



# ANNUAL REPORT

# 2024/25



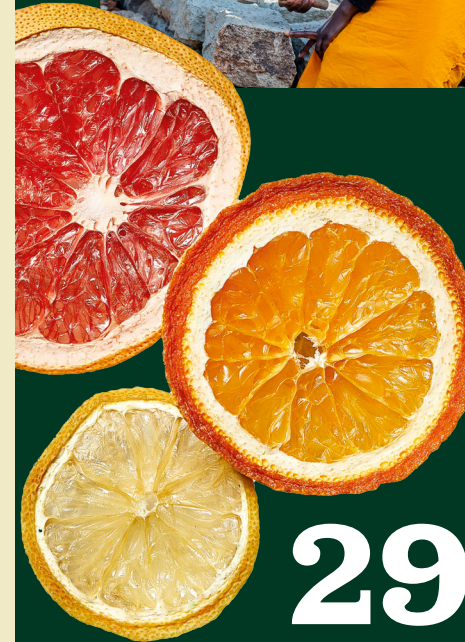


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# CHAIR'S STATEMENT



**T**he Waitrose Foundation is unique. It is our supply chain programme which reinvests back to improve the livelihoods of our farmers, workers and their communities. I am incredibly proud of the programme's success across 2024 delivering a record 296 projects across our 10 Foundation countries.

Last October, I had the opportunity to meet some of our Foundation growers and workers in Kenya and South Africa. It was an eye opening and heartwarming trip and I was hugely impressed by our grower partners' innovation, the tangible impact of the projects and their resilience in responding to the emerging climate risks they face.

2025 will be a big year for the Foundation - we are planning to reach our target of investing £1m in climate resilience programmes and celebrate 20 years of the programme and all the impact it has achieved so far.

Through our collaborative model and long-term relationships, we are building even stronger partnerships with growers and creating a more empowered, engaged and trusted supply chain. This truly lives up to our brand promise of food to feel good about.

**CHARLOTTE DI CELLO**

**Chair, Waitrose Foundation Global Board**



# 2024 AT A GLANCE



**298**

Worker-led projects delivered



**910**

Active Foundation committee members

**1,024**

Men and women trained in capacity building



**76,422**

Direct farmer and worker beneficiaries



**20,058**

Direct family and community beneficiaries



**423**

Grower partners in 10 countries



**£2.5M**

Generated for the Foundation

**212**

Sourced products from Foundation farms



**14**  
IMPORTER AND  
**48** EXPORTER  
PARTNERS



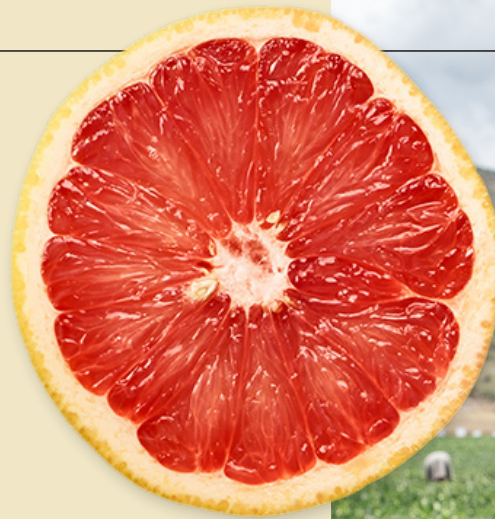
**1**  
Edie Net  
Zero Award







# FOUNDATION OVERVIEW



The Waitrose Foundation aims to improve the livelihoods of workers and their families, creating stronger communities and sustainable supply chains for Waitrose and supply partners



The Waitrose Foundation is one of Waitrose's supply chain programmes, which seeks to build a sustainable future for agriculture in some of the most vulnerable rural communities globally, whilst strengthening the resilience of our supply chains.

The Foundation is intrinsically linked within our commercial sourcing practices. When a product is sourced from Foundation farms, it will carry the Waitrose Foundation label. 2% of the sale of Foundation products is accrued and distributed to farms, proportionately to the volume of product they sold to Waitrose. As a result, the Foundation supports the establishment and strengthening of long term sourcing relationships, adding value across the supply chain. A number of the importer suppliers and growers have worked with us since the Foundation began in 2005.

Worker committees (with the support of our

implementation partners) capture the needs of their communities and develop project proposals for their funding to be invested in initiatives that will improve their livelihoods.

We currently sell over 200 Foundation-labelled products in store such as berries, citrus, grapes, stone fruit, apples, pears, exotic fruit, vegetables, flowers and wine.



Since launching the Foundation in 2005, we have:

Generated over **£24.5m** to invest in workers in our supply chains

Delivered **2,290** community-led projects



# OUR HUMAN RIGHTS PROGRAMME

The Foundation plays a key role within our Human Rights programme, for which our ambition is to enable everyone in our supply chain to realise their fundamental human rights. We believe that championing worker voice and building more resilient and responsible supply chains creates lasting value for Waitrose, the John Lewis Partnership and those we work with.

We set out our commitment to respecting all human rights across our operations, supply chains and communities within our [Human Rights Policy](#). Across our supply chains, we expect our partners to demonstrate their commitment to human rights through compliance to our [Responsible](#)

[Sourcing Code of Practice](#), which we monitor through our due diligence programme. For more information on this, see our [Human Rights Report](#). In addition to this, we deliver industry leading programmes, such as the Waitrose Foundation to ensure workers have the voice and capacity to drive improvements to their livelihoods<sup>1</sup>.



# GOVERNANCE



Whilst the delivery of the Foundation is coordinated by the Partnership's Human Rights team, there are three levels of governance which help to ensure that the programme is delivered responsibly, has clear direction and is effective and impactful

## GLOBAL BOARD

The work of the Waitrose Foundation is overseen by the Waitrose Foundation Global Board, which is made up of senior leadership from Waitrose, the John Lewis Partnership as well as supplier and international development expertise. The Board, chaired by the Waitrose Chief Commercial Officer, meets quarterly and is responsible for setting the strategic direction for the Foundation, managing risks, measuring the success of the Foundation's activities and communicating the impact.

## COUNTRY STEERING GROUPS

To ensure that local operations are managed effectively we coordinate country steering groups in each region<sup>2</sup>. These are chaired by Waitrose representatives and include suppliers, farm partners and independent experts. They oversee and support the progress of our regional implementation partners and make funding decisions at a regional level.

## WORKER COMMITTEES

Worker voice is central to the Foundation, ensuring that we are responding to the needs of the local communities from which we source. Supported by our implementation partners, farm worker committees are responsible for putting together project proposals for worker voice funds based on the needs they have identified. We currently have 910 farm workers holding worker committee positions, 40% of whom are women.

1. A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living; a sustainable livelihood can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the long and short term. 2. Due to the nature of our partnership in Ghana with the Blue Skies Foundation and Albert Heijn, the Waitrose Foundation does not chair the steering group, but instead, we hold a membership position on the Blue Skies Foundation Board.



# FOUNDATION PARTNERS

A number of stakeholders play an active role in supporting projects to enhance the reach and impacts. Foundation programme partners and some of their responsibilities include:

## GROWERS

Capturing worker needs, designing projects and facilitating the delivery.

## EXPORTERS

Engaging growers, prioritising activities across the grower base and supporting delivery.

## IMPORTERS

Contributing financially to the programme.

## IMPLEMENTATION PARTNERS

Carrying out needs assessments, management of budgets, training worker committees, delivering projects and reporting on progress.

## ADDITIONAL DELIVERY PARTNERS

Some projects are co-delivered by other organisations where there is the opportunity for technical expertise or additional match funding. Recent programme partners have included the Foreign Commonwealth and Development Office (FCDO) and South Africa Department for Education.





# FOUNDATION ACTIVITY

## Global Strategic Fund - Climate Resilience Programmes

Our Global Fund projects are designed to address challenges across our farming communities by working with a large number of farms to achieve impact at scale. Currently the fund is delivering against our £1m commitment to support our growing communities to increase their resilience to climate change.

The climate risks in our Foundation grower base and community are significant. These include increasing land degradation, declining soil fertility, water scarcity, heat stress, food insecurity and an increase in pests and diseases.

We have worked across each region to understand the local climate related risks and engage workers on community-led approaches which address their needs. Over the past year we have continued the delivery of five existing projects and designed three additional projects due to commence delivery in 2025.

**The following pages highlight the work delivered or completed in 2024:**



## KENYA

### BUILDING CLIMATE RESILIENCE AND SUSTAINABLE LIVELIHOODS (COMPLETE)

- Distribution of energy efficient cookstoves which save money and time and are less harmful to the environment
- Establishment of new alternative income opportunities to reduce the risk extreme weather has on livelihoods
- Improvements to financial literacy and access to finance, to allow farmers to manage income fluctuations and invest in their future
- Building climate resilience capacity through training in renewable energy, agroforestry and financial literacy, particularly for women
- **Total beneficiaries - 5,390**



### IMPROVING WATER SECURITY

- Improving access to water for flower growing communities through new infrastructure
- Providing outgrowers with water-efficient technologies
- Training in sustainable water management through agroforestry and agricultural practices
- **Target beneficiaries - 1,060**



# SENEGAL

## CLIMATE SMART AGRICULTURE CAPACITY BUILDING

- Creation of digital training resources to increase knowledge on climate smart agriculture
- Provision of climate smart agricultural inputs and water saving technologies
- Facilitating farm visits to share knowledge and expertise
- **Target beneficiaries - 60**



Photograph: Jacques Marais



# SOUTH AFRICA

## WATER CATCHMENT MANAGEMENT In Partnership with the WWF

- Clearing of alien invasive water-thirsty tree species which frees up water to flow through the catchment to Foundation farms
- Establishing circular economy enterprises with felled trees to reinvest back in the local area
- Facilitating a catchment-wide approach to sustainable management of the area in the long term
- **Target beneficiaries - 42,300**

# THE GAMBIA

## CLIMATE SMART AGRICULTURE YOUTH LEADERS

- Establishment of an apprenticeship programme to upskill the next generation of climate leaders in agriculture
- Creation of a demo farm to showcase best practice and share expertise
- Improving access to water for vegetable growing communities through new infrastructure
- **Target beneficiaries - 2,610**







# CASE STUDY

Building climate resilience and sustainable livelihoods in Kenya

## SUCCESSES AND HIGHLIGHTS

- 98% of workers and smallholders reported an improved understanding of adapting to climate change.
- Women's participation in decision-making increased by 85%, with greater shared responsibility in household decisions.
- Through improved access to finance, 89% of VSLA members invested in alternative livelihood activities.
- On average, women saved 3 hours per day due to energy efficient cookstoves, redirected toward livelihood improvement activities such as poultry farming and small business ventures.
- Climate-smart farming techniques were adopted by 98% of participants, such as intercropping and agroforestry.
- Over 97% of participants planted indigenous trees, which enhanced biodiversity and soil health.
- Households saved up to 67% on fuel costs, freeing up funds for other investments.

Our Climate Resilience programme and partnership with the WOW Programme has been recognised by the Business Charity Awards (2023) and the edie Net Zero Awards (2024). You can read more about our research [here](#) or see our FCDO case study [here](#).

Our research in 2022 with the Work and Opportunities for Women (WOW) Programme noted that climate impacts faced by our growing communities in Kenya included land degradation, loss of biodiversity and extreme weather events which have a negative impact on health, income, food security and living conditions. Furthermore, women are disproportionately affected as there is a gender gap in access to, and control of, economic assets including land, tools, credit, and digital technologies. Improving women's economic empowerment has the potential to improve household incomes, resilience and capacity to adapt to climate change.



### AS A RESULT WE

1. Trained 5,390 farmers and workers on climate smart agriculture, energy efficient technologies and afforestation to address climate related challenges in their area.
2. Distributed a range of energy saving cookstoves to 1,765 farmers and workers. The cookstoves are energy-efficient and helped reduce the time women spend collecting firewood, particularly for women and improved the beneficiaries health.
3. Established alternative income opportunities for 1,115 people such as beekeeping, tree nursery management and fruit seedling production.
4. Supported our growing communities to diversify their incomes, manage fluctuations in supply and improve their food security.
5. Improved access to finance for 2,388 women by establishing 103 Village Savings and Loans Associations (VSLA) to support income diversification activities.



# REGIONAL FUNDS - WORKER VOICE PROJECTS

Farms accrue funding proportionate to the volume of product they sell to Waitrose. With these accruals, Foundation committees engage the workers and community to identify their needs and opportunities for investment. Projects are designed around five themes (see below) which are pertinent to our global

Foundation grower base. For some larger strategic growers with long-term partnerships and more significant accruals, they are encouraged to develop 2-3 year project plans to achieve greater impact.

Where there is a common need identified (such as capacity building), country-wide programmes are

delivered by our implementation partners and can be scaled up across the region. The projects are designed in line with our Principles of Programme Implementation to ensure they are relevant, inclusive and sustainable.

Over the past year we have delivered 22 country programmes and 269 Worker Voice projects.



**19,927** women and men had improved access to healthcare services

**27,980** women and men had improved access to wellbeing services

**11,402** smallholders had access to renewable energy solutions (e.g. biogas)

**13,637** girls and boys (0-18) had improved access to schools/places to learn

**2,970** young women and men (16-30) had improved access to education

**2,416** households had access to additional sources of income

**5,511** households had access to financial products (e.g. microloans)

**1,387** households had improved access to potable clean water for drinking, sanitation and hygiene

**356** households had improved access to safe and hygienic sanitation facilities

## Progress as a result of Waitrose Foundation activity Feb 2024-Jan 2025

# SOUTHERN AFRICA



IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTH AFRICA

Total number of Foundation growers

401

Total number of Foundation labelled products

100

Countries in region

South Africa, Zambia, Zimbabwe & Namibia

Total number of farmers and workers

152,113

Foundation product categories

Apples, apricots, avocados, blackberries, blueberries, cherries, figs, grapefruits, grapes, lemons, lychees, mandarins & clementines, nectarines, oranges, passionfruits, peaches, pears, plums, raspberries, sharon fruits & wines



## Regional highlights

- 249 country and worker voice projects delivered
- 53,453 direct project beneficiaries
- 79% of worker committee members reported greater self-confidence through participating in a committee
- 78% of workers have worked on their Foundation farm for more than five years

## ONGOING PROJECTS

### Educational Development

The Foundation worker committees in South Africa typically prioritise healthcare and education projects. The national unemployment rate for youth is 44% and there is more limited access to healthcare services in rural farming areas. One of the longest running projects in the region is the construction and ongoing operation of over 100 Partial Care (early learning) facilities on farms, as well as learning resources and improved nutrition courses. Together, 9,636 girls and boys benefitted from improved access to education in the region.

The continuation of longstanding healthcare programmes include the psychosocial resilience training and emotional wellness projects which in 2024 reached 447 individuals. These programmes support farm workers to manage impacts of trauma, share knowledge on reproductive health, and mentor workers in management of substance abuse.





# SOUTHERN AFRICA



## NEW PROJECTS

### Food gardens

At Habata Boerdery, a Foundation grape growing partner, the worker committee established a Green Garden initiative. The programme cultivates fresh vegetables, donating a portion to vulnerable groups such as the elderly, and selling the surplus to the community. The project not only supports food security but proceeds from the sale fund life skills workshops which empower local teenagers with tools for personal growth and resilience.

*"The Food Green Garden project [is] producing beans, carrots, beet, onions and corn. The intention is also to use the vegetables during winter for use in a soup kitchen"*

Nico Schoeman, EXSA-Habata Boerdery Worker Committee member

### Hosanna Laundry

At one of our grape growers, Schoonbee, the Foundation worker committee equipped a vacant room as a laundry facility and trained unemployed relatives of workers to provide laundry services to the workers and surrounding packhouses. In time, the laundry employees will look to extend their services to also include repair works. Beyond the additional income earned for laundry service workers, funds will also be reinvested back into the day care facility on the farm, providing enhanced learning facilities for children of farm workers.

### Emerging Leaders Training

The highly popular Emerging Leaders programme, previously delivered in Kenyan Foundation farms has also been delivered across our apple and pear growing communities. The programme enhances the personal and professional development of workers, improving their financial literacy, teamwork and leadership skills in the workplace, community and home. 100% of the participants reported to have applied the learnings from the programme, with common benefits including improved confidence and financial literacy.

*"I never used to be a person who saved. I used money recklessly but after the training, I have learned how to do a budget"*  
Emerging Leaders Programme Participant,  
Dennegeur



# SOUTHERN AFRICA

## UPDATES ON PREVIOUSLY COMPLETED PROJECTS

In 2023, the Foundation supported our berry growers' families with solar geysers and electricity inverters. The geysers provide access to warm water, negating the need to boil water for bathing, whilst the inverters mitigate the impact of load shedding, allowing electricity to the home to remain functional. Follow up studies highlight the average annual electricity saving per household is £90 (R. 2,275) throughout the winter.

Every year Waitrose Foundation Southern Africa delivers a range of skills development training programmes, which include youth development and leadership training. Our follow up evaluation this year indicated that 74% of beneficiaries that took part in the programmes reported an improvement in employment outcomes as a result of training.



Over the past five years, our partner has delivered 254 health and wellbeing programmes. These include provision of clinics, medical funds, counselling, sport and recreation projects. Of those beneficiaries evaluated last year, 83% reported that their health had improved due to the Foundation's programmes. This can have a positive impact on the grower's business; throughout 2022 and 2023 one of our apple growers was supported with access to clinic services and gym infrastructure, which led to clear health and wellness benefits for their workers. Between 2022 and 2024, absenteeism levels at the farm decreased from 6.7% to 4.27% and productivity levels increased by 11%.







# EAST AFRICA



IMPLEMENTATION PARTNER: FARM AFRICA

Total number of Foundation farms

# 15

Countries in region

# Kenya and Tanzania

Total number of Foundation labelled products

# 93

Total number of farmers and workers

# 18,162

Foundation product categories

# Broccoli, Beans, Peas, Baby Corn & Flowers

## Regional highlights

- 25 country and worker voice projects delivered
- 33,951 direct project beneficiaries
- 70% of worker committee members are reporting greater self-confidence through participating in a committee
- 93% of farm workers report the Foundation has had a positive impact on their livelihood



## ONGOING PROJECTS

Our microloan facility continues to revolve in Kenya and Tanzania and has enabled a total of 9,749 Foundation farm workers to access low interest loans, typically used to invest in school fees or microenterprises. Throughout 2024, the fund disbursed £742,038 worth of loans, an 18% increase on last year, to 5,333 farm workers. Additionally, we developed a new education loan product which pays school fees directly and is more efficient to manage.

Over the past few years we have scaled up the provision of energy efficient cookstoves across the Foundation farms. Five farms and 9,797 households were supported by a range of cookstoves (such as gas or jikos) to meet their local cooking requirements. An independent study on our cookstove distribution was conducted by the FCDO which found high adoption rates of cookstoves issued and a range of positive social, economic, health and environmental outcomes. The research provided good evidence to support scaling the project which we will look to do in 2025.



# EAST AFRICA

## NEW PROJECTS

### Kipkoryiony Secondary School Laboratory

Many local schools in our flower growing communities do not have adequate science facilities, making them less competitive and limiting opportunities for students who want to pursue STEM related careers. The Foundation supported a new science laboratory that will be utilised by 300 students.



*"This laboratory is really going to help the learners in the school in doing experiments. For example, there are some topics in biology that require us to hold practical sessions such as food tests, so that the idea sticks in our mind," Lucy Jepkoec, Laboratory Technician*



### Simotwet Special School

The Simotwet Special School project transformed a dated and unfit classroom into new facilities which provide specialist teaching and learning requirements. The enrolment at the school has increased from 62 to 112. Student needs are now being fully met and families are saving up to £400 per year on travel and boarding fees, previously required to enrol at the government school, 65km away.

### Beehives

Workers at Bohemian flower farm used their Foundation funding to set up 200 beehives, establishing an alternative income project. The farm workers collectively harvest 8,000kgs of honey and sell it locally. With the earnings, some of the profits are reinvested back into the programme for further development. So far, 2,300 workers have started to benefit financially from the additional income.



### Winchester Farm Crèche

The crèche at Winchester farm has the capacity for 30 babies, enabling mothers working on the farm to return to work with their babies in a safe environment. The crèche was developed with Fairtrade funds, and support from the Waitrose Foundation was used to provide equipment and an outdoor play area. Lydia, a worker at Winchester Farm used to leave her baby with her husband, who left his work to take care of the child:

*"I pay Kshs.100 [60p] a day, I do not bring anything, the meals are taken care of by the baby crèche, my husband has gone [back] to work, so we will have more income," Lydia, a worker at Winchester farm.*



# EAST AFRICA

## UPDATES ON PREVIOUSLY COMPLETED PROJECTS



### UPDATES ON PREVIOUSLY COMPLETED PROJECTS

#### Outgrower equipment

Last year we reported on farming equipment that was provided to our outgrowers; small-scale farmers who supply to our growers. Joseph Mbinda of Oledepe farm was provided with farming equipment such as drip lines, piping, feeding lines, crates (for harvesting), a water tank and bee hives. Having access to new farming equipment has supported Joseph to increase his yield and improve his margins.

*"I was harvesting 4.5 tonnes per acre of French beans, but now, I can harvest up to 5 tonnes. I was also harvesting around 2.8 tonnes of baby corn but I now harvest 3.0 to 3.2 tonnes in a week, hence increasing my profit margin. Initially, I was using buckets [for harvesting], but the capacity of a bucket is smaller [than a crate]... but now I make less trips since the crate is bigger...so that is an improvement and I can harvest more."*

Joseph Mbinda

### Emerging Leaders Training

In 2022 some of our Kenyan farmers and workers took part in the Emerging Leaders programme, where participants learnt skills to establish their own microenterprises. Clara Biwott, a flower farm worker, used the course to establish a business selling doughnuts at the market. Profits from this enabled Clara to venture into a quarry business selling stones. This has allowed Clara to purchase land, plant maize and cover school fees for her niece and nephew and, most recently, hire six employees. Looking forward, Clara plans to pursue her studies and enrol in an IT course.







# GHANA

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION

Total number of Foundation farms

01

Total number of farmers and workers

3,815

Total number of Foundation labelled products

06

Foundation product categories

## Mango, Coconut and Passionfruit

### Regional highlights

- 5 country and worker voice projects delivered
- 6,520 direct project beneficiaries
- 85% report a positive impact on their livelihood
- 91% of farm workers report greater self-confidence through participating in a committee



The Waitrose Foundation in Ghana is a tripartite partnership between Blue Skies, The Albert Heijn Foundation and the Waitrose Foundation. The Foundation farm in Ghana produces prepared fruit for Waitrose, with much of the packaging done at source, delivering more value down the supply chain.





# GHANA



## NEW PROJECTS

### Kordiabe Community Water

Our mango farming communities faced challenges accessing clean water due to the community's expansion, and the reliance on streams led to waterborne diseases. The Foundation supported the drilling of a borehole and installation of a pump which connected to a reservoir, providing a sustainable and reliable water source that will improve public health and enhance productivity with less time spent collecting water.

### Auton Presby School Water

The school previously faced unreliable water access, with existing infrastructure only allowing water access once per week. The Foundation installed two water tanks with taps, which were connected to mains water. This will ensure a safe and steady supply of water, improving hygiene and supporting students to continue their studies.

### Enterprise accelerator

Over the past year we have been scoping a new entrepreneurial programme that will give farm workers access to training and capacity building to start their own enterprises. An unexpectedly high amount of interest in the programme has led us to review the delivery, and we aim to see this progress throughout 2025.



## UPDATES ON PREVIOUSLY COMPLETED PROJECTS

Since starting the Foundation in Ghana we have delivered 40 education projects in the region, such as the previously reported vocational centres for people with disabilities and the annual school farm project. Our latest evaluation indicated that 85% of beneficiaries report improvements in their employment outcomes as a result of training opportunities.

Water and sanitation projects are a key focus for our farming communities in Ghana, with 50 projects being delivered in the region. As a result of these, 88% of Foundation beneficiary respondents reported that they have had improved water-related health, social and economic outcomes, such as reduced waterborne diseases, time saved from collecting water and money saved from sourcing water.



# SENEGAL AND THE GAMBIA

IMPLEMENTATION PARTNER: SELF HELP AFRICA

Total number of  
Foundation farms

04

Total number of  
farmers and workers

8,828

Foundation product  
categories

Beans, Sweetcorn  
& Salad Onions

Total number  
of Foundation  
labelled products

11

## Regional highlights

- 7 country and worker voice projects delivered
- 4,366 direct project beneficiaries
- 72% of farm workers report a positive impact on their livelihood



Last year we reported on various projects in Senegal and The Gambia that improve access to education, with this theme being of particular importance to our farming communities. As part of our multi-year programme of work with these schools, we have delivered the next phase of activities.



# SENEGAL AND THE GAMBIA

## ONGOING PROJECTS

### Reforestation and school gardening supplies

In 2023, three schools around our vegetable growing communities benefitted from fencing and sanitation blocks. Now that the schools are secure from wild animals, reforestation and school garden activities have been completed over the past year, with future training scheduled to engage students in land and crop management.



## NEW PROJECT

### Revolving credit

Building on the success of microloans in East Africa, a savings and revolving credit facility has been established in The Gambia. It currently has 197 members, 145 of whom are women. Twenty Six loans have been distributed, primarily for tertiary education, home improvements and microenterprises. Additional financial literacy training will be delivered this year.



## ONGOING PROJECT

### N'Guélakh Peulh School toilet blocks and water supply

In 2023 the Foundation developed new classroom blocks for the school. Last year the Foundation continued their investment through new toilet blocks and sanitation facilities, which improve hygiene levels, reduce dehydration and increase the amount of time children spend at school.

*"Before, students were taught in temporary shelters [facing] uncomfortable and undesirable conditions. During the rainy season, water easily penetrated the classrooms which had very negative impacts on the students' results. Today, students work in very good conditions in perfectly constructed rooms. The toilets are also very appreciated by the students because [it improves the children's] hygiene and sanitation. The project also saves them time because they don't need to return home to go to the toilet [during school time]." Mr. Ndiaye, School Supervisor*

# COSTA RICA

IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION

Total number of Foundation farms

01

Total number of farmers and workers

1000

Total number of Foundation labelled products

02

Foundation product categories

Pineapple

## Regional highlights

- 5 country and worker voice projects delivered
- 478 direct project beneficiaries
- 72% of farm workers report a positive impact on their livelihood
- 76% of farm workers have worked on the farm or have returned for more than five years

## NEW PROJECT

### Scholarships

A scholarship programme was established to provide higher and further education opportunities to farm workers and their families. Thirty beneficiaries (15 farm workers and 15 youth) benefitted last year, with aims to expand the programme in the future. Some of the workers who studied business courses have now started their own small businesses.





# COSTA RICA

## NEW PROJECT

### Ophthalmology Programme

Health related projects have been identified as a particular area of need in Costa Rica. Building on the health clinics in 2023, an eye health programme provided eye tests and glasses to 53 workers and their families. Many of the beneficiaries had never had an eye test before, nor could afford glasses. Farm worker Maikol, his wife and children all benefitted from eye examinations and glasses:



*"[My son's] vision issue was severe, and seeing him struggle caused me great pain. He could barely see the letters in his schoolbooks, which impacted on his education, and even at home. Our family's financial stability depends on me, and I worried that without my own glasses, my job would become more difficult, making it harder to provide for my family.*

*This project brought immense peace of mind, knowing that my family now has a better quality of life, that my children can do their homework properly, and that their education will improve. My wife, who is also studying, can now continue her education. Financially, this support relieved us from potential debts that could have limited our ability to provide for our household's needs."*

## UPDATES ON PREVIOUSLY COMPLETED PROJECTS

Last year we reported on the launch of a skin cancer and kidney disease clinic. As a result of the programme, 83% of the farming community are now reporting better access to healthcare services. Furthermore, the success of the clinic led to additional demand from worker committees to scale up the project activities. Workshops and awareness raising campaigns were delivered in local schools, educating young people on the risks of prolonged exposure to the sun.





# KEY CHALLENGES AND LEARNINGS

## CHALLENGES

### Environmental Pressures

In previous reports we have highlighted that environmental and economic pressures have impacted Waitrose Foundation farms, and this continues to be the case throughout 2024. Many Foundation farms face climate vulnerability, with Kenyan and South African growing regions having suffered droughts. Water security has been a prominent theme that our Global Strategic (climate resilience) fund has addressed.

### Fundraising Landscape

The Waitrose Foundation has historically benefitted from additional match funding from external sources. Over the past year some governments have reduced their investment in international aid. This has led to the fundraising landscape becoming increasingly competitive. This has especially impacted some of our implementation partners.



## LEARNINGS

As part of our annual monitoring and evaluation process, we conduct focus groups with worker representatives to gather feedback on the Foundation programme. We also commission our own independent reviews of the Foundation to evaluate the impact.

### Strengthening worker committees

Focus groups indicated that the worker committees could benefit from improved communication with management which would strengthen their ability to advocate for their community's needs. We will continue to support worker committees through our training and development programmes, and ensure, where relevant, they feature representatives from other farm committees (e.g. gender / youth committees).

### Enhancing worker engagement

Most workers expressed high levels of satisfaction in the Foundation programme. However, our focus groups highlighted that some workers felt their involvement with the Foundation was limited, expressing a desire for more participation. We will ensure that worker voice projects are designed to maximise impact across all beneficiary groups, training opportunities are offered in the most equitable way and there are adequate training provisions in place.





# SAFEGUARDING



Over the past year we have continued to invest additional resources into improving our safeguarding processes. Last year we reported on the implementation of an enhanced Safeguarding Policy and Code of Conduct, as well as training. Over the past year, we have continued to deliver additional training, including:

- **Training for the John Lewis Partnership Human Rights Team**
- **Developing a Train the Trainer programme for implementation partners to deliver to worker committees**
- **Developing a suite of resources for implementation partners to spot safeguarding risks on farms**

Over the past year we have received nine safeguarding reports from Foundation farms and projects, raised through implementing partners and suppliers. All nine safeguarding reports have been fully investigated and closed.

## Project delivery process

In some regions we heard from workers the desire to improve the speed of project delivery. Whilst financial flows between partners and robust procurement processes are required, we are exploring how to improve this for workers.

## The Foundation's role in improving the resilience of supply chains

We conducted an independent review to examine to what extent the Foundation's activity contributes to strengthening the resilience of supply chains and delivering commercial value. The study concluded the Foundation has played a significant role in mitigating salient community-based risks, whilst creating an empowered, engaged and trusted supply chain with a keen sense of collective responsibility. The report also highlighted opportunities to take learnings and facilitate new projects that deliver enhanced value for all supply chain actors.





# TRAINING AND CAPACITY BUILDING



**T**raining is a core component of many of the Waitrose Foundation projects that are delivered. Over the past year, this training has included financial literacy, climate resilience, water management as well as healthcare awareness raising campaigns.

Beyond the individual project trainings, our implementation partners offer multi-farm capacity building programmes which farms can enrol their teams or communities on to. The success of the programme has enabled them to be scaled up across each region. The training programmes over the past year reached 1056 individuals and included the following topics:

## **Worker Committee Development:**

Establishing effective worker committees and capturing the needs of farming communities.

**Safeguarding:** Identifying safeguarding risks and highlighting reporting channels.

**People Management:** Managing effective teams, cultural differences and recognising power dynamics.

**Partial Care Facilitator Training:** Meeting the compliance criteria to successfully manage on-farm creches and nurseries.

**Personal and Professional Development:** Providing youth with opportunities for skills development, improving readiness for employment.

**Entrepreneurship:** Providing skills and experiences to develop business plans, management and growth.





# 2024 TARGETS

## TARGET

## RESULT

<p>We will improve the livelihoods of 70,000 farmers and workers through the delivery of Waitrose Foundation programmes.</p>	<p>▶ <b>Result: Reached</b></p>	<p>We have improved the livelihoods of 76,422 farmers and workers through the delivery of Waitrose Foundation programmes.</p>
<p>The Foundation's training programmes (capacity building and social development) will reach 750 people.</p>	<p>▶ <b>Result: Reached</b></p>	<p>The Foundation's training programmes (capacity building and social development) reached 1024 people.</p>
<p>The Foundation will have 900 active worker committee members across 80 committees.</p>	<p>▶ <b>Result: Reached</b></p>	<p>The Foundation has 910 active worker committee members across 224 committees.</p>
<p>Over 75% of committee members (global average) report greater self confidence in participating in a committee.</p>	<p>▶ <b>Result: Partially Reached</b></p>	<p>In four regions, 78% of committee members reported greater self confidence (global average). In one region, 21% of committees reported greater self confidence (this lower figure is likely because all committee members in the region are new to the role).</p>





1 ▶

We will improve the livelihoods of 70,000 farmers and workers through the delivery of Waitrose Foundation programmes.

2 ▶

The Waitrose Foundation invests £1m in climate resilience programmes.

3 ▶

Over 70% of committee members (global average) report greater self confidence in participating in a committee.

4 ▶

Over 70% of project beneficiaries report the Foundation has had a positive impact on their livelihood.

# 2025 TARGETS



# FINANCIAL SUMMARY

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

The Waitrose Foundation is not a UK registered charity, primarily because of the link to Waitrose's business operations. All Foundation funds are ring-fenced by Waitrose to be used for projects in our supply chain, as set out in this report.

The Foundation generated **£2.528m** income for the year to 27 January 2024, an increase of **£0.082m** from the year to 28 January 2023.



## Summary by region (€000s)

REGION	YE JAN 25	YE JAN 24	YOY
Southern Africa	1,402	1,410	(8)
East Africa	827	747	80
West Africa - Ghana	140	140	0
West Africa - Senegal / Gambia	127	118	9
Central America	32	30	2
<b>TOTAL</b>	<b>2,528</b>	<b>2,445</b>	<b>82</b>

## Summary by product (€000s)

PRODUCT	YE JAN 25	YE JAN 24	YOY
Citrus	474	483	(10)
Top Fruit	204	177	27
Tropical/Subtropical	333	304	29
Grapes	213	194	19
Wines	16	14	2
Vegetables	231	213	18
Herbs	35	0	35
Flowers	689	652	37
Soft Fruit	335	408	(72)
<b>TOTAL</b>	<b>2,528</b>	<b>2,445</b>	<b>82</b>





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