Progress

Standards certification

John Lewis is now certified to the Global Recycled Standard, Responsible Down Standard and Responsible Wool Standard (RWS). This is a positive step on the journey we are taking in collaboration with our suppliers to achieve full chain-of-custody certification for Textile Exchange and other standards for raw materials.

Cotton

After a year of targeted engagement with our Partners, suppliers and NGOs, and further work to embed our cotton policy, we have improved our performance so that 80.0% of the cotton we bought came from more sustainable or recycled sources (up from 61.1% in 2022/23).

Feather and down

We formalised our policy this year, taking input from animal welfare group FourPaws and industry bodies, including DOWNPASS and Textile Exchange. In addition, we engaged all our suppliers of filled products, such as duvets and pillows, to ensure action plans are in place that support compliance with our policy.

Man-made cellulosic fibres (MMCF)

We published our MMCF policy in January and established a baseline of suppliers using MMCFs. This will allow us to work with them to ascertain the fibre producers they source from as part of our commitment to source from more sustainable or recycled sources by 2028.

Leather

By joining the Leather Working Group’s (LWG) task forces reviewing traceability and chain of custody claims and standard this year, we are working with the industry to tackle the challenge of leather traceability. We are also helping to create the enabling environment needed to achieve both our and LWG’s strategic commitments on

deforestation and animal welfare. Read about our work using leather which starts life in our higher welfare UK farms that supply Waitrose beef for our John Lewis own-brand sofas on page 25.

Cocoa

Waitrose has become Rainforest Alliance certified, ensuring that by paying farmers a premium for their crop it can offer customers cocoa products that bring direct economic and environmental benefits to producers and their communities. Working closely with committed suppliers and our commercial teams, 71.5% of the cocoa we sourced in 2023 was either Fairtrade or Rainforest Alliance certified.

Animal and fish feed policy

We have been working to refresh and consolidate our policies for the responsible sourcing of animal and fish feed, covering soya, palm oil, fishmeal and oil, and other feed ingredients. We have been collaborating with the Retail Soya Group and the UK Soy Manifesto to strive to accelerate the implementation of a market mechanism that can assure the credentials of soy entering the UK. [Read more about our work on raw materials sourcing here.](#)

For the latest performance data, see the appendix.

Challenges

We are working on improving our data and systems for timber due diligence to enable us to report more accurately in future.⁷ As well as managing timber more effectively, we are setting targets to source other raw materials without deforestation and conversion. Achieving our ambition of 100% deforestation- and conversion-free soy in our supply chain by 2025 will, however, be very challenging without a market-level change in the UK.

Availability of RSPO Segregated palm derivatives and fractions is a similarly systemic industry challenge across

global supply chains. The only way to make further progress on this is to work collaboratively with other businesses, identifying solutions and advocating for change to provide access to a supply of deforestation- and conversion-free palm materials.

Looking Forward

As part of our ambition to source cocoa from sustainable sources, we are proud to announce that in 2024 we will join Tony’s Chocolonely’s Open Chain sourcing model to help transform the cocoa industry. The Fairtrade-certified cocoa found in nine of our own-brand chocolate bars is sourced from cooperatives across Ghana and Ivory Coast that have strong relationships with Tony’s, working to eradicate child labour in their supply chains. The cocoa will be fully segregated and traceable, as well as deforestation-free.

The forthcoming EU Deforestation Regulation will help us achieve our commitment to zero deforestation in our sourcing of food raw materials which pass through the EU market. We have been engaging with the UK Government via pre-competitive industry groups and working with NGOs such as World Wildlife Fund (WWF) to call for the rapid implementation of secondary legislation in the UK. This will help to drive a truly market-wide solution that will enable both the delivery of our targets and a large scale positive impact.



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CASE STUDY

More sustainable certification for own-brand cashmere

After working closely with key supplier Artwell, John Lewis is one of the first retailers to announce that all own-brand pure cashmere womenswear is Sustainable Fibre Alliance certified.

This further demonstrates that we prioritise high welfare standards for animals, whilst striving to safeguard livelihoods and minimise our cashmere products' impact on nature.

The Sustainable Fibre Alliance (SFA) works with the entire supply chain – from herders to retailers – to promote responsibly produced cashmere.

This means that by securing SFA-certified cashmere, John Lewis is leading the way among retailers with its own-brand womenswear cashmere range, safeguarding the livelihoods of herders as well as ensuring the welfare of animals throughout the supply chain.

In practice, the result for John Lewis customers is that they can be sure this cashmere clothing adheres to best practice for responsible production, including mandating good goat welfare, looking after biodiversity, using land responsibly, promoting decent work, enhancing fibre quality and operating an effective management system.

Alongside the certification, John Lewis has introduced QR codes on labels across its cashmere range. Customers can scan the code to discover material details and recommended care instructions, helping to increase the lifespan of the item and reduce its environmental footprint.

This work forms part of the commitments set out in Our Plan for Nature, pledging to source 100% of pure cashmere and other key raw materials from more sustainable or recycled sources by 2025.

“

John Lewis has been a leading member of SFA having joined at an important phase of our early development. John Lewis has enabled SFA to reach suppliers in areas which may not have been accessible without their support.”

Una Jones

CEO & Founder of the Sustainable Fibre Alliance (SFA)



Our passion across Waitrose - from farmers to suppliers and our store Partners – is to build a sustainable food system our customers can trust. We want to support our farmers to work with nature and to regenerate the land for the benefit of all.”

James Bailey
Executive Director, Waitrose

Environment

Circularity & Waste

We must design our business and products with circularity in mind in order to eradicate waste and pollution and support nature responsibly.



Performance Highlights

Operational food waste

We are committed to halving food waste in our own operations and supply chains and helping customers do the same. As part of a trial to reduce operational food waste, 75 Waitrose shops have this year sent surplus that could not be diverted for human consumption to be processed into animal and pet food. [Read more here](#)

-27.5%

reduction in our operational food waste.



Packaging

We are committed to making all our own-brand product packaging recyclable, reusable or home compostable. We have also changed many of our products to reduce and avoid single-use packaging, including trialling the removal of metal foil capsules on our own-brand wine and plastic packaging from bed linens. [Read more here](#)

93.1%
of John Lewis

96.9%
of Waitrose

product packaging is recyclable, reusable or home compostable.



Fashion rental

This year, we added more new brands to our fashion rental service and introduced our first rental maternity-wear range. Our new virtual try-on option has received a positive response from customers and makes our rental service even more convenient and accessible. [Read more here](#)

550,000
site visits.

5,300
customer accounts.

2,000
rentals booked for our fashion rental service.



Progress

Fashion rental

This year, we added 12 new designer brands to the John Lewis fashion rental offer, including established brands such as Jigsaw, and new designers, including Queens of Archive and Amanda Uprichard. In addition, our exclusive virtual try-on service is a first for the UK fashion rental market. Since it launched, users are spending longer on our rental website, trying on an average of 70 different outfits.

[Read more here](#)

Circular design

We developed our first circular design collection across home and fashion this year and are getting ready to launch it in spring 2024. Five products have been designed

with circularity in mind, meeting our three principles of material choices, durability and recyclability. These principles have been established in collaboration WRAP and The University of Exeter Centre for Circular Economy. [Read more here.](#)

Food waste

In November, we pledged our support to The Coronation Food Project – a new initiative working to tackle food waste across the UK. One in five people in the UK are not sure where their next meal will come from. The Coronation Food Project will rescue surplus food and redistribute it to thousands of charities across the UK. Waitrose is working with selected suppliers, FareShare and the Felix Project to support this vital work.

[Read more here.](#)

For the latest performance data, see the appendix.

Challenges

In 2019, Waitrose and John Lewis committed to delivering 100% widely recyclable, reusable or home compostable own-brand primary product packaging by 2023, two years ahead of the industry-wide UK Plastics Pact commitment. While both businesses have made excellent progress, we have not yet hit 100% and will extend our targets for both John Lewis and Waitrose to 2025, in line with the rest of the sector. The primary challenge for John Lewis lies in removing polystyrene and polyfoam, which requires collaboration from stakeholders throughout all retailers’ supply chains. The primary challenge for Waitrose is a lack of recycling infrastructure for complex multi-layer materials, where there are no viable alternatives for the protection of food.

We’ve worked hard to make as much of our packaging as possible recyclable, but we know this in itself isn’t enough. At Waitrose, therefore, we will set a target for packaging reduction (and/or adoption of circular packaging models) and report this in our Ethics & Sustainability Report 2024/25.

We look forward to working with WRAP and our industry to support and push for similar ambition beyond our own business.

Looking Forward

As an advisory member of the British Fashion Council’s new [Circular Fashion Innovation Network](#) and Lead of the Circular Business Models’ priority workstream, we look forward to collaborating with other fashion brands over the coming year.

In December, as part of efforts to provide customers with accessible and sustainable pre-loved options, we launched a pop-up at our Peter Jones store with designer pre-loved fashion and accessories retailer Sign of the Times. We will look to scale a pre-loved proposition across additional categories once we have reviewed customer appetite.

Next year we will be working to establish takeback solutions for three remaining product categories in order to achieve our 2025 target. The three remaining categories are challenging due to the complexity of the products and the logistics involved in getting them back from customers, as well as ensuring that the reuse and recycling routes of these products meet our standards.

We are testing QR codes on product care labels with the aim of introducing digital product passports on our products in future. An initial trial involved placing the codes on 200,000 cashmere items, providing customers with additional product care information not featured on the garment label.

Waitrose joined the Ellen MacArthur Foundation and Sustainable Food Trust’s global [Big Food Redesign Challenge](#) and will be stocking its shelves with some of the innovative products that are being created with nature in mind.



© Mark MacKenzie

CASE STUDY

Farm to furniture

In June 2023, we announced that 100% of the leather used for our John Lewis own-brand sofas and chairs would come from the higher welfare UK farms that supply Waitrose beef. We have also introduced new chopping boards made from timber that would otherwise have gone to waste.

John Lewis began a successful Sheep to Sleep circular design initiative in 2021, filling its mattresses with otherwise wasted [wool sourced from Waitrose farms](#). The innovative leather sofa initiative, Farm to Furniture, builds on that success, bringing our two distinct businesses together to reduce the Partnership's environmental impact while creating beautifully designed, long-lasting and high-quality products that support British producers.

Four times in a row, Waitrose's farming supply chain has been presented with the Best Retailer Award by Compassion in World Farming. So customers can be reassured that the leather covering John Lewis sofas comes from British Waitrose farms that respect animals and nature.

In an associated poll, 73% of shoppers said the welfare of animals produced for meat was important to them, with 89% also stressing the importance of sourcing

produce from the UK. Leather and home furnishings, however, proved to be a possible ethical blind spot – 85% of adults acknowledged owning leather goods but 80% of those were unsure whether the material came from British farms. In fact, only 5% of people surveyed considered where the materials used to make their furniture came from.

Following on from Farm to Furniture, we launched a range of chopping boards made using ash felled at the Duchy and Leckford estates. This new waste-to-resource initiative features a limited edition chopping board produced from ash felled at Duchy and Leckford estates due to ash dieback, a disease that has the potential to affect half of UK ash trees over the coming years. We worked with UK-based suppliers to create 700 unique chopping boards and prevent the timber from this necessary felling going to waste.

“

All the leather we use for John Lewis own-brand sofas and chairs starts life in the UK from Waitrose farms we know and trust. Leather is a durable and high-quality material that is built to last, providing John Lewis customers real value for their money.”

Sean Kennedy
Head of UK Sales, Crest Leather.



Biodiversity

Protecting and restoring nature was a personal passion of our founder. It's now a profound commitment for the entire John Lewis Partnership, outlined in [Our Plan for Nature](#).



Awards

Soil Association BOOM Awards 2023 Winner,
Best of Organic Supermarkets, Waitrose

Performance Highlights

Nature-based farming

This year, we implemented a new species-monitoring scheme at our Leckford Estate to monitor trends and fluctuations in the estate's biodiversity. For the first time, we recorded a pair of rare stone-curlew making Leckford their home and breeding successfully, reinforcing the value of our approach to nature-based farming. [Read more here](#)

>40%

Over 40% of land at our Leckford Estate is managed primarily to enhance the landscape and natural habitats, including our water meadows and river valley classified as a Site of Special Scientific Interest (SSSI).



WWF Landscape Recovery

Working alongside WWF, our Landscape Recovery pilot in North Norfolk will create and restore wildlife-rich habitats that benefit the climate, nature and people. As part of the pilot, we'll research whether UK seaweed can replace conventional fertiliser, drive forward reintroduction of beavers and assess how salt marshes mitigate pollution. [Read more here](#)



98

bird species recorded at Leckford in the past year.

>50%

Over 50% are either Red or Amber-listed under UK Birds of Conservation Concern.

Sustainable water management

In 2023, we extended our work on sustainable water management to South Africa. This builds upon projects we fund in Medway, Kent, and southern Spain to ensure suppliers minimise their impact on water scarcity and water quality. [Read more here](#)



© WWF

£315,000

committed by the Waitrose Foundation to support livelihoods and protect nature in South Africa.

Progress

North Norfolk nature recovery with WWF

Our partnership with WWF is at the heart of the Partnership's efforts to protect and restore nature. Working together in North Norfolk, we aim to enable the long-term recovery of the landscape, testing how to combine regenerative agriculture, nature restoration and carbon sequestration in one of the UK's most intensively farmed regions.

The project involves collaborating with local stakeholders, volunteers and experts, including Norfolk Rivers Trust, RSPB, Norfolk Council, the Local Nature Recovery Partnership, the National Trust and Holkham Estate to create and restore wildlife-rich habitats across land, freshwater and marine environments.

Together, we will track specific outcomes and the effect of each intervention, supporting our work to set a science-based target for nature. [Read more here](#)

WWF partnership in India

We are working with WWF to address water scarcity and quality in India's Noyyal and Bhavani river basins, important areas for John Lewis cotton production. This year, we completed surveys in the Marlimund catchment to document native and invasive vegetation, aiming to begin restoration later in 2024. In addition, 15 local farmers from the Mantarai Pallam watershed visited Tamil Nadu Agricultural University for sessions on organic farming practices.

Farming for nature at our Leckford Estate

Our Leckford Estate aims to lead by example, investigating and advocating an approach to farming that works in partnership with nature. This year, a small colony of Duke of Burgundy butterflies was observed on one of the estate's chalk downland banks, the first time the species has been seen at Leckford since 1991.

Southern damselfly, a rare species listed as endangered on the British Odonata Red List, was recorded for the first time in the river valley at Leckford. This key find demonstrates a population increase and upstream distribution spread along the River Test. [Read more here](#)

Challenges

Our ambition to set science-based targets for nature will help ensure that our work to protect and restore nature scales up, aligns with science and involves our supply chains.

The wide range of products we sell and the length of some supply chains makes visibility a challenge. To address this, we and other retailers take a risk-based approach to our sourcing regions when we cannot fully trace products and materials back to their original field or mine.

Despite this, we're progressing and have now identified and prioritised biodiversity hotspots in our supply chain. Having completed the first two steps of the process, we are working on step three, which will include setting a science-based freshwater target.

Following that, we intend to set similar targets for land, biodiversity and oceans – we already have a science-based target for climate – a key enabler will be the anticipated publication of further guidance from the Science Based Targets Network.

Looking Forward

Support from the Waitrose Foundation will enable us to further expand our programmes with WWF to lead a Water Source Area (WSA) partnership for the next two years in South Africa's Western Cape. As the Boland/Grootwinterhoek WSA supplies 97% of the region's surface water, it is of major social, economic and environmental importance. This area is critical to the country's agricultural sector and supports over 180,000 people with direct employment, including 35,000 Waitrose Foundation fruit farm workers in our supply chains.

Our transformative partnership will invest over £300,000 to coordinate stakeholders' efforts across government, farms, water associations and local businesses, encouraging greater collaboration to achieve holistic, impactful and scalable change over the long term towards a secure future for the region's water.

A key aspect of this programme includes the removal of water-thirsty alien invasive tree species, allowing the reestablishment of native species which better manage soil and water flow through the catchment. Where possible, the by-products will also be used for income-generating circular business models, such as wood chip, clothes hangers and compost.

In addition, we have now submitted planning applications for new homes in Bromley and West Ealing, incorporating natural elements and design principles. We will apply the learnings from these submissions to develop applications for future Build to Rent sites.



© Kath Hernon



© Joseph Gray / WWF-UK

CASE STUDY

Nature-based farming benefits rare birds

The rare stone-curlew visits the UK in spring and summer, but by nesting in well-grazed grassland and arable fields it is vulnerable to farm operations.

Thanks to careful management involving leaving fallow areas in-field, our Leckford farming team was thrilled to see the estate's first stone-curlew chicks fledge this year.

Protected by the Wildlife and Countryside Act and Amber listed in UK Birds of Conservation Concern, the stone-curlew is a rare sight in the UK, visiting in the warmer months to breed.

The mottled brown bird with long yellow legs and distinctive large yellow eyes that help it forage in twilight has experienced a steep population decline: in the 1980s, there were only around 100 pairs remaining.

Fortunately, concerted conservation efforts, such as those at Leckford, have seen stone-curlew numbers begin to rise again, with the current UK population estimated at around 400 pairs.

Supported by the estate's Countryside Stewardship agreement, we are creating nesting habitats for a wide variety of farmland birds. While many nest in hedgerows and grass margins, some, like the stone curlew, favour nesting in fields.

To protect these ground-nesting birds, we purposely leave several hectares of land in the middle of some cereal fields as uncropped fallow. This bare ground offers nest sites, and the naturally regenerated vegetation provides access to small invertebrates for feeding chicks.

Stone-curlews have been recorded at Leckford since 2013, but we have never observed successful breeding – until this year.

With continued careful management by the farming team and additional monitoring established by the estate's Biodiversity Officer and local RSPB volunteers, we know that a pair of stone curlews raised two chicks in one of our fallow plots.

As adult birds tend to be faithful to their breeding site, we will maintain and manage that fallow plot to the same high standard in the hope that the pair return and breed again next year.

“

Nature-friendly farming is vital for conserving stone curlews. Thanks to partnerships between farms like Leckford, dedicated RSPB conservation staff and teams of volunteers, breeding numbers in the UK have recovered to around 400 pairs, helping to ensure this elusive and charismatic bird can co-exist sustainably alongside food production.”

Heather Dixon
Conservation Officer, RSPB



Climate Action

Climate change is one of the leading causes of nature loss, and that is why our climate targets are an integral part of our commitment to nature. We are acting to reduce our contribution to climate change and help customers transition to more sustainable lifestyles.



Awards



Energy Management Awards 2023

Winner, Energy Management Team 2023, John Lewis Partnership



BRC Climate Action Roadmap Showcase 2023

Winner, Driving Towards Net Zero Property, John Lewis Partnership

LOGISTICS UK

Logistics UK

Winner, Decarbonisation Champion of the Year, John Lewis Partnership



Performance Highlights

Science-based targets

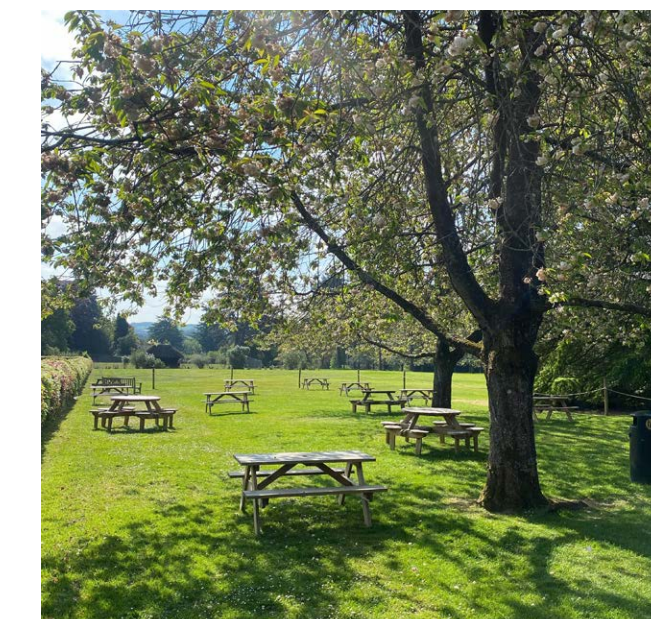
This year, we became the first retailer in the world to have science-based climate targets for forest, land and agricultural emissions validated, and we are developing our approach to climate transition planning to demonstrate how we intend to meet our science-based targets.

[Read more here](#)



Scope 3 emissions

Over the past two years, we have been working on measuring our scope 3 emissions,⁸ recording 7.39 million tCO₂e in 2020/21. It is a significant undertaking, and we are continuing to refine our approach. But now, for the first time, we have meaningful data that will help us understand and reduce the climate impact of our supply chains. [Read more here](#)



by **2035**

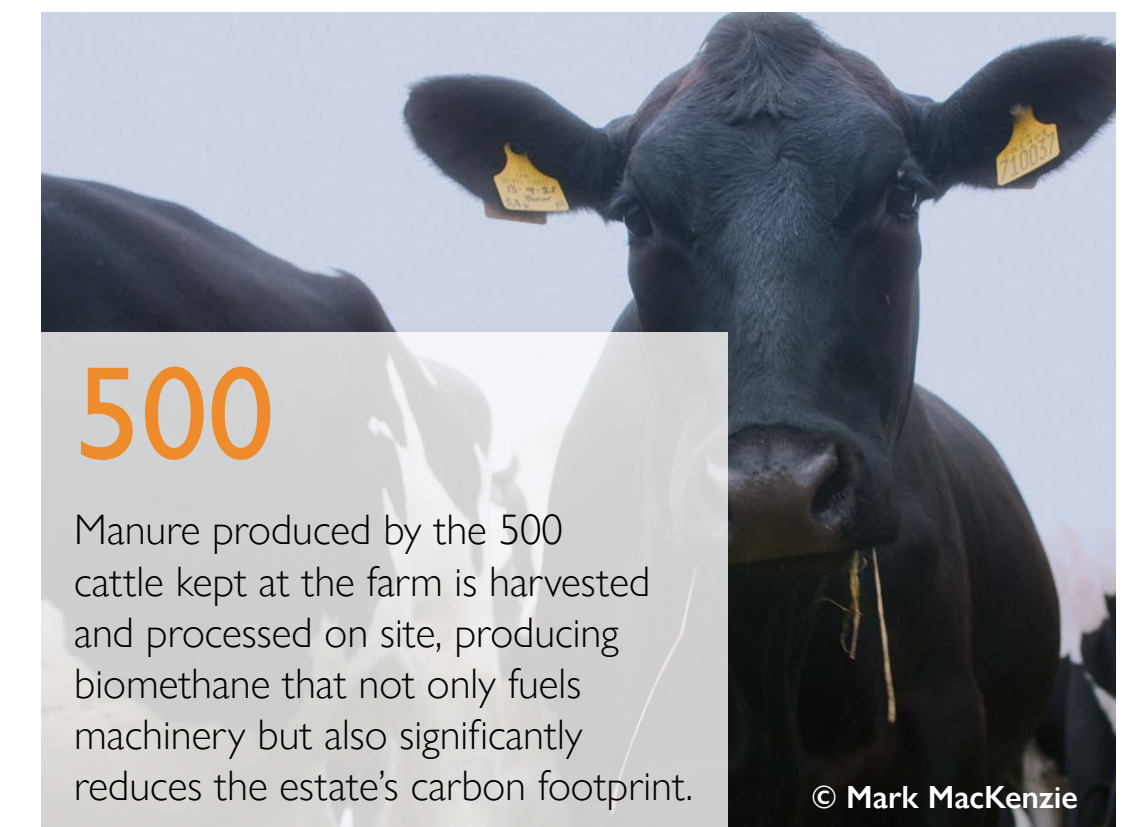
We will be net zero in our operations and UK farms.

by **2050**

We will be net zero across our entire supply chain.

Net zero farms

We are pioneering innovative approaches to reducing our emissions and sharing knowledge with our suppliers. At our Leckford Estate farm, we installed a biomethane plant to generate fuel from agricultural waste while significantly reducing harmful methane emissions. [Read more here](#)



Progress

Science-based targets

This year, we became the first retailer in the world to have science-based targets validated by the SBTi for all greenhouse gas emissions originating from forests, land and agriculture. We have pledged to cut emissions from our own operations, which will be net zero by 2035, and our whole supply chain, which will be net zero by 2050. This means taking actions such as increasing the adoption of renewable energy in our supply chains, helping our suppliers reduce their climate footprints and supporting our customers to live more sustainably.

We now better understand the impact of our business beyond our stores and vehicles and can begin to make informed choices based on the impact of the products we sell. We are developing our approach to climate transition planning, building more detail about how we plan to achieve our climate targets. We will continue to develop this plan over the coming years. [Read more here](#)

Transport

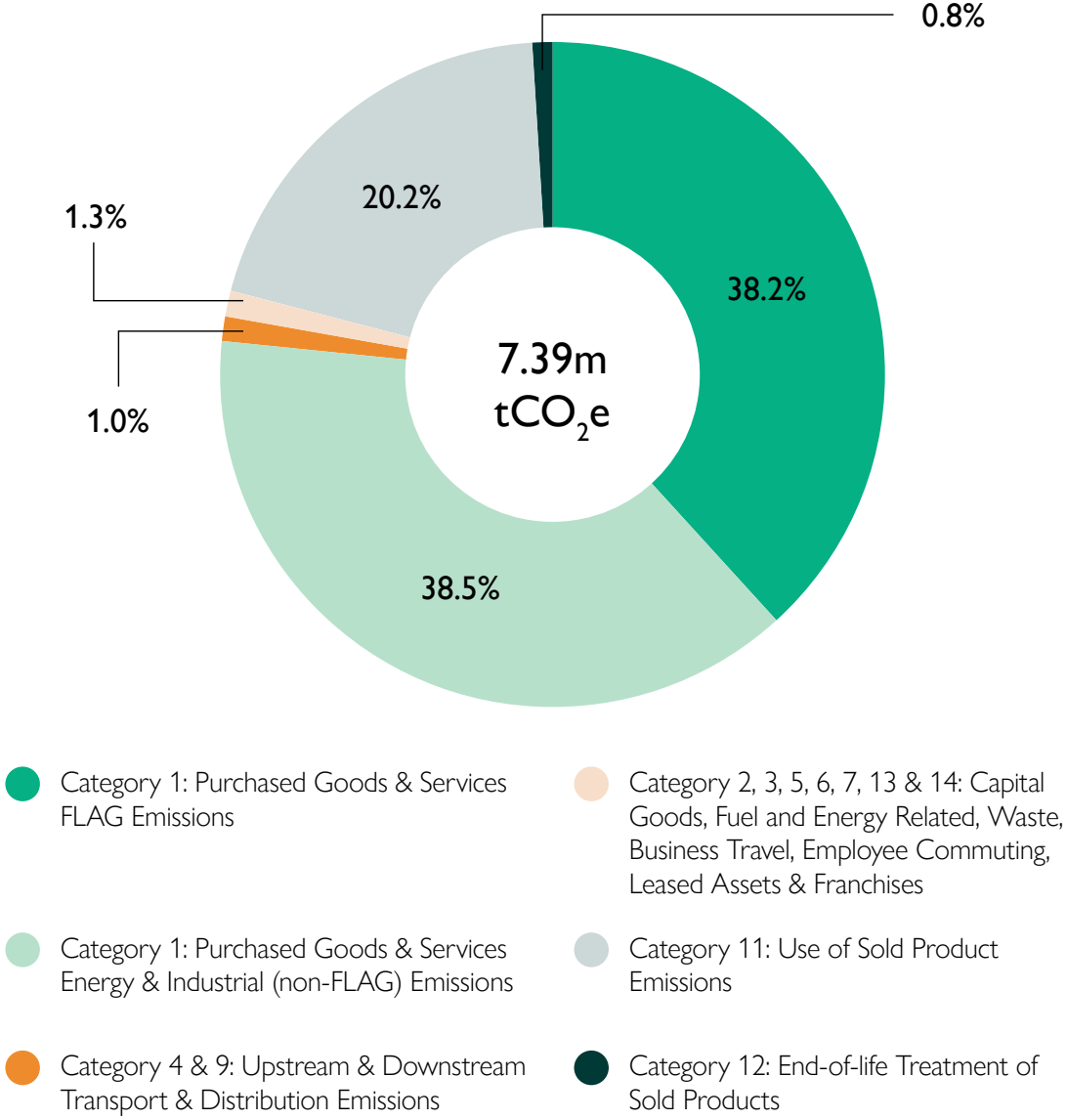
More than 70% of our heavy trucks now run on biomethane, and we continue to grow our electric vehicle fleet. In two of our four Regional Distribution Centres, we power the trailers electrically while they are on site so that we can run the fridges on our trailers with electricity rather than diesel. We are also testing our first all-electric large home delivery van from our Waitrose fulfilment centre.

Scope 3 emissions

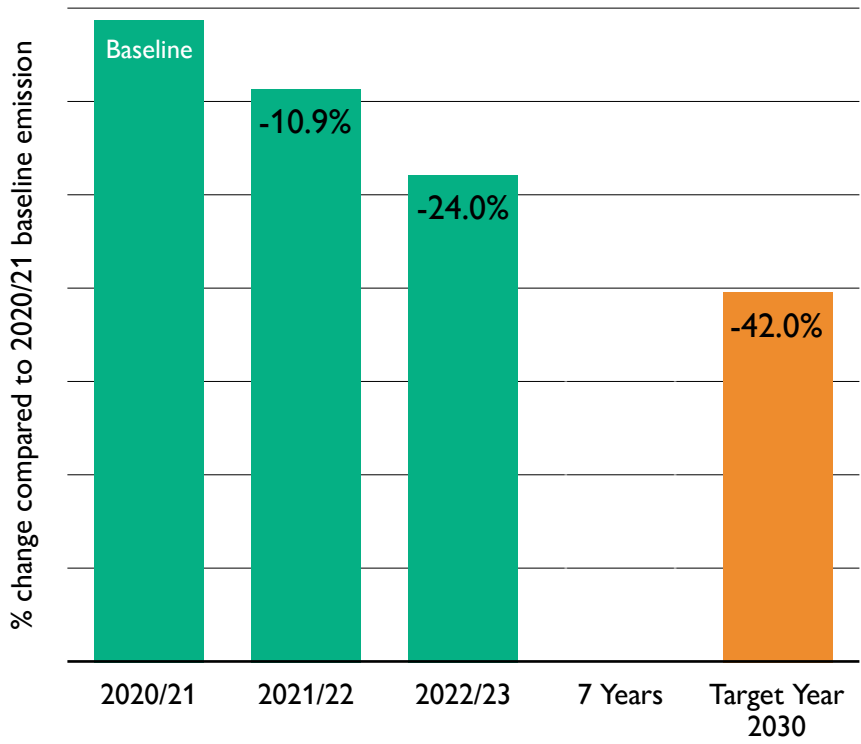
This year we are publishing for the first time our scope 3 emissions baseline, as well as two years of reduction progress. Our scope 3 emissions baseline is 7.39 million tCO₂e, with purchased goods and services making up the largest percentage of emissions. We are currently on track with our scope 3 targets due to a combination of category sales mix and product composition changes, increasing renewable energy use in our supply chain, and more sustainable raw material sourcing.

For the latest performance data, see the appendix.

Total Scope 3 Emissions 2020/21 Baseline



Scope 3 Energy & Industrial (non-FLAG) Emissions Progress



Challenges

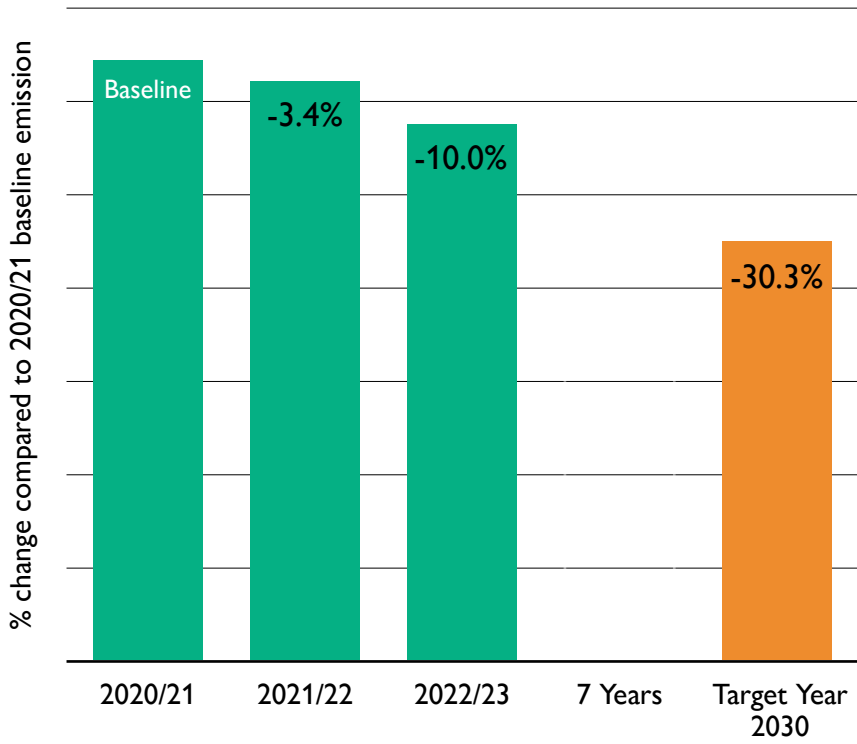
Expanding our climate targets to include scope 3 this year required us to measure emissions far beyond the boundaries of our business. We must, for example, understand the production impact of the products we sell, from growing or mining to factory processes and importing.

We also need to consider the impact of our products after we sell them, such as whether they can be recycled or how customers use electrical products in their homes. Verifying all the different types of data needed to calculate these climate footprints is a vast but essential challenge.

We are working with external experts and industry bodies such as WRAP to continually improve methodologies and standards for scope 3 data collection. However, we know our planet cannot wait for perfect data, so we are focused on addressing the most impactful areas we can to mitigate our impact on nature.

A number of external pressures have resulted in a significant spike in the market cost of renewable electricity this year. As a result, we have both significantly increased the overall amount we spend for renewable electricity and accepted that we will, for 2023/24, purchase only 91.9% renewable electricity. This impacts our carbon footprint for the year, however we still remain on track to achieve our SBT.

Scope 3 FLAG⁹ Emissions Progress



Looking Forward

Over the next year, we will continue implementing changes to our physical estate and fleet that cut our direct carbon emissions, including powering more of our lorries with renewable biomethane. We'll also be trialling fully electric articulated trucks, installing equipment to power our trailer fridges electrically while they are on the road and implementing 'shore power' sockets at our Aylesford Distribution Centre.

Following on from successful installations as part of 12 building upgrades during this year, we will continue to roll out the replacement of gas boilers with heat pumps in our buildings. We aim to identify the right solution for each of our buildings that will deliver the biggest overall reduction in our impact.

We will be working more closely with our suppliers to reduce emissions, too, particularly in collaboration with the UK farmers that supply Waitrose. And we will continue to improve our total footprint data by beginning to incorporate emissions from our suppliers; this year, we started collecting supplier emissions data through the Manufacture 2030 platform, and we will be increasing our use of this tool next year to better understand the impact of our key suppliers.

Waitrose supports the goals stated in the [National Food Strategy](#) and it's clear that as a nation we need to eat more plants and less meat: for our health, for nature, and to tackle climate change. To support that, we will significantly increase the amount of fruits, vegetables and plant-based foods we sell (by 10% volume by 2030). We also believe passionately that the meat we eat needs to be better: high quality, the highest animal welfare standards, regeneratively farmed, and as low carbon as possible. Waitrose is the industry-leading supermarket for better higher welfare meat and so as we increase the amount of plants we sell, we will also sell more of our better higher welfare meat: more customers, buying less and buying better.

CASE STUDY

Fuelled by the farm

This year, Waitrose became the first UK retailer to power tractors with green gas at its Leckford Estate farm, the only major retailer-owned farm in the UK.

The initiative is part of the Partnership's wider Our Plan for Nature and net zero ambitions.

In 2021, we announced that we would use our Leckford Estate farm to experiment with a variety of environment-friendly agricultural techniques that could facilitate radical change for nature. Our team at Leckford has made significant progress on this commitment by creating a pioneering facility that generates sustainable fuel for the estate's tractors.

Manure produced by the 500 cattle kept at the farm is harvested and processed on site, producing biomethane that not only fuels machinery but also significantly reduces the estate's carbon footprint.

The covered lagoon – which is the size of two and a half Olympic swimming pools – is the largest of its type in the UK. It holds energy-rich fluid which separates from farmyard manure and emits gases, including methane.

As these gases are emitted, they are collected, and biomethane is isolated and used to power tractors as

compressed natural gas. The solid material that's left behind is high in nutrients and is used as crop fertiliser. This reduces our need to purchase fertilisers, which themselves have a high carbon footprint.

The process is circular, moving from grazing cows in the field producing manure, to capturing the methane gas from this, and spreading the remainder back on the field. The monitoring system for the facility, which was designed and built by Cornwall-based clean energy experts Bennamann in conjunction with New Holland tractors, is also powered by solar panels on farm buildings.

It is a significant step towards reaching net zero across our operations by 2035 and in demonstrating our commitment to nature. From 2024, we will be sharing learnings with our suppliers so this benefit can be felt at a much wider scale than in our own operations.



“This partnership and investment into cutting-edge farming practices like our bespoke biomethane facility have enabled the development of our next-generation retrofit methane capture ecosystem. JLP's support has been instrumental in the development of our new retrofit slurry cover and methane capture technology.”

Michael Simpson
Chief Executive Officer, Bennamann



Communities & Health

Social Impact

We champion the role the Partnership can play in enhancing the happiness and wellbeing of the communities where we operate.



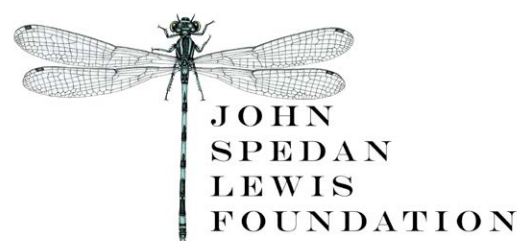
Performance Highlights

Local communities

We want to enable as much of the inspiring work taking place in our communities as we can. Our Community Matters programme, in which Partners select local good causes for us to support, is just one way we achieve that. [Read more here](#)

£1.8m

donated to good causes through our Community Matters programme.



£3.4m

donated to the King Charles III Charitable Fund from Waitrose Duchy Original sales in 2023/24.¹⁰

1,873

hours of volunteering recorded by Partners.

The John Spedan Lewis Foundation awarded **£103,269** to **six** charities supporting natural history, wildlife conservation and horticulture.

Hunger and poverty

We have continued our work to fight food poverty and food waste through our ongoing collaboration with FareShare and a targeted annual contribution to the outstanding work of the Trussell Trust. In addition, every Waitrose store is now connected to the Olio surplus food distribution network.

7.8m

meals equivalent donated through FareShare and the Trussell Trust.



Building Happier Futures

Our Building Happier Futures commitment aims to raise awareness of, support, and provide opportunities to people with experience of care. We recognise that early intervention can prevent young people joining the care system so, this year, we expanded the programme to support the work of Home-Start. [Read more here](#)

£1m

generated for our Building Happier Futures programme.

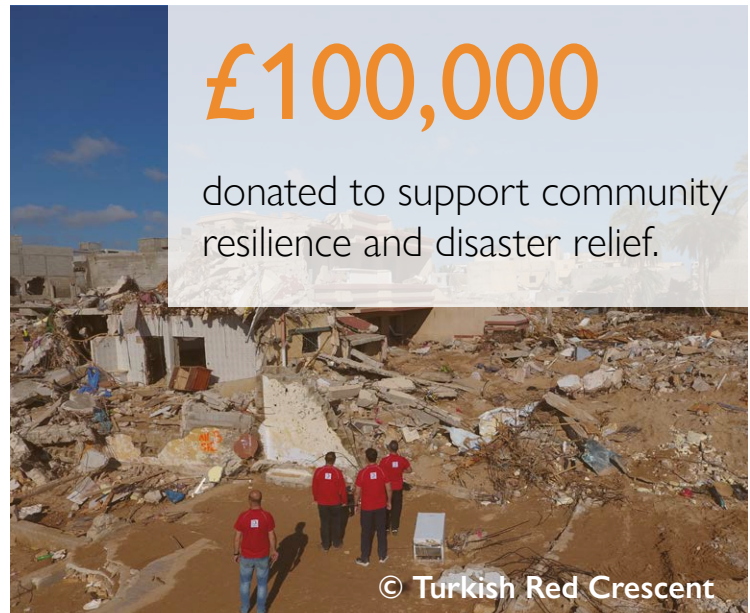


Disaster relief

We continue our long-standing relationship with the British Red Cross, who work hard to respond with compassion and neutrality to disasters around the world. Through our membership of the Disaster Relief Alliance, we help to support a rapid humanitarian response to global events. The British Red Cross Disaster Relief Alliance is an active community of businesses which invest in the future of humanitarian action. Between January 2023 and February 2024, British Red Cross disbursed £2,225,000 and supported 469,272 people to prepare for, respond to and recover from crisis, including people affected by floods in Libya, pictured here.

£100,000

donated to support community resilience and disaster relief.



Progress

Hunger and poverty

As well as donating surplus food to charitable organisations through our partnership with FareShare, we've now integrated the free sharing app Olio into our FareShare Go operation. Now, when FareShare is unable to collect surplus food from Waitrose shops, Olio Food Waste Heroes can redistribute it and prevent waste. To date, Olio has redistributed 504,729 meals.

In addition, we have made a unique donation of £540,000 to the Trussell Trust network of food banks that is specifically targeted at supporting the mental health of its hard-working staff and volunteers. For a second year running, we are also providing financial inclusion support, funding Citizens Advice resource in foodbanks so that people seeking help from food banks can also get all the financial support they're entitled to.

Building Happier Futures

We celebrated one year of our Building Happier Futures programme in October, publishing an impact report that documents the programme's full achievements. Understanding the importance of early years support, we have expanded our programme to include the families supported by Home-Start. We've also continued to work with charities Who Cares? Scotland, which provides equality, respect and love for care-experienced young people, and Action for Children, which protects and supports children and young people to have safe and happy childhoods. [Read more here](#)

Volunteering

This year, we raised awareness of new volunteering opportunities and ways for Partners to volunteer. Individuals and teams helped local and national charities, and our inaugural team Volunteer Hackathon took place in February, helping Trussell Trust and Who

Cares? Scotland with their data management challenges. We also promoted the Coronation's Big Help Out summer of volunteering and supported office-based Partners to self-serve and find local opportunities with which to volunteer. Our Building Happier Futures fundraising weekend was our first chance to get Partners and charity volunteers working together in our shops raising money through our Giving Trees.

Challenges

Research tells us that feeling connected to a community with high levels of social support is frequently an indicator of people who report experiencing a happier life. As part of our purpose, Working in Partnership for a happier world, it is important that we can demonstrate how our social impact programmes make these positive connections. We will therefore look to apply this lens to our measurement of our social impact activities next year and beyond.

Looking Forward

We have been working to consolidate our existing trusts and foundations into a single John Lewis Partnership Foundation and this will continue next year. The new Foundation launched in February 2024, consisting of committees covering employability, nature and Building Happier Futures (care experience). We believe the result will be a leaner, simpler process that reduces duplication and maximises the impact of grants.

Bringing together various organisations, each with its own stakeholders, ways of working, interests and heritage, is inherently challenging and time consuming. However, with careful planning, collaboration and a shared vision, we believe we can work through these challenges to create a stronger charity that makes an even more positive impact on nature and communities in the UK and around the world.



CASE STUDY

Community Matters in Edinburgh

A deeply woven 10-year relationship between the John Lewis Partnership in Edinburgh and the Grassmarket Community Project (GCP) has ensured consistent funding and resources for the charity, enabling it to plan and execute long-term projects that benefit the local community.

Our connection with GCP began in 2013 with a simple request for a raffle prize. Since then, through their Community Liaison Coordinator, John Lewis Edinburgh and Waitrose Morningside have built a deeper understanding of the charity's mission and needs, resulting in the whole Partnership, including its trusts and foundations, working together to create a more meaningful long-term impact.

GCP is a community of over 500 people working together to support positive change in one another's lives. Its mission is to create an inclusive, person-centred environment where people feel empowered to develop skills, build positive relationships and enjoy an ongoing sense of belonging.

GCP provide a welcoming, safe place for people who are often marginalised by society. Through their engaging member and volunteer services, they focus on health and wellbeing, creativity, core skills, experiences and opportunities. Everything they do is supported by their dynamic social enterprises and inspiring partnerships.

The Partnership, as well as our Partners and customers at both John Lewis Edinburgh and Waitrose Morningside,

have made regular donations of items, money and time over the last decade. But mindful of the current funding environment for charities and the impact of the higher cost of living on local people, we have also made some more specific contributions to the project that have drawn on the expertise of our businesses and foundations.

For example, in 2023, the John Lewis Foundation funded an Assistant Woodwork Manager for the second year, and through the Golden Jubilee Trust, a Team Manager from John Lewis Edinburgh was awarded a 16-week secondment working as the charity's Textile Development Manager. These roles help GCP to offer more training and support to young people interested in learning traditional production methods while also gaining valuable employability skills.

By using our talents and resources, we've helped the charity achieve many of its goals. But this anniversary does not mark the end of our collaboration. In 2023, GCP appointed a new CEO and we are looking forward to working with the charity on its renewed strategy and ambitions.

“

We have a deep-rooted connection with John Lewis Partnership, with shared values and commitment to the communities we serve. This is a partnership of support and friendship, and, through the sharing of skills, knowledge and resources, we will continue to develop new ways of delivering powerful long-term impact for the future.”

Helene van der Ploeg
CEO, Grassmarket Community Project

Health, Nutrition & Wellbeing

Our health programme encourages healthier, happier people, but also a healthier, happier planet, since we know that the two are intrinsically linked.



Performance Highlights

Healthy communities

Working with Home-Start UK, our Healthy Happy Home community initiative provides e-learning and resources on healthy eating, sleep and finance to upskill thousands of volunteers who are contributing to the positive mental and physical health of families nationwide. [Read more here](#)

5,059

learners registered on Healthy Happy Home in the first 12 months since launch – 33% above target.

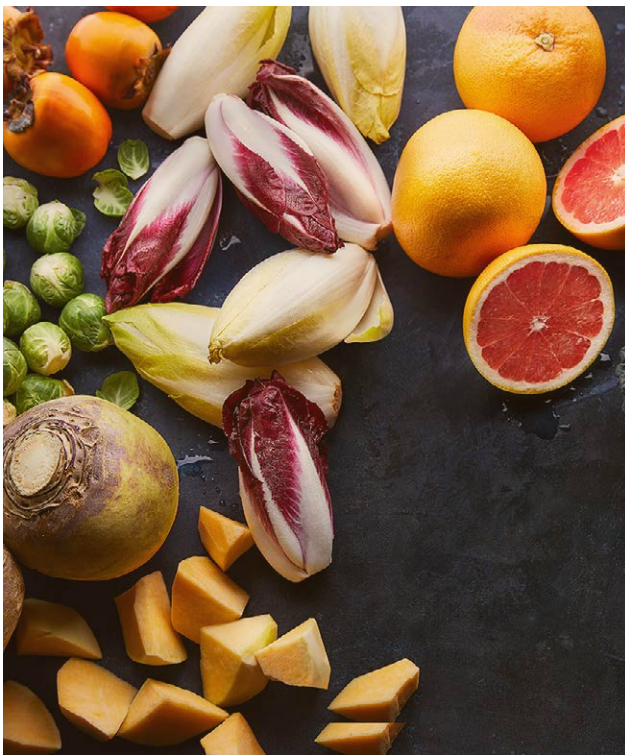


Healthy diets

Healthy eating is good for people and good for nature, and we are determined to make it as accessible as possible for our customers to shift to a more plant-based diet with less added sugar, salt and saturated fat. Half of the products included in our everyday lower prices campaign meet our Good Health criteria, and we now have over 2,000 Good Health foods and drinks available. [Read more here](#)

61%

of Waitrose own-brand food sales meet our Good Health product standards.

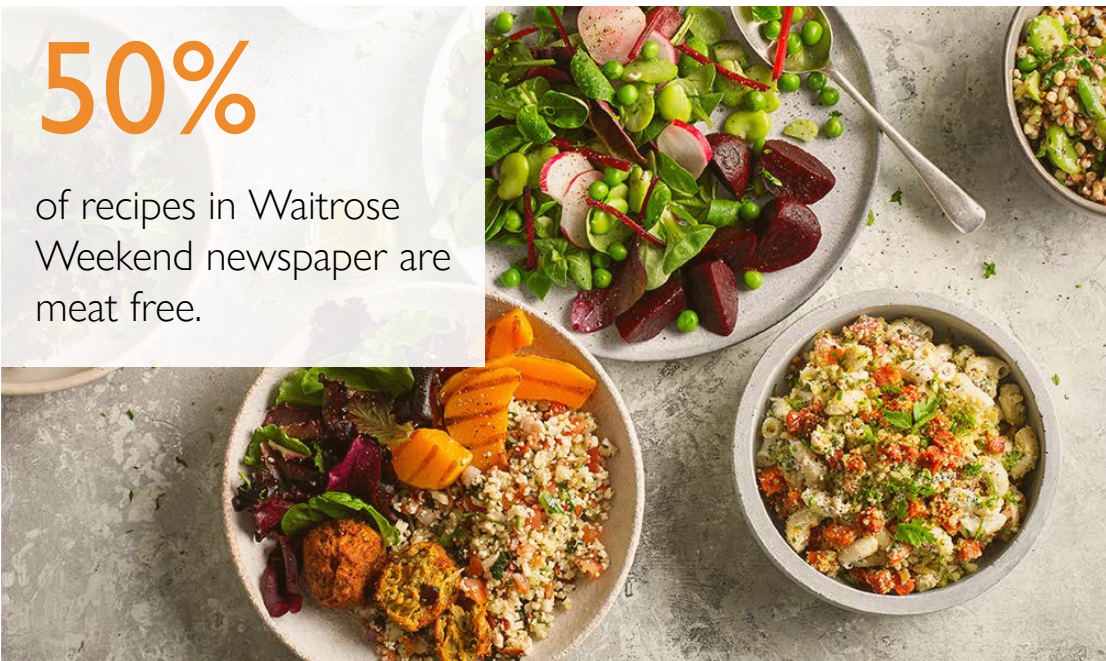


Healthy lifestyles

We are using our trusted voice to inspire our customers and Partners to make healthy lifestyle choices. We promote positive options through features in Waitrose publications and Partner communications that cover topics such as nutrition, plant-based eating and menopause.

50%

of recipes in Waitrose Weekend newspaper are meat free.



Progress

Healthier products through reformulation

We are committed to our reformulation programme to reduce calories, fat, sugar and salt without compromising on quality or taste. We are on track to meet the government salt and calorie targets goals by December 2024. Respectively, 91% and 93% of Waitrose product lines currently meet these targets. [Read more here.](#)



Peas Please

2023 was the final year of the Food Foundation Peas Please pledge that we made in 2018. The pledge has seen us working to help customers increase their vegetable consumption by adding more vegetables to the main meal products we sell and the recipes we publish. As a result of our pledge, we have increased the amount of veg provided through meal solutions from 12,000 to 19,500 tonnes – a total that is equivalent to a quarter of a billion veg portions. [Read more here](#)

Lower prices, better health

We invested £100 million in 2023 to lower prices on over 300 everyday products. Many of those products are part of the Essential Waitrose range, which now includes more than 350 lines that meet our Good Health criteria, making it Waitrose’s healthiest range. Using these products, we developed a number of £2 per portion meal recipes, demonstrating to customers that they can create healthy, good value meals.

Healthy Happy Home

This year, Home-Start compiled a report showing the impact of our Healthy Happy Home programme in its first 12 months. Learners reported the courses increased their confidence levels in the relevant areas from 30% to 85% on average, and we estimate that the learning will help volunteers to positively impact over 10,000 families over time.

Following on from this highly successful first year, we have been working with Home-Start to design a fourth course. As with the previous three courses, this will be needs-led, developed in response to extensive research. We surveyed more than 200 Home-Start volunteers and held a workshop and focus groups to inform our new course covering inclusive play – an essential element of children’s social, emotional and cognitive development that shapes long-term health. For the latest performance data, see the appendix.

Challenges

While we believe our Good Health criteria and labelling show our strong leadership in terms of clearly defining what it means to eat healthily, we recognise that a consistent, industry-wide definition is needed to help customers more easily prepare foods that are better for them. We are keen to work across the sector, and with government and NGOs, to address this and to face into the accompanying data challenges.

With growing consciousness of the content of processed foods and the role they play in diet, we are aware that many customers are seeking greater clarity about what is in their food. Consumers are looking for trusted sources of information, and we believe that Waitrose has a good tradition of clear labelling. However, we are also aware that this issue impacts the whole of the food industry, particularly as we strive to increase sales of meat-free protein for the benefit of nature, so we are open to working with our peers to find transparent and responsible ways of improving clarity for customers.



Looking Forward

In partnership with the British Nutrition Foundation, we have developed food and nutrition e-learning that will be made available to all Partners. The Association for Nutrition-certified course includes modules covering what a healthy balanced diet is, nutrition through different life stages, nutrition labelling and more.

Also next year, we are improving the low- and no-alcohol offering in our Waitrose stores.¹¹ This year, our supermarket introduced areas dedicated to low-alcohol and alcohol-free drinks in 258 stores. The supermarket is committed to increasing the space given to these products by over 50% and to making the dedicated areas bolder so that they are more obvious and enticing to customers.

In the UK, no age group is meeting the recommended daily intake of fibre, an important nutrient that supports digestive health and is associated with lower risk of cardiovascular disease, type 2 diabetes and stroke. Taking a ‘food first’ approach, Waitrose is committed to increasing the fibre content of key categories by 25% by 2030, selling more fibre-rich foods such as vegetables, fruit, beans, pulses and nuts, and by adding fibre-rich ingredients to products.

CASE STUDY

30 plant points challenge

To mark this year’s Healthy Eating Week, we created a range of awareness-raising activities aimed at engaging Partners and customers alike.

As part of this initiative, we organised a 30 plant points challenge open to all Partners across the Partnership.

Healthy Eating Week is an annual campaign organised by the British Nutrition Foundation that encourages people to eat and drink more healthily and get more active. We are proud to be a regular supporter of the event.

The campaign is primarily aimed at schools and workplaces and, this year, the John Lewis Partnership had more employee sign-ups than any other organisation. We were also the only participating national retailer.

We engaged our Partners with the Foundation’s Healthy Eating Week-themed content, such as factsheets and recipe inspiration, and inspired customers through activities such as a feature in our magazine, Waitrose Food, that provided tips and advice on how to eat 30 plants a week.

The article, and our Partner plant points challenge, were based on research that may suggest eating at least

30 different plants per week is good for a person’s health and wellbeing.

The fun challenge saw Partners record the number of plant points they scored throughout the week. Across the entire Partnership, our Wellbeing Champions shared recipes and inspiration, created displays in Partner Dining Rooms, and organised raffles and quizzes that gave Partners the chance to win healthy prizes.

In total, 2,868 plant points were recorded, with 59% of Partners who took part achieving the 30 plant points target.

The success of this initiative, with activities designed to engage both customers and Partners, has motivated us to look for similar opportunities in future that encourage everyone to be healthy for nature for a happier world.



“In 2023, the team at Waitrose brilliantly brought to life the principles and resources of Healthy Eating Week with a suite of activities to inform, engage and support their full team. Their commitment and creativity made this one of the standout events of the entire week.”

Elaine Hindal
Chief Executive, British Nutrition Foundation



Appendix

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 continue to align 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.



Zero Hunger

- Reducing food waste: our work with The Coronation Food Project and FareShare to tackle food waste across the UK **P. 24**
- Hunger and poverty: our collaboration with FareShare, the Trussell Trust and Olio **P. 33 and P. 34**



Good Health and Wellbeing

- Healthy Communities - Healthy Happy Home initiative **P. 36 and P. 37**
- Supporting healthy diets **P. 36**
- Promoting healthy lifestyle through features in Waitrose publications and Partner communications **P. 36**
- Our Good Health criteria products **P. 36 and P. 37**
- Our reformulation programme designed to reduce calories, fat, sugar and salt in our products **P. 37**



Affordable and Clean Energy

- Net-zero farms: our biomethane plant at our Leckford Estate **P. 29**
- Transport - use of biomethane and growth of our electric vehicle fleet **P. 30**
- Installation of electric power sockets at our Aylesford distribution centre **P. 30**
- Heat pumps in our buildings **P. 30**
- Our investment into cutting-edge farming practices: sustainable fuel facility at our Leckford Estate farm **P. 31**



Decent Work and Economic Growth

- Waitrose Foundation **P. 13**
- Worker rights education **P. 13**
- Better Jobs programme **P. 13**
- Ethical compliance programme **P. 14**
- Human rights impact assessment on high-risks supply chain **P. 14**
- Better Jobs programme in China **P. 14**
- Films highlighting migrant workers' rights **P. 15**
- More sustainable certification for own-brand cashmere **P. 21**
- Waitrose Foundation support to Water Source Area partnership in South Africa **P. 27**



Reduced Inequalities

- Waitrose Foundation - supporting sustainable livelihoods of workers who grow, pick and pack our products (Senegal, Gambia, Kenya and South Africa) **P. 13**
- Building Happier Futures **P. 33 and P. 34**



Sustainable Cities & Communities

- Farm to Furniture **P. 25**
- Sustainable water management in South Africa, in Medway and southern Spain **P. 26**
- Build to rent **P. 27**
- Community Matters programme **P. 33**



Responsible Consumption and Production

- Our MSC achievements - investment in responsible fishing practices **P. 16**
- Our work with the North Atlantic Pelagic Advocacy group on science-based management plan for sustainable fishing of mackerel, herring and blue whiting stock **P. 17**
- Sustainable raw materials sourcing (cashmere) **P. 19**
- Sustainable raw materials sourcing (down certification/ cotton/cocoa) **P. 20**
- Ethically sourced cocoa - through Tony's Chocolonely's open chain sourcing model **P. 20**
- Operational food waste **P. 23**
- Fashion rental **P. 23 and P. 24**



Climate Action

- Landscape recovery pilot in North Norfolk **P. 26**
- Science-based climate targets for forest, land and agricultural emissions **P. 29**
- Net zero science-based targets for greenhouse gas emissions **P. 30**



Life Below Water

- Our MSC achievements - investment in responsible fishing practice **P. 16**
- Working with NGO Crustacean Compassion to protect welfare **P. 17**
- Fish and shellfish certification - fisheries improvement projects **P. 17**
- Our work with the North Atlantic Pelagic Advocacy group on science-based management plan for sustainable fishing of mackerel, herring and blue whiting stock **P. 17**



Life on Land

- Higher animal welfare standards **P. 16**
- Native Breeds **P. 17**
- Case study: Animal welfare standards for continental meat **P. 18**
- Responsible Commodities Facility **P. 19**
- More sustainable certification for own- brand cashmere **P. 21**
- Landscape recovery pilot in North Norfolk **P. 26**
- Nature-based farming at Leckford **P. 26**
- Farming for nature at our Leckford Estate **P. 27**
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Partnerships for the Goals

- Working with SONFA, a Sri Lankan organisation that protects nature by farming organically **P. 19**
- The Retail Soy Group **P. 20**
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- Work with the University of Exeter Centre for Circular Economy and WRAP **P. 24**
- WWF partnerships in India and North Norfolk **P. 27**
- The British Red Cross Disaster Relief Alliance **P. 33**
- Partnership with the British Nutrition Foundation **P. 37 and P. 38**

Ethics & sustainability data

This year, KPMG LLP has issued an independent limited assurance opinion over the selected data highlighted in the table below with an asterisk (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410. The assurance opinion can be found in the appendix of the Ethics & Sustainability Report 2023/24 and the Basis of Reporting can be found on www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html.

Selected data that KPMG LLP has previously issued an independent limited assurance opinion over, however was not part of this year's engagement is marked with a diamond (◊).

Agriculture, Aquaculture & Fisheries Target	2023/24	2022/23	2021/22
100% of our own-brand fish and shellfish will come from third-party-verified responsible sources by December 2025	93.6%	90.3%	90.3%

Raw Materials Target	2023/24	2022/23	2021/22
Key raw materials ¹² in our own-brand products will be from more sustainable or recycled sources: by 2025 for cotton, timber, cashmere, soya, palm, cocoa, feather & down. ¹³			
100% of the cotton used in own-brand products will be from more sustainable or recycled sources ¹⁴	80.0%*	61.1%◊	59.8%◊
100% of the timber used in own-brand products will be from more sustainable or recycled sources	Reporting basis changing ¹⁵	Group Total (Better & Best ¹⁶): 13% Best: 11% Better: 2% Good: 2% In Progress/Unverified ¹⁷ : 85%	Group Total: 15% Best: 8% Better: 7% Good: 4% In Progress/Unverified: 81%
100% of the cashmere used in own-brand products will be from more sustainable or recycled sources	63%	Not yet reported	Not yet reported
100% of the soya used in Waitrose own-brand products will be verified deforestation and conversion-free	Deforestation- and conversion-free Total: 38.9% Certified ¹⁸ Total: 100% – Physically certified: 17.9% – Organic certified: 8.6% – RTRS Regional Credits ¹⁹ : 37.5% – RTRS Credits (Other): 11.8% – Area Mass-Balance: 0% – Low Risk Origin (USSAP): 24.1%	Deforestation- and conversion-free Total: 11.1%◊ Certified Total: 100% – Physically certified: 7.9% – Organic certified: 9.4% – RTRS Regional Credits: 58.4% – RTRS Credits (Other): 23.9% – Area Mass Balance: 0.4%	Deforestation- and conversion-free Total: 11.2%◊ Certified Total: 100% – Physically certified: 18.0% – Organic certified: 11.6% – RTRS Cerrado Credits: 18.2% – RTRS Credits (Other): 52.2%
100% of the palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-Segregated certified	Total: 100% – RSPO SG ²⁰ (Segregated): 77.8% – RSPO MB ²¹ (Mass Balance): 21.8% – RSPO IS (Independent Smallholder)-Credit: 0.0% – RSPO Identity Preserved 0.4% Food products Total: 100% – RSPO SG: 95.6% – RSPO MB: 3.9% – RSPO IS-Credits: 0.0% – RSPO Identity Preserved 0.5%	Total: 100% – RSPO SG (Segregated): 71.7% – RSPO MB (Mass Balance): 28.3% – RSPO IS (Independent Smallholder)-Credit: 0.0% Food products Total: 100% – RSPO SG: 91.3% – RSPO MB: 8.7% – RSPO IS-Credits: 0.0%	Total: 100% – RSPO SG (Segregated): 72.1% – RSPO MB (Mass Balance): 25.3% – RSPO IS (Independent Smallholder)-Credits: 2.6% Food products Total: 100% – RSPO SG: 88.1% – RSPO MB: 11.8% – RSPO IS-Credits: 0.1%
100% of the cocoa used in own-brand products will be from certified sustainable sources	Total certified to third-party standards: 71.5% – Fairtrade MB: 46.4% – Fairtrade SG: 1.1% – Rainforest Alliance MB: 23.9% – Rainforest Alliance SG: 0.1% – Uncertified: 28.5%	Total certified to third-party standards: 53.2% – Fairtrade MB: 35.3% – Fairtrade SG: 0.5% – Rainforest Alliance MB: 17.3% – Rainforest Alliance SG: 0.1% – Uncertified: 46.8%	Total certified to third-party standards: 71.4% – Fairtrade MB: 29.5% – Rainforest Alliance MB: 35.1% – Rainforest Alliance SG: 0.1% – Cocoa Horizons MB: 6.7% – Uncertified: 28.6%
100% of feather and down used in own-brand products to be from certified responsible sources	92.9%	69.6%	Not reported

Circularity & Waste Target ²²	2023	2022	2021
85% of all operational waste across the Partnership will be recyclable by 2028 ²³	73.9%*	72.6% [◇]	73.4% [◇]
All own-brand primary product packaging across our two brands will be widely recyclable, reusable or home compostable by 2025 ²⁴	John Lewis: 93.1%* Waitrose: 96.9%*	John Lewis: 87.3% [◇] Waitrose: 92.6% [◇]	John Lewis: – Waitrose: 88.5% [◇]
John Lewis: all product categories will have a buy back or take back solution by 2025	Seven out of ten categories ²⁵	Seven out of ten categories	Four out of ten categories
Waitrose: by 2030, reduce operational food waste by 50% against a 2018 baseline (6,969 tonnes)	-27.5%* ⁱ	-22.5% [◇]	-20.8% [◇]
Waitrose: halve food waste in our supply chains by 2030	–	-5.1% ²⁶	–

Climate Action Target ²⁷	2023/24	2022/23	2021/22
Net zero emissions across our own operations by 2035 (scope 1 & 2)	-18.4%* ⁱⁱ	-18.0%	-8.0%
Scope 1 (tCO ₂ e) Combustion of gas and fuel for transport purposes and refrigeration	103,299*	118,898	134,293
Scope 2 (tCO ₂ e) Electricity purchased, heat and steam generated for own use			
Location-based	106,707*	105,227	115,103
Market-based	16,402*	1,390	809
All electricity procured by the Partnership to be 100% renewable certified by 2028	91.9% ²⁸	100%	100%
An absolute energy reduction within the Partnership's physical estate of 25% by 2028 from a 2018 baseline	-24.5%	-17.1%	-11.2%
All Waitrose core store refrigeration to be hydrofluorocarbon (HFC) free by 2028	70.3% HFC free	69% HFC free	62% HFC free
Waitrose to stay under a 7% refrigerant gas leakage rate	5.2%	3.9%	4.0%
All heavy trucks to be converted to biomethane fuel by 2028	72.5%	61%	43%
We will end the use of fossil fuels across the Partnership's transport fleet by 2030			
Diesel displaced by alternative fuels (%)	44.4%*	37.2% [◇]	28.4% [◇]
Reduction in litres of fossil fuels (%)	-42.7%* ⁱⁱⁱ	-32.8% [◇]	-18.7%

Health, Nutrition & Wellbeing Target	2023/24	2022/23	2021/22
Increase sales of healthy food and drinks sold to 65%, as a proportion of total volume of own-brand sales	61%	58%	Not reported
Proportion of protein sales that are plant based ²⁹	12%	12%	Not reported
Meet Public Health England's salt- and calorie-reduction targets by 2024.	Salt 92% Calorie 90%	Salt 90% Calorie 93%	Salt 87% Calorie 91%

ⁱ Performance figures in the table show the reduction in Waitrose operational food waste for the calendar year, compared to a 2018 baseline of 6,969 tonnes. Performance for the financial year ended January 2024 is 4,977 tonnes, which compared to the baseline is -28.6%*.

ⁱⁱ Performance figures in the table show the absolute market-based reduction in global greenhouse gas emissions (Energy & Industrial scopes 1 & 2 only), compared to a 2020/21 baseline of 146,762 tCO₂e. Performance for the financial year ended January 2024 is 119,701 tCO₂e, which compared to the baseline is -18.4%*. This figure does not include any Forest, Land and Agriculture (FLAG) emissions as per our Energy & Industrial SBTi. We will report against our Scope 1 FLAG science-based target that covers our Leckford Farm following the finalisation of the GHG Protocol Land Sector and Removals Guidance.

ⁱⁱⁱ Performance figures in this table show the move to alternative fuels measured as a reduction in litres of fossil fuels, compared to a 2018 baseline of 34,855,311 litres. Performance for the calendar year 2023 is 19,961,175* litres, which compared to the baseline is -42.7%*.

Endnotes

1. Copyright © Kantar Media TGI 2024 (Data release ‘March’ 2024).
2. IBID.
3. This is reporting our absolute market-based reduction in global greenhouse gas emissions (Energy & Industrial scopes 1 & 2 only), compared to a 2020/21 baseline of 142,762 tCO₂e. All carbon reporting is now against the revised baseline of 2020/21 JLP trading year following the validation of our science-based targets. This figure does not include any Forest, Land and Agriculture (FLAG) emissions as per our Energy & Industrial SBTi. We will report against our Scope 1 FLAG science-based target that covers our Leckford Farm following the finalisation of the GHG Protocol Land Sector and Removals Guidance.
4. Key categories include bread, breakfast cereals, savoury snacking, ready meals and meal solutions.
5. Tier 2 is any supplier site into Tier 1 that has been selected by Waitrose & Partners to produce a product or carry out a process, or identified as a critical supply chain link.
6. 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.
7. We are moving to a new system for carrying out risk assessments on timber. The new platform will enable us to report on timber risks at a product rather than supply chain level, and we also plan to expand assessment to include full coverage of own-brand products. In the short term, however, our reporting will not be comparable with last year, and not every timber or paper product will be represented in our figures until it has been through the assessment process. After this initial period, we are confident that our timber risk reporting will be more robust than ever and we will recommence reporting in 2024/25.
8. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the Partnership including both upstream and downstream emissions.
9. FLAG: Greenhouse gas emissions from forests, land and agriculture.
10. Donations to the King Charles III Charitable Fund from Waitrose Duchy Original sales in 2023/24 have been included for the first time this year's report and total funds generated, due to improved data availability and we will include these donations in future reporting.
11. Kantar research found that 47% of UK adults switch between alcoholic and low- or non-alcoholic drinks at the same occasion and that 40% of adults say they want to moderate their drinking.
12. The Partnership's current key raw materials in scope of this target for 2025 are timber, cotton, soya, palm oil, cocoa, cashmere and feather & down. In addition, leather, polyester and man-made cellulose are now in scope for 2028.
13. Soya, palm oil and cocoa performance figures in the table are based on the calendar year.
14. In the 2023/24 financial year 3,824* tonnes of cotton is Better Cotton, resulting in 76.5%* of cotton being Better Cotton.
15. We are moving to a new system for carrying out risk assessments on timber. The new platform will enable us to report on timber risks at a product rather than supply chain level, and we also plan to expand assessment to include full coverage of own-brand products. In the short term, however, our reporting will not be comparable with last year, and not every timber or paper product will be represented in our figures until it has been through the assessment process. After this initial period, we are confident that our timber risk reporting will be more robust than ever and we will recommence reporting in 2024/25.
16. 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.
17. In Progress: a risk assessment has been conducted on these timber sources but there are outstanding non-conformances being addressed. Unverified: the timber source supply chain is awaiting final risk assessment (this excludes products in scope of the United Kingdom Timber Regulation).
18. Physically certified soya: soya certified to a permitted sustainability standard using a mass balance or segregated supply chain model for chain of custody assurance.. These include Proterra, Europe/ Danube Soya, Round Table on Responsible Soy (RTRS), ISCC+ with add-on criteria. Organically certified soya: soya certified to a permitted organic standard compliant with the EU Organic Regulation. RTRS Credits: purchased on the Round Table on Responsible Soy (RTRS), Cargill SSS and trading platform from soya farmers certified to the RTRS standard, or other credit owners, where one tonne of soya produced is equal to one credit able to be sold to downstream businesses. Farmers who sell credits cannot also sell their soya into the soya supply chain as being certified. RTRS Regional Credits: bought specifically from RTRS certified farmers located in the Brazilian Cerrado biome or in the Argentine Gran Chaco region, where there is a high risk of deforestation and clearance of native vegetation. Area Mass-Balance: certified soya where there is financial traceability of the sustainability premium paid for soya back through the supply chain to producers in a specific region, but who may not have produced any of the physical soya that has been purchased. This differs from regional credits only in the requirement for accounting and assurance of materials flows along the supply chain to ensure that premiums are correctly allocated between certified farmers and customers purchasing certified soya.
19. The John Lewis Partnership bought 3,000 credits from farms in the Gran Charco and 11,479 credits from farmers in the Cerrado Region.
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. Performance figures in this table are based on calendar year.
23. Performance figure for the 2023/24 financial year is 73.9%*, which is the same figure as reported for the calendar year.
24. Data reported currently does not include reusable and home compostable packaging.
25. Current categories (Home Furnishings, Large Electricals, Small Electricals, Menswear, Womenswear, Childrenswear and Beauty).
26. Food waste as a percentage of units sold by Waitrose from our strategic suppliers who account for over 50% of the food we sell. Following further analysis of the data submitted by these strategic suppliers, and due to policy adjustments and validation of our science-based targets we have revised the baseline which now uses 2021 data (3.53%).
27. Performance figures in the table are based on the financial year. The exception to this is 'All heavy trucks to be converted to biomethane fuel by 2028', and 'We will end the use of fossil fuels across the Partnership's transport fleet by 2030' which is based on the calendar year.
28. 91.9% of electricity consumption across our physical estate is backed by Renewable Energy Guarantees of Origin (REGO) certified renewable energy sources.
29. Categories in scope of WWF basket metric.

Assurance Report

Independent Limited Assurance Report of KPMG LLP to John Lewis plc

KPMG LLP (“KPMG” or “we”) were engaged by John Lewis plc (“John Lewis Partnership”) to provide limited assurance over the Selected Information described below for 52 weeks ended 27 January 2024.

Our conclusion

Based on the work we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information has not been properly prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of the remainder of this report, in particular the inherent limitations explained below and this report’s intended use.

Selected Information

The scope of our work includes only the information included within the Directors’ report – Climate performance - metrics and targets section on pages 21 to 22 of the John Lewis Partnership Annual Report and Accounts, and the Key Performance Indicators and Ethics & Sustainability data sections of Ethics and Sustainability Report 2023/2024 (“the Reports”) for the 52 weeks ended 27 January 2024 marked with the symbol [*] (“the Selected Information”) and also listed in Appendix 1. The Selected Information is for the 52 weeks ended 27 January 2024, except for certain metrics as listed in Appendix 1.

We have not performed any work, and do not express any conclusion, over any other information that may be included in the Report or displayed elsewhere on John Lewis Partnership’s website for the current year or for previous periods unless otherwise indicated.

Reporting Criteria

The Reporting Criteria we used to form our judgements are John Lewis Partnership’s Basis of Reporting 2023/24 as set out at www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html (“the Reporting Criteria”). The Selected Information needs to be read together with the Reporting Criteria.

Inherent limitations

The nature of non-financial information; the absence of a significant body of established practice on which to draw; and the methods and precision used to determine non-financial information, allow for different, but acceptable evaluation and measurement techniques and can result in materially different measurements, affecting comparability between entities and over time. The Reporting Criteria has been developed to assist John Lewis Partnership in John Lewis Partnership’s purpose in producing the Reports. As a result, the Selected Information may not be suitable for another purpose.

Directors’ responsibilities

The Directors of John Lewis Partnership are responsible for:

- designing, operating and maintaining internal controls relevant to the preparation and presentation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- selecting and/or developing objective Reporting Criteria;
- measuring and reporting the Selected Information in accordance with the Reporting Criteria; and
- the contents and statements contained within the Report and the Reporting Criteria.

Our responsibilities

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been properly prepared, in all material respects, in accordance with the Reporting Criteria and to report to John Lewis Partnership in the form of an independent limited assurance conclusion based on the work performed and the evidence obtained.

Assurance standards applied

We conducted our work in accordance with International Standard on Assurance Engagements (UK) *3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information* (“ISAE (UK) 3000”) issued by the Financial Reporting Council and, in respect of the greenhouse gas emissions information included within the Selected Information, in accordance with International Standard on Assurance Engagements *3410 Assurance Engagements on Greenhouse Gas Statements* (“ISAE 3410”), issued by the International Auditing and Assurance Standards Board. Those standards require that we obtain sufficient, appropriate evidence on which to base our conclusion.

Independence, professional standards and quality management

We comply with the Institute of Chartered Accountants in England and Wales (“ICAEW”) Code of Ethics, which includes independence, and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the IESBA Code of Ethics. The firm applies International Standard on Quality Management 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Summary of work performed

A limited assurance engagement involves planning and performing procedures to obtain sufficient appropriate evidence to obtain a meaningful level of assurance over the Selected Information as a basis for our limited assurance conclusion. Planning the engagement involves assessing whether the Reporting Criteria are suitable for the purposes of our limited assurance engagement. The procedures selected depend on our judgement, on our understanding of the Selected Information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.

The procedures performed included:

- conducting interviews with John Lewis Partnership’s management to obtain an understanding of the key processes, systems and controls in place over the preparation of the Selected Information;
- examining a selection of the internal process documentation which explains the processes, systems and controls in place over the preparation of the Selected Information;
- agreeing a selection of the underlying data which supports the Selected Information to corresponding source documentation;
- reperforming a selection of the carbon conversion factor calculations, other unit conversion factor calculations and manual calculations performed over the Selected Information;
- agreeing the relevant prior period and baseline data to previously reported data where these were used in the calculation of the Selected Information, including re-performing the calculation;
- performing analytical procedures over the aggregated Selected

Information, including a comparison to the prior periods’ amounts having due regard to changes in business volume and the business portfolio; and

- reading the narrative within the Report with regard to the Reporting Criteria, and for consistency with our findings.

The work performed in a limited assurance engagement varies in nature and timing from, and is less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

This report’s intended use

Our report has been prepared for John Lewis Partnership solely in accordance with the terms of our engagement. We have consented to the publication of our report in the Ethics and Sustainability Report 2023/2024 for the purpose of John Lewis Partnership showing that it has obtained an independent assurance report in connection with the Selected Information.

Our report was designed to meet the agreed requirements of John Lewis Partnership determined by John Lewis Partnership’s needs at the time. Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than John Lewis Partnership for any purpose or in any context. Any party other than John Lewis Partnership who obtains access to our report or a copy and chooses to rely on our report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, KPMG LLP will accept no responsibility or liability in respect of our report to any other party.

Jonathan Mills for and on behalf of KPMG LLP

Chartered Accountants
15 Canada Square
London
E14 5GL
8 May 2024

The maintenance and integrity of John Lewis Partnership’s website is the responsibility of the Directors of John Lewis Partnership; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information, Reporting Criteria or Report presented on John Lewis Partnership’s website since the date of our report.

Appendix 1

The Underlying Selected Data that constitutes the Selected Information are listed below. The information in this Appendix needs to be read together with the limited assurance report and the Basis of Reporting.

KPI description	Reporting Period	Amount	Unit
Percentage of cotton in own-brand products that is from sustainable or recycled sources	29/01/23 to 27/01/24	80.0	%
Percentage of cotton that is Better Cotton certified	29/01/23 to 27/01/24	76.5	%
Tonnage of cotton that is Better Cotton certified	29/01/23 to 27/01/24	3,824	tonnes
Scope 1 emissions	29/01/23 to 27/01/24	103,299	tCO2e
Scope 2 emissions (market-based)	29/01/23 to 27/01/24	16,402	tCO2e
Scope 2 emissions (location-based)	29/01/23 to 27/01/24	106,707	tCO2e
Scope 3 emissions	29/01/23 to 27/01/24	14,876	tCO2e
Absolute market-based reduction in Greenhouse Gas Emissions in percentage (scope 1 & 2 energy and industrial) in a Financial Year assured to the 52 weeks ended 27th January 2024 from the 2020 Baseline	29/01/23 to 27/01/24	-18.4	%
Transition to Fleet Alternative Fuels – Litres of fossil fuel consumed across the partnership in current year	01/01/23 to 31/12/23	19,961,175	Litres
Transition to Fleet Alternative Fuels – Percentage of diesel displaced by low or zero carbon fuels	01/01/23 to 31/12/23	44.4	%
Transition to Fleet Alternative Fuels – Review of calculation of current year transition metric vs. the 2018 baseline for accuracy	01/01/23 to 31/12/23	-42.7	%

Appendix 1

KPI description	Reporting Period	Amount	Unit
Percentage of product packaging that is recyclable, reusable or home compostable for Waitrose	01/01/23 to 31/12/23	96.9	%
Percentage of product packaging that is recyclable, reusable or home compostable for John Lewis	01/01/23 to 31/12/23	93.1	%
Percentage of operational waste that is recycled	25/12/22 to 23/12/23	73.9	%
Percentage of operational waste that is recycled	29/01/23 to 27/01/24	73.9	%
Percentage reduction in Waitrose operational food waste in a Financial Year assured to the 52 weeks ended 23rd December 2023 from the 2018 baseline	25/12/22 to 23/12/23	-27.5	%
Percentage reduction in Waitrose operational food waste in a Financial Year assured to the 52 weeks ended 27 January 2024 from the 2018 baseline	29/01/23 to 27/01/24	-28.6	%

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JOHN LEWIS

WAITROSE

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