



**ETHICS &
SUSTAINABILITY**

PROGRESS REPORT

2020/21

JOHN LEWIS
& PARTNERS

JOHN LEWIS
PARTNERSHIP

WAITROSE
& PARTNERS

OUR 2020/21 HIGHLIGHTS



£1.9m

donated to support communities in need in the first half of 2020 when the Covid-19 pandemic hit

1
Waitrose came top of Greenpeace's Supermarket Plastic Reduction scorecard for the second consecutive year



1
Waitrose maintained its top tier position in the Global Business Benchmark on Farm Animal Welfare

49
UK suppliers are using the Better Jobs survey, aimed at improving working conditions and job satisfaction for the workers in our supply chains

£2m
generated by the Waitrose & Partners Foundation in 2020, supporting over 100 projects, benefiting 60,000 workers and their families in our Waitrose own-brand supply chains



90.7%
own-brand fish and shellfish comes from third-party verified responsible sources

70%
of all targets set to help achieve a 10% reduction in saturates, calories and sugar across our own-brand products have been met



£3m
raised by our Give A Little Love campaign, supporting over 100,000 families in need

100%
Waitrose's own-brand soya footprint is certified sustainable, organic or with credits.

6
Children's healthy eating books created for a new online library called The Social Book Club

If the past year taught us anything, it's the positive difference the Partnership can make for our customers, suppliers and the environment in times of adversity.

Life has been incredibly tough for everyone. But it's brought out the best in our Partners who consistently strive to have a positive impact in the communities in which we operate.

We want to be among the UK's most purpose-led and sustainable businesses. We're far from perfect and know we have much more to do. This report updates you on our progress towards achieving our ambition and sets out our plans for the future.

In 2020 we created a single, concrete, five-year Partnership Plan – our strategy to transform our business. As part of this, we carried out a comprehensive review of our Ethics and Sustainability Strategy.

True to our founder John Spedan Lewis's belief that the Partnership should support positive change in society, we've established several new commitments in pursuit of his goal. This includes bringing forward – by 15 years to 2035 – our ambition for our entire operations to be net zero carbon.

We want John Lewis to lead the 'made to last movement', ensuring our products can be loved for longer. So, all key raw materials will be from sustainable or recycled sources and all product categories will have a 'buy back' or 'take back' option by 2025.

Waitrose will ensure the greenhouse gas emissions from UK farms supplying own-brand products are net zero by 2035. We will halve food waste in own-brand supply chains and help halve customers' food waste, both by 2030.

Deep, long-standing relationships with our valued suppliers are critical to achieving our commitments. We'll continue to work with them, and their farms and factories, to reduce our environmental footprint, to source raw materials responsibly, and to create a healthy working environment for all employees.

I'm particularly proud of our community initiatives this year. These included our unique Give A Little Love campaign, which raised £3 million for our charity partners FareShare and Home-Start. We donated £500,000 through the Your Partners Through It All Community Fund to support 240 organisations, including food banks, women's refuges and homeless charities and our John Lewis textile factory, Herbert Parkinson, made 12,000 protective medical scrubs for the NHS.

This report details many more examples and I would, once again, like to thank Partners, suppliers and our customers for their unwavering support.



SHARON WHITE
Partner & Chairman

You can read more about our business, governance and the strategic review at www.johnlewispartnership.co.uk

OUR 2020/21 KEY PERFORMANCE INDICATORS AT A GLANCE

AGRICULTURE, AQUACULTURE & RAW MATERIAL SOURCING

100%

of our own-brand fish and shellfish will come from third-party verified responsible sources by the end of January 2021¹

Performance:
90.7%

100%

of palm oil and palm kernel oil based ingredients and derivatives used in own-brand products to be RSPO physically certified by December 2020²

Performance:
99.3%

50%

of cotton used in John Lewis own-brand products to be from sustainable sources by January 2021²

Performance:
54.1%

CIRCULARITY & WASTE

50%

By 2030 Waitrose will reduce operational food waste by 50% against a 2018 baseline

Performance:
-20.7%

100%

All own-brand product packaging across our two brands will be widely recyclable, reusable, or home compostable by 2023

Performance:
92% John Lewis 88% Waitrose

100%

of our operational waste across the Partnership will be diverted from landfill by the end of January 2021

Performance:
99.8%

CLIMATE ACTION

Net Zero

Net zero carbon across our entire operations by 2035³ from a 2018 baseline

Performance:
-18.8%

100%

All electricity procured by the Partnership to be 100% renewable certified by 2028

Performance:
97.4%

100%

All heavy trucks to be converted to biomethane fuel by 2028

Performance:
38%

OUR NEW COMMITMENTS

In 2020 we launched several new commitments and will begin to report our progress against these from spring 2022.

- All key raw materials in own-brand products will be from sustainable or recycled sources by 2025.
- We will ensure GHG emissions from our UK farms are net zero by 2035.
- We will halve food waste in our supply chains, and help halve our customers' food waste by 2030.
- All John Lewis product categories will have a 'buy back' or 'take back' solution by 2025.
- Net zero carbon across our entire operations by 2035.
- We will develop sustainable rental and resale options for our John Lewis customers.

PERFORMANCE KEY:

- Target met or on track
- Making good progress
- Target not achieved

¹ This target has now been extended to January 2025.

² These targets were set with an end date of 2020/21. From 2020 onwards they will form part of our new target: All key raw materials in our own-brand products will be from sustainable or recycled sources by 2025.

³ In October 2020 we brought this target forward 15 years to 'Net zero carbon across our entire operations by 2035.'

OUR STRATEGY

Our new Ethics and Sustainability Strategy takes a holistic approach to being a more sustainable, ethical business. It's broken down into six focus areas. Each area is critical if we are to protect the planet and respect and support the interests of all those touched by our business – Partners (our employees), customers, suppliers and wider communities.

Read more about our Ethics and Sustainability Strategy at www.johnlewispartnership.co.uk/csr

ABOUT THIS REPORT

This report highlights the progress made in ethics and sustainability during the financial year to 30 January 2021⁴.

It covers key achievements and performance data, and takes a look at what you can expect the Partnership to deliver over the lifetime of our new five-year Partnership Plan.

OUR SUPPLY CHAINS



PEOPLE IN SUPPLY CHAINS

Protecting the rights of workers in our supply chains and championing worker voice

THE ENVIRONMENT



CLIMATE ACTION

Reducing greenhouse gas emissions in operations and supply chains

COMMUNITY & CUSTOMERS



HEALTH, NUTRITION & WELLBEING

Enabling customers to lead a healthy and happy life



AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIAL SOURCING

Guaranteeing a fair deal for producers and supporting them to farm with nature



CIRCULARITY & WASTE

Designing with circularity in mind and eradicating waste



SOCIAL IMPACT

Connecting and giving back to communities and charitable causes

⁴ Some data points are reported to the 2020 calendar year (i.e. targets are to end December 2020); this is noted where relevant.



PEOPLE IN SUPPLY CHAINS

It's essential that every person in our supply chains is treated fairly and rewarded appropriately for their work, whether they grow, pick, pack, or make our products. We continually strive for transparency throughout our complex supply chains, identifying risks and taking every opportunity to positively impact workers' lives.



As global supply chains continue to grow and become increasingly complex, so too do the challenges of transparency and protecting the voice and rights of workers within that supply chain. The Partnership sources products from over 1,700 factories globally. It's important we ensure each worker within our supply chain network is treated with fairness, respect and is appropriately rewarded for their work.

This has never been more important than during the pandemic. Customer shopping behaviour shifted overnight, which increased demand on grocery supply chains and decreased demand for general merchandise. Compounded by supply chain disruption, which had an impact on imports from some countries, there has

been a direct impact on the livelihoods of those working within our supply chain. Regrettably, there have been consequent job losses.

The health and safety of the workers in our supply chain is a key priority. As outlined below, this year we have focused attention on helping workers cope with the impact of the pandemic. Where possible, we have also continued our advocacy work and the expansion of our Better Jobs beyond-audit programme.

IN 2020/21 WE FOCUSED ON:

Supporting workers throughout the pandemic.

Advocacy work in our high risk supply chains.

Expanding the John Lewis Better Jobs programme.

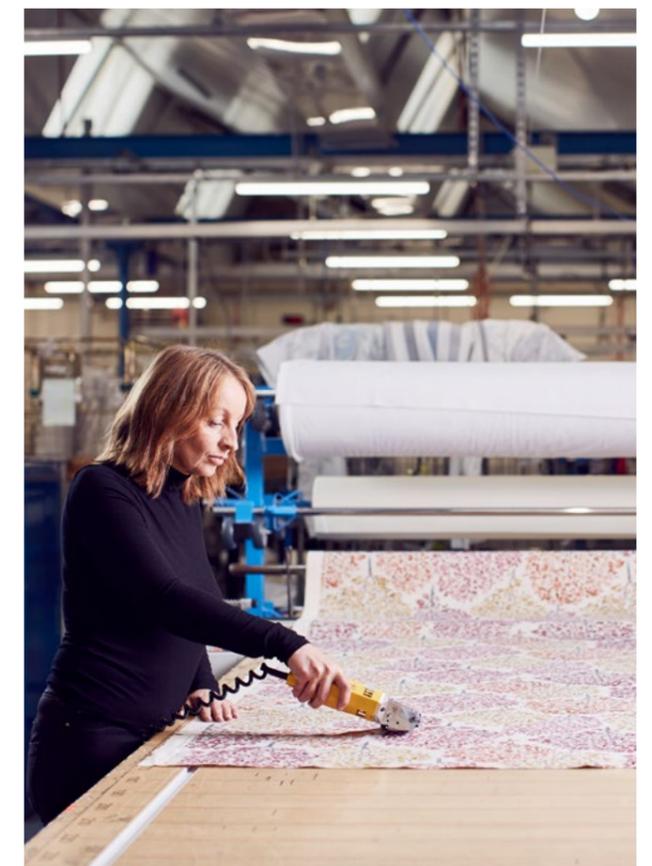
Shaping our People in Supply Chains strategy for the next five years.

SUPPORTING OUR SUPPLIERS THROUGHOUT THE COVID-19 PANDEMIC

- Throughout the pandemic, demand for general merchandise in the UK fell. John Lewis recognised the need to support suppliers and collaborative conversations were had as to how they and John Lewis could work together to limit the negative impact caused by changes in demand. John Lewis helped with the management of stock revision requirements and honoured payment for raw material commitments and finished products. Where workers were impacted by product cancellations or a fall in demand, John Lewis committed to help cover their wages in order to guarantee an income during the pandemic so the most vulnerable had some security. You can read John Lewis's full statement [here](#).
- Waitrose shared advice and expertise with suppliers facing challenges in factories operating throughout the pandemic. Areas included worker safety and introducing appropriate social distancing measures. The Waitrose supplier communication website Engage outlined key actions our UK supplier sites needed to take based on government guidance, including offering illustrative examples the business was taking to safeguard our Partners. Particularly at farm level, Waitrose worked with overseas suppliers to rationalise or amend product ranges which helped workers to retain their jobs. Waitrose also speeded up payments to those suppliers most at risk. You can read Waitrose's full statement [here](#).
- Waitrose collaborated on a series of eight webinars alongside other retailers and members of the [Food Network for Ethical Trade](#). Open to all suppliers, they included health and safety, social distancing guidance, and best practice regarding payment of workers' wages during periods such as self-isolation or shielding. In September a second series of webinars providing practical guidance on managing Covid-19 risks were launched as part of the [Covid-19 Winter Response Project](#).
- The Waitrose & Partners Foundation Global Fund supported its farming communities' response to the crisis:
 - In March, £200,000 was made available for emergency relief efforts, enabling an estimated 100,000 workers to access emergency food parcels, hygiene kits and awareness raising communications.
 - In October, £130,000 was made available to support those most impacted by Covid-19. Loss of income and earning opportunities particularly affected women, smallholders and temporary workers. The Foundation is running projects to provide assistance for these groups. In South Africa, the funding is being used to offer a training programme for health workers on farms, enabling them to recognise and support female workers suffering emotional and psychological stress as a result of the pandemic.

PROGRESS WITHIN JOHN LEWIS SUPPLY CHAINS

- As well as supporting our suppliers through the pandemic, John Lewis focused on continued roll out of its beyond-audit programme, [Better Jobs](#). Since inception, 49 UK suppliers are using the Better Jobs survey and over 2,600 employee responses have been collected.
 - In 2020, the UK Better Jobs questionnaire was adapted to account for the impact of Covid-19 on worker welfare, including topics such the furlough scheme and understanding the mental health of employees working throughout the pandemic. 28 UK suppliers newly joined the programme and over 700 of their employees participated in the survey. Initial findings include:
 - Over 70% of workers felt secure in their employment during the pandemic.
 - Over 70% of workers felt part of a supportive team.
 - The 2020/2021 survey has now closed and we're working with each supplier to help them address the key issues identified.
- The Better Jobs framework was adapted and piloted with 15 suppliers in our Chinese supply base. An encouraging 90% of the workforce (2,947 employees) participated in the survey providing useful data, including that 89% of workers feel they're able to openly and constructively voice opinions. We hope to share a full report on the pilot findings later this year.



2,600+

Employee responses have been collected as part of the UK Better Jobs survey, which are used to help improve working conditions and job satisfaction for the workers in our supply chains

PROGRESS WITHIN WAITROSE SUPPLY CHAINS

As well as supporting suppliers through the pandemic, Waitrose continued its supply chain advocacy work, which focused on two particularly high risk areas: human rights abuses in the fishing sector and low worker wages in the banana sector:

- The [Environmental Justice Foundation](#) and [Oxfam](#) raised concerns that the Thai government, following legal reforms which drove human rights improvements in the seafood sector, were planning to roll back on these. As part of a coordinated programme we urged the European Union to require the Thai government commit to ensuring robust human rights conditions were in place before resuming trade negotiations. As yet there is no resolution but we continue with our efforts to ensure workers' rights through this dialogue.
- Waitrose sources tuna from Korean long line fleets. In 2020 there were widespread reports of migrant workers suffering human rights abuses, in contravention of the International Labour Organisation Fishing Convention No.188 (2007) in force since 2017. We continue to work closely with our direct supplier in ensuring human rights in our direct supply chain are upheld. Waitrose is also part of an advocacy team working to persuade the Korean government to ratify the Convention.
- Waitrose, in partnership with the [Fairtrade Foundation](#), is running a programme in the Dominican Republic to improve productivity on banana plantations, focused on raising workers' incomes, creating a better working environment, and introducing better planning and training. In September 2020, Waitrose participated in Fairtrade's consultation which proposed a move towards a living wage for all workers at Fairtrade certified plantations worldwide.

From July 2021, a new Fairtrade Base Wage will result in higher wages for thousands of workers, helping them to meet their basic needs.

SUPPORTING THE FAIRTRADE FOUNDATION

Our long-standing work with the Fairtrade Foundation continued, with some exciting milestones last year:

- In 2020 Waitrose moved all cocoa in its own-brand confectionery to Fairtrade. This has significantly increased the volumes of cocoa purchased on Fairtrade terms and is helping to improve income and livelihoods for cocoa farmers in West Africa.
- We achieved our ambition of offering the widest range of Fairtrade products of any physical supermarket, thanks to our commitment to be 100% Fairtrade across key own-brand categories, such as coffee and black teas; our use of Fairtrade cocoa in confectionery, and carrying a wide range of Fairtrade brands such as Cafe Direct, Clipper and Barts.
- We marked Fairtrade Fortnight by engaging MPs at the All-Party Parliamentary Group (APPG) for Fairtrade where we spoke about the importance of Fairtrade. Waitrose also celebrated with an event at the King's Cross Cookery School highlighting the beneficial impact of purchasing Fairtrade products.

⁵ Goods Not For Resale: Goods and Services purchased as part of Partnership operations.
⁶ The Partnership's most recent Modern Slavery Statement can be found [here](#).



KAYUMAS CO-OPERATIVE, JAVA

In 2019 Waitrose launched the UK's first Fairtrade Java coffee, sourced from the KSU Surya Abadi Kayumas Co-operative consisting of 150 farmers in East Java. Sales of Waitrose No 1 Java Coffee have brought the co-operative increased income through the Fairtrade minimum price, as well as additional community investment through the Fairtrade Premium.

The Fairtrade Premium funding has improved farm roads, enabling easier and safer transport of the Java coffee to market. A nursery for coffee seedlings has been created, ensuring the sustainability of the crop long into the future. The office building was also renovated and equipped with laptops and internet access. As a result, throughout the pandemic farmers have been able to access training and education in this remote region. One such training programme is a financial accounting and administration course aimed at female workers.

Over the next few years the co-operative has plans to improve its coffee processing facilities and conduct literacy courses for their older members.

THE WAITROSE & PARTNERS FOUNDATION

- In 2020, the Waitrose & Partners Foundation generated £2 million, investing in over 100 projects, in seven countries, benefiting an estimated 60,000 workers and their families.
- The Waitrose & Partners Foundation Centre of Excellence was launched. This online platform is designed to share best practice among Foundation suppliers and includes modules on women's empowerment and guidance on aligning with the [Ethical Trading Initiative](#) base code.
- The Waitrose & Partners Foundation South Africa celebrated its 15-year anniversary. Over this period the Foundation has supported more than 900 projects, of which 42% have addressed education and training needs. Foundation programmes, such as the provision of health clinics, have improved workers' quality of life and reduced absenteeism. Funding childcare and training childcare staff has created safe places for mothers to leave children while they are at work and has also promoted children's education.

PROGRESS WITHIN THE PARTNERSHIP'S OWN OPERATIONS

As well as supporting our suppliers through the pandemic, we continued to undertake risk assessments to fully understand working conditions within our own operations, including our 'Goods Not For Resale' (GNFR) supply chains.

- We established an internal working group to review our process for engaging with GNFR suppliers on human rights and working conditions. The new engagement programme will help suppliers understand how to comply with the Partnership's [Responsible Sourcing Code of Practice](#) (RSCOP) and the types of evidence we require.

- Using [Impactt](#), an independent ethical consultant, we conducted remote interviews with temporary workers across four of our biggest distribution sites with the objective of obtaining first-hand evidence of how Partners and suppliers are meeting RSCOP requirements. The results have been shared with our Partners and suppliers to highlight where improvements can be made and to ensure regular reviews are carried out.
- Prior to Christmas every year, demand for temporary and agency workers in our warehouses and distribution centres increases. Unfortunately, so does the risk of human traffickers infiltrating busy supply chains. We conducted training on spotting the signs of Modern Slavery⁶, and how to report them, for over 400 Partners who recruit and supervise temporary workers. These Partners then trained others, ensuring a wide pool are aware of the risks and impacts and how to manage them safely. In the future, we aim to conduct this training regularly throughout the year.

LOOKING FORWARD

We are proud of what we have achieved this year, supporting workers in our supply chains throughout one of the most challenging periods of modern times. Our priority is to continue to take a long-term view, working with suppliers to form mutually beneficial partnerships, encouraging employee engagement and enhancing worker conditions. We will continue to develop in-depth supply chain programmes such as the Better Jobs programme and the Waitrose Foundation. We will also collaborate with experts and other retailers on wider industry change and increase our transparency on key issues to ensure standards of worker welfare can be scrutinised and further improved.



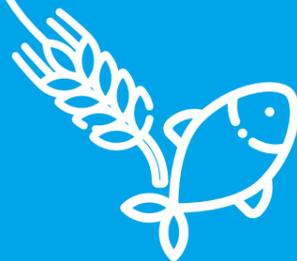
AGRICULTURE, AQUACULTURE & FISHERIES

Animal welfare, farming practices and the impact of agriculture on our global climate, are of utmost importance to the Partnership. We remain as committed as ever to leading in this sphere, improving and encouraging sustainable and ethical farming methods, and farming with nature wherever possible. We believe our farming partnerships will be key to our future success.

Soil erosion, biodiversity loss, fresh water use, food waste and increased greenhouse gas emissions are just a few of the consequences of food production which continue to threaten our natural environment and the resources we depend on. Many have become aware of the environmental and social impact of food production and consumption over the past decade but more so during the pandemic. This has highlighted how fragile our food system is and the need for it to be transformed in order to feed an estimated population of 9.7 billion by 2050⁷ without destroying the planet. From field to fork we're committed to ensuring that our farms consider their environmental impact every step of the way, laying the foundations for more sustainable and regenerative agricultural techniques.

It's been a challenging year for our aquaculture and agriculture supply chains. We've worked hard to support our suppliers throughout the Covid-19 pandemic, continuing to pay fair prices for produce, promoting produce from our most vulnerable suppliers, and preventing food waste.

We've continued to make good progress in key areas including fresh produce, animal welfare, transparency in our fishing supply chains, and advocating the importance of maintaining British food standards in the face of Brexit trade negotiations.



IN 2020/21 WE FOCUSED ON:

Supporting vulnerable agricultural suppliers and supporting communities through the pandemic.

Developing and launching the Good Life app to measure the emotional wellbeing of farm animals.

Increasing transparency in our wild-caught fish supply chains.

Launching our new Agricultural Plan.

⁷ IPCC, Climate Change and Land, Chapter 5: Food Security, 2021, <https://www.ipcc.ch/srcl/>

SUPPORTING OUR SUPPLIERS THROUGH THE COVID-19 PANDEMIC

- We continued our commitment to support British farming wherever possible. All of Waitrose's own-brand fresh and frozen beef, chicken, pork, eggs and milk is British sourced and we provided support for sales of UK produce with promotions across key categories.
- Waitrose's expert buying teams worked with our most vulnerable suppliers, ensuring they were included in key decision-making processes and continued to have a platform to sell their products. This included taking more horticulture products than ever before to provide a much needed lifeline to British nurseries' suppliers and prevent wastage. We also worked hard to keep our meat and fish counters open, knowing that for many small producers this was the only major outlet for their products.
- Waitrose worked closely with [ITV](#) and [Defra](#) to support the [Pick for Britain](#) campaign. The campaign shone a light on the invaluable work carried out by farmers throughout the Covid-19 pandemic and encouraged the public to sign up to bridge the labour shortfall of the 70,000 seasonal workers needed in 2020 for Britain's harvest of fresh produce.
- Waitrose continued to support farming bodies and charities in the UK. Members of the Waitrose team were actively engaged through volunteering or via several working groups including key organisations such as the [National Farmers Union \(NFU\)](#). Waitrose provided strategic and financial support to farming charities including [The Farming Community Network](#) and [Addington Fund](#).

PROGRESS IN OUR FRESH PRODUCE SUPPLY CHAINS

- All Waitrose UK fresh fruit and vegetables continue to be grown to the [LEAF Marque Standard](#). This assurance system demonstrates our fruit and vegetables have been grown more sustainably with care for the environment.
- Working with [WRAP](#), the circular economy and resource efficiency experts, as part of its [Food Waste Reduction Roadmap](#), Waitrose was one of the early retailers to implement a Whole Chain Food Waste Reduction Plan within one of our own supply chains. The aim is to map wastage throughout the supply chains to gain a better understanding of where waste occurs and target these areas. Our first focus was mapping wastage throughout the apple supply chain of one of our strategic suppliers, [Worldwide Fruit Ltd](#). As a result, in 2020 alone, three tonnes of apples from our direct supplier, which were not viable for storage, were redistributed directly from the field to our charity partner [FareShare](#). We intend to run similar Whole Chain Food Waste Reduction Plans in other Waitrose supply chains this year.
- Waitrose joined the Nutrient Upcycling Alliance (NUA) – a project developed by [Veolia](#) and [Yara](#) with support from the [Ellen MacArthur Foundation](#) – to create circular organic fertilisers and soil improvement products from organic waste streams. An initial pilot test in London and the surrounding areas will trial the production of green fertiliser from household and commercial food waste.

MAINTAINING AND INCREASING BIODIVERSITY

At Waitrose, we want to ensure our food is produced in a way that preserves and even enhances key natural resources as we are conscious that maintaining and increasing biodiversity is essential.

- Farmers and growers are encouraged to set aside space to increase biodiversity. On Waitrose UK fresh fruit and vegetable farms, an average of 12% of the land is given over to conservation habitats, a category that includes native hedges and wildflower meadows which are important environments for pollinators.
- All UK dairy farms supplying Waitrose are encouraged to continually devote at least 10% of their dairy farm to biodiversity and habitat management. Working with independent advisors, each supplier builds a Biodiversity and Farm Conservation action plan which pinpoints the biodiversity priorities at the farm and sets out how to address them,
- We are working closely with our egg suppliers to focus on the importance of the health of laying hens' surroundings, from soil to natural flora and fauna. Trees play an important role providing shelter and shade but also in the soil structure, water management, carbon sequestration and, of course, as a habitat for countless other species. As we prepare for a revised national rural payment scheme we will use our supplier networks to create a tree management policy that delivers for our hens, for the natural world and for our farmers.





BIODIVERSITY RESEARCH WITHIN FARMING LANDSCAPES

Our Waitrose Collaborative Training Partnership (CTP), now taking in its final cohort of eight PhD students, started as a collaborative project to bring together retail, suppliers, and academic institutions to help solve some of the key sustainability challenges facing our supply chains. Through the partnership, the students have focused on sustainability challenges facing the fresh produce sector. These include:

- A research project focused on creating bespoke field margins for delivering multiple benefits to fresh produce. The aim is to understand and help improve functional biodiversity within farm landscapes, both supporting production and achieving conservation goals.
- Research into whether it is possible to reduce single use plastics in food production, with a particular focus on the agricultural sector. This project will document the use of plastic in the sector to determine where it can be reduced or replaced with more sustainable materials.

- Research into the dispersal ecology and population persistence of an endangered butterfly in a fragmented semi-natural habitat within an agricultural landscape. The aim of this project is to understand drivers of population decline and the influence of habitat fragmentation on one of Britain's most threatened butterflies: the pearl-bordered fritillary.

Prior to the CTP, we were involved in other PhD research projects on sustainability challenges in the fresh produce sector. We supported a project, alongside the University of Worcester, looking at the potential for wildflower interventions to enhance pollinators and pests' natural enemies in commercial apple orchards. The project was undertaken jointly with one of our key supply chain partners, who can implement research findings on the farm. The research findings were published in 2020 and can be found [here](#).

UPHOLDING ANIMAL WELFARE STANDARDS



- Waitrose maintained its top tier position in the [global Business Benchmark on Farm Animal Welfare](#), one of only four companies in the world to hold this position.
- Waitrose launched the [Good Life](#) app in February 2021, becoming the first retailer in the world to measure the emotional wellbeing of farm animals using a specialist mobile app. We hope it will help bring about further improvements to animal welfare standards across the UK.
- In autumn 2020, we highlighted the importance of maintaining British food standards in the face of Brexit trade negotiations. Britain has some of the best farmers in the world and Waitrose is especially proud of its animal welfare standards. We are committed to not compromising those hard won standards, whatever trade deals were negotiated.

PROGRESS IN OUR AQUACULTURE & FISHERY SUPPLY CHAINS

- At 90.7% Waitrose came close to meeting its target of 100% own-brand fish and shellfish to be sourced from third-party verified, responsible sources by the end of January 2021. This is a small drop versus our 2019/20 performance due to the mackerel fishery used in the supply chain of our own-brand products losing its third-party-certification in 2019. The fishery is now part of a Fishery Improvement Project and hopes to regain this certification as soon as possible.
- Although Waitrose continues to source all its own-brand fish responsibly, third-party certification of certain species takes longer and requires the collaboration of suppliers, processors and retailers. As a result, our target has been extended to 2025. Fisheries supplying Waitrose with wild-caught fish which are not already certified, must enter a Fishery Improvement Project in 2021 to demonstrate their sustainable and responsible sourcing practices and their commitment to achieve certification.
- Waitrose won the [Marine Stewardship Council \(MSC\) UK Fish Counter of the Year](#) award for the third year in a row at the MSC awards. We've introduced MSC certified albacore tuna and Poole clams and cockles. This is a supermarket first for clams and cockles and provides more variety in what we offer to meet our customers' demand for more certified produce.
- We extended our Responsible Efficient Production (REP) programme to our farmed prawn supply chains and our Mediterranean sea bass and sea bream supply chains. The programme assesses farming husbandry and works with our farming partners to identify and implement opportunities for continuous improvement.
- Waitrose joined the [Ocean Disclosure Project](#), which is aimed at increasing the transparency of the sourcing of all wild-caught fish by providing an environmental assessment for each source. The platform provides visibility of each participating retailer, or business's, sourcing practices as well as verifying any claims.
- The [Responsible Fishing Scheme](#) is a vessel-based standard ensuring responsibly sourced seafood can be fully traced across the supply chain and ensuring operational best practice for crew wellbeing and safety. In 2020 this was updated to become the [Responsible Fishing Vessel Standard \(RFVS\)](#). It is now a worldwide standard and we are working with our suppliers to encourage adoption.
- As of January 2021, all Waitrose farmed salmon and trout suppliers are now RSPCA assured. This is as a result of collaborative working between Waitrose, our direct suppliers Aquascot and Youngs and their supply chains.
- Waitrose was part of a joint industry effort to influence the Maldivian government to announce their commitment to enter a Fishery Improvement Project. Waitrose, through the [Global Tuna Alliance](#), has also advocated for the [Indian Ocean Tuna Commission \(IOTC\)](#) member states to adopt an effective rebuilding plan for yellowfin tuna.

1

Waitrose awarded MSC UK Fish Counter of The Year for the third year running

12%

The average land on Waitrose own-brand UK fresh fruit and vegetable farms given over to conservation habitats

1
 Waitrose maintained its top tier position in the Global Business Benchmark on Farm Animal Welfare



LOOKING FORWARD

In 2020 we worked hard to develop and launch the new ten-year Waitrose Agricultural Plan. Encompassing both agriculture and aquaculture, this new strategy does not stop at farming and fishing sustainably. A key ambition is to introduce regenerative farming techniques as widely as possible and we launched our new ambitious target to reach net zero greenhouse gas emissions from our UK farms by 2035.

WAITROSE AGRICULTURE PLAN

					
Pay our farmers and fishers a fair price to protect them from volatility, doing all we can to help prepare them for a world without subsidies.	Champion and campaign on key issues facing our farmers and fishers.	Give more than we take from the communities we source from, delivering industry-leading worker welfare.	Make greenhouse gas emissions from our UK farms net zero by 2035.	Eliminate avoidable on-farm food waste and single use plastics.	Source our animal feed responsibly, in ways that conserve forests and fisheries.
					
Ensure that everything we source from the sea is responsibly fished or farmed.	Ensure our animals have good lives and humane and dignified deaths.	Embrace radical transparency and shine a light on our supply chains.	Harness the network of our farmers and fishers to share knowledge and develop industry leading best practice.	Support farmers to farm with nature, by enhancing biodiversity and playing our part in regenerating the natural resources we all rely on.	Lead by example on our own farm, the Leckford Estate, innovating, learning and sharing new ways of farming.

TARGET	2020/21 PERFORMANCE	2019/20 PERFORMANCE
100% of our own-brand fish and shellfish will come from third-party verified responsible sources by the end of January 2021 ⁸	90.7%	92.7%
Extended target set in October 2020		
100% of our own-brand fish and shellfish will come from third-party verified responsible sources by the end of January 2025 ⁹	90.7%	N/A
New target set in October 2020		
Greenhouse gas emissions from our UK farms to be net zero by 2035 ¹⁰	We will begin to report our progress from spring 2022.	N/A

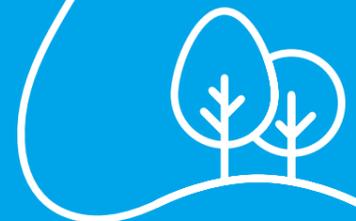
⁸ Data point reported to the 2020 calendar year.
⁹ This target replaces and is an extension of the previous target '100% of our own-brand fish and shellfish will come from third-party verified responsible sources by the end of January 2021'.
¹⁰ This target will be achieved collectively by UK farms providing protein and fresh ingredients in Waitrose own-brand products.



RAW MATERIAL SOURCING

Photo Credit: UNIDO Egypt

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



The Earth's natural resources continue to be depleted to develop products for global consumption. Too much consumption continues to negatively impact the natural environment including biodiversity loss, land degradation, deforestation, climate change and, in some cases, resource loss. The Partnership aims to reduce our use of natural resources, and source any raw materials we do use more sustainably. We recognise this is no easy task. With such a wide range of products, and complex supply chains, it will take time and careful planning if we are to avoid provoking unintended negative consequences.

During 2020 we found meeting a number of our 2020/21 key raw material targets challenging. Despite not meeting all of our targets, we have nonetheless made excellent progress. We are proud of our results so far, and are optimistic that our continued efforts to source more sustainably, and ensure we are transparent with regard to our performance, will help drive positive change both for ourselves and those with whom we collaborate.

IN 2020/21 WE FOCUSED ON:

Sourcing raw materials in our own-brand products more sustainably.

Collaborating with expert organisations to support in-country sourcing programmes.

Advocating for industry-wide supply chain improvements.

Creating our Raw Material Sourcing Strategy for the next five years



Photo Credit: © Better Cotton Initiative

COTTON

- John Lewis met its 2020/21 sustainable cotton target. 54.1% of cotton used in John Lewis own-brand products came from sustainable sources.
- Waitrose unfortunately did not meet its cotton target with 28.2% of its remaining own-brand cotton coming from more sustainable options in 2020. In 2020, cotton sourced directly by Waitrose made up only 4.4% of the total amount sourced by the Partnership as we are continuing to transition the majority of the Partnership's own-brand cotton sourcing over to John Lewis. The sustainable sourcing of cotton remains a priority for the Partnership and is included in our new 2025 key raw materials targets.
- The Partnership has been a member of the [Better Cotton Initiative](#) (BCI) since 2013. Sourcing cotton in line with this programme, in 2020 John Lewis had the following positive impact:
 - Supported 5,012 cotton farmers resulting in 9,653 hectares cultivated with Better Cotton¹¹.
 - Saved an estimated 1.3 billion litres of water in the growing process.
 - Reduced pesticide use by an estimated 890kgs in the growing process.
 - Generated an estimated additional €635,000 of profit for farmers who participated in the BCI¹².

¹¹ Monetary support provided via a volume based fee paid by The John Lewis Partnership for our Better Cotton sourcing volume in 2020.

¹² BCI farmers experience profit increases for a variety of reasons, most commonly due to increased yields and/or optimised use of inputs such as water, pesticides or synthetic fertiliser.

- In 2020 the Partnership became aware of the ongoing human rights concerns regarding cotton sourced from the Xinjiang region of China. All direct suppliers sign, and agree to abide by, our Responsible Sourcing Code of Practice (RSCOP). We do not have operations, own-brand suppliers or factories in Xinjiang. However, we do currently source a small amount of product where the cotton originates from China. The Partnership takes human rights of those who grow, pick, pack or make our products extremely seriously. In order to avoid even inadvertently sourcing from areas which do not share our values in the future, we are actively investing in tools and technologies that enable much more precise traceability of raw materials. In due course this investment will provide us with full and detailed visibility of where our cotton is grown for all own-brand products.

COLLABORATION

- John Lewis is an active member of the [Better Cotton Chain of Custody Advisory Group](#), advising on the development of Better Cotton's Chain of Custody and helping ensure any new chain of custody developments are commercially relevant, feasible and attractive to BCI's multi-stakeholder membership. In 2020 John Lewis also joined BCI's Retailer and Brand Steering Committee. Committing £25,000 to kick-start phase one of the project, the aim is to work towards 'full traceability' across cotton supply chains supported by BCI.
- John Lewis Bedding and Towels contain a significant percentage of Egyptian cotton. In 2019, we were one of the first British retailers to join an international working group founded by the [United Nations Industrial Development Organisation](#) (UNIDO) and BCI. The working group developed the first BCI Cotton Programme in Egypt. Following a successful pilot programme, in May 2020 Egypt became a new BCI programme country. Participating farmers will receive training on the Better Cotton principles and, by adhering to these principles, will produce cotton in a way that is measurably better for both the environment and for farming communities. You can find out more [here](#).

TIMBER

- We are unable to report the Partnership's performance against our Timber KPI (see page 22) for the 2020/21 financial year. In 2020, our focus was to improve the robustness of the timber source data used in our own-brand products; this included the establishment of a new platform to collect and risk assess our timber source information. Unfortunately there were a number of complications in the set up of the new platform and new data which was compounded by the pandemic. This has resulted in a degree of uncertainty regarding the accuracy of our 2020 data. We have therefore decided not to report any performance figures for the Partnership for the 2020/21 financial year.
- The sustainable sourcing of timber remains a priority for the future and is included in our new 2025 key raw materials target.

FEATHER & DOWN

- As of January 2021 all feather and down used in filled John Lewis own-brand products¹³ comes from supply chains certified to either the Responsible Down Standard (RDS), Downpass 2017 and/or the Global Recycling Standard (GRS).
- Although each step in our supply chain is now certified we are unable to report a figure against our 2021 target due to a lack of supporting evidence to identify the volume of feather and down supplied through each certified supply chain throughout the year. Going forward, we will continue to ensure that only 100% certified responsible sources are used in our own-brand products and will work with our suppliers to ensure the correct evidence is provided to verify the volume of certified feather and down used.
- All suppliers are expected to comply with our Animal Welfare Standard when sourcing raw materials for use in John Lewis own-brand products. The Partnership will not support industries which advocate cruel, harmful and unnecessary practices. By using certification standards including the RDS and Downpass 2017, this provides additional assurance that the feather and down used in our own-brand products is a responsibly sourced by-product of the food industry.
- In 2020 John Lewis launched an exclusive range of EarthKind™ duvets and pillows. Produced in the UK, the fillings for the duvets and the pillows are created using Global Recycle Standard (GRS) for reclaimed, sorted, cleaned, sterilised and heat-treated natural filling from preloved feather and down. The pure cotton covers are sourced using cotton which supports the Better Cotton Initiative.



CASHMERE



- John Lewis is contributing to the funding of a three-year programme, run by the Sustainable Fibre Alliance (SFA), to support the expansion of the new SFA Cashmere Standard from Mongolia to the Inner Mongolia region of China. John Lewis is directly funding the training of 420 herders in Inner Mongolia, which is being implemented by a leading animal welfare NGO, the International Cooperation Committee of Animal Welfare (ICCAW), together with experts from a local agricultural university and academy. In the first year, the programme will focus on animal welfare. Then it will be expanded to cover the protection of biodiversity and how to secure herder livelihoods in the long term. Once the herders have completed their training, they will carry out self-assessments against the requirements of the Standard and also undergo independent farm inspections before being given SFA accreditation.

SOYA

- In 2020, Waitrose's total own-brand soya footprint was 53,522 tonnes. 100% of this footprint was certified sustainable or organic according to Waitrose's permitted standards, meeting our December 2020 target. 1.4% was physically certified according to Proterra Segregated or Mass-Balance supply chains, 15.7% was certified organic, 1.1% was certified by Cargill SSS credits, and for the remaining 81.8% Round Table on Responsible Soy (RTRS) credits were purchased, either 12.5% conventional or 69.3% regional from farms in the Brazilian Cerrado.
- The drop in physically certified soya versus the 2019/20 reporting period was primarily due to unforeseen difficulties in certifying supply chain sites caused by Covid-19 induced restrictions. It was also due to difficulties in the supply of physically certified soya to the UK market. Waitrose will continue to work with the Retail Soy Group, the UK Roundtable on Sustainable Soy and the Soy Transparency Coalition (STC) to build physically certified supply chains.

- At present we cannot directly influence the sourcing of soya used in feed to produce non-liquid dairy products, or where dairy products and eggs are included as ingredients in our own-brand products. In 2020, we purchased 9,504 tonnes of RTRS regional credits, corresponding to the footprint of food ingredients, and making up 17.8% of our total soya footprint. The purchase of these credits from soya producers, including those located in highly biodiverse regions of the Brazilian Cerrado, provides them with the financial incentive to apply the best agricultural practices to protect natural ecosystems and people on their land.

COLLABORATION & ADVOCACY WORK

- In 2020, Waitrose became a founding member of the Soy Transparency Coalition (STC). Similar to initiatives in palm oil and cocoa value chains, companies in the commodity supply chain have come together to offer increased transparency, comparability and accountability regarding the policies, targets and achievements of the world's most important soya traders and importers. This is done through an annual assessment process which provides robust data that all STC member businesses can use to increase their understanding of soya supply chains as well as guides to their strategies, policies, engagement and actions.
- Together with our dedicated salmon processor, Aquascot, Waitrose contributed to a successful dialogue between supply chain buyers of soya for use in fish feed and the three major Brazilian producers of soya protein concentrate. This resulted in a significant shift by the three producers to more sustainable sourcing practices. Going forward, they will only purchase soya from farms where no deforestation or conversion of native vegetation has taken place, and a robust system will be put in place to verify this. It is the first time any soya traders operating in Brazil have agreed to take this step.
- In May 2020, the Brazilian congress was due to vote on a bill conferring Amazonian land rights to those who had occupied and deforested public land illegally, thereby incentivising further illegal deforestation. Waitrose responded as part of a group of leading retailers, food producers, food service companies and investors, with a letter addressed to Brazilian policy-makers objecting to the bill. The bill was withdrawn – a notable success!
- Waitrose supported calls for the UK Government to include mandatory due diligence as part of the Environment Bill, to ensure that companies first importing raw materials such as palm oil, soya and cocoa into the UK market are taking action to ensure that they are not driving deforestation in producer countries. We helped draft, and subsequently co-signed, an industry letter to the Environment Secretary, and met with Defra to advocate for strengthening the government's proposal. Following support from businesses, we are delighted that the UK Government has amended the Environment Bill to introduce the due diligence powers.

- In December 2020, the Sustainable Seafood Coalition formed a new working group on aquaculture feed, to which Waitrose is a contributor. The mandate of this group is to develop a shared vision for the responsible sourcing of ingredients in aquaculture feed, with work on this continuing throughout 2021.

PALM OIL

- In 2020, the total footprint of palm-derived materials used in Waitrose and John Lewis own-brand products, and in our cafes, was 2,243 tonnes. 99.3% of this met our December 2020 (Roundtable on Sustainable Palm Oil (RSPO) physically certified) target, just shy of 100%. For the remaining 0.7% of our footprint, Waitrose purchased RSPO credits that specifically support independent smallholder farmers to be included in the RSPO and to produce palm responsibly.
- The Partnership has made substantial progress towards achieving 100% RSPO segregated palm-derived materials in own-brand products, with the proportion of palm-derived materials coming from RSPO segregated sources at 71% in 2020, up 62.7% from 2019. At each stage in the supply chain, audits are in place to ensure that only materials that have come from RSPO certified growers are mixed together, meaning that the final material used in a product will be demonstrably 'deforestation-free'.

COLLABORATION & ADVOCACY WORK

- Waitrose is a founding member of the Palm Oil Transparency Coalition, a group of companies committed to increasing the transparency of the policies, commitments and performance of the worlds largest palm oil traders. The basis for our direct engagement with these traders is a rigorous annual assessment. This is designed to improve their sourcing practices, and helps inform our internal palm oil sourcing policy and decision making.
- The Partnership is a member and has a seat on the board of the Roundtable on Sustainable Palm Oil (RSPO) via the Retailers Palm Oil Group, supporting them with their governance, strategy and mission to expand the uptake of RSPO certified palm oil in the UK and globally.

54.1%

cotton used in John Lewis own-brand products comes from sustainable sources.

99.3%

of palm oil and palm kernel oil based ingredients and derivatives used in own-brand products are RSPO physically certified.

¹³ Filled John Lewis own-brand products in scope: duvets, pillows, upholstery and decorative cushions.



Photo Credit: Rody Berau / Shutterstock

FOREST CONSERVATION

Waitrose is making excellent progress towards sourcing sustainable and deforestation-free, palm-derived materials in own-brand products. However, despite our actions, we know that tropical forests are still under threat from agricultural expansion for palm and other commodity crops. So we've decided to go further and help protect and restore existing tropical forests.

To do this, we've partnered with the Forest Conservation Fund to support local indigenous communities to conserve and defend their traditional forests on which their livelihoods and culture depend. Through this partnership we are protecting 480 hectares of forest. This is equivalent to the area of land needed to produce palm oil for all John Lewis and Waitrose own-brand products in 2019.

The funding will provide direct financial support to the Mului indigenous community situated in East Kalimantan which, after a lengthy legal process, has recently gained legal ownership of their community forests. Situated on the edge of the highly biodiverse protected area known as 'The Gunung Lumut Protection Forest' it is home to a significant number of important species, including the critically endangered hornbill.

480

hectares of forest protected in partnership with the Forest Conservation Fund

LOOKING FORWARD

We're taking a risk and impact-based approach to our raw materials strategy and will be focusing first on the traceability and sustainable sourcing of our highest volume raw materials and their supply chains. For all other raw materials used in own-brand products we will continue to source these more sustainably and ensure our sourcing standards are upheld.

We have defined our key raw materials as: timber, cotton, soya, palm oil, cocoa and cashmere. However, we expect to add further raw materials to this list in due course. We've launched a new target, that all these key raw materials used in our own-brand products will be from sustainable or recycled sources by 2025.

TARGET	2020/21 PERFORMANCE	2019/20 PERFORMANCE
Timber¹⁴		
John Lewis: 100% of the timber and paper in our own-brand products to come from trusted sources by the end of January 2021	Not reported due to data inaccuracy – see page 19	TOTAL: 79% Best: 30% Better: 22% Good: 27% Unverified: 21%
Waitrose: 100% of the timber and paper in our own-brand products to come from trusted sources by the end of January 2021	Not reported due to data inaccuracy – see page 19	TOTAL: 80% Best: 68% Better: 12% Good: 0% Unverified: 20%
	GROUP TOTAL: N/A	GROUP TOTAL: 79%
Cotton		
John Lewis: 50% of cotton used in own-brand products to be from sustainable sources by January 2021	TOTAL: 54.1% Fashion: 56.6% Home: 53.5%	TOTAL: 36% Fashion: 63% Home: 22%
Waitrose: 100% of cotton used in own-brand products to be from sustainable sources by January 2021	TOTAL: 28.2%	TOTAL: 23%
	GROUP TOTAL: 53%	GROUP TOTAL: 36%
Feather & down		
John Lewis: 100% of feather and down used in own-brand products to be from certified responsible sources by the end of January 2021	Not reported due to a lack of supporting evidence – see page 19	N/A
Soya¹⁵		
Waitrose: 100% of the soya used in animal feed for the production of own-brand meat and farmed fish products, milk and eggs to be certified sustainable or organic by December 2020	TOTAL: 100% Physically certified supply: 1.4% Certified organic physical supply: 15.7% Cargill SSS credits: 1.1% RTRS Cerrado regional credits: 69.3% RTRS credits (other): 12.5%	TOTAL: 100% Physically certified supply: 30.6% Certified organic physical supply: 15.7% RTRS credits (other): 53.7%
Palm oil		
Waitrose: 100% of palm oil and palm kernel oil based ingredients and derivatives used in own-brand products ¹⁶ to be RSPO physically certified by December 2020	TOTAL: 100% RSPO physically certified: 99.3% RSPO-IS credits ¹⁷ : 0.7%	TOTAL: 100% RSPO physically certified: 98% RSPO-IS credits: 2%
New target set in October 2020		
Partnership: All key raw materials ¹⁸ in our own-brand products will be from sustainable or recycled sources by 2025	We will begin to report our progress from spring 2022.	N/A

¹⁴ - Best, Better and Good categories are defined in our John Lewis Timber Sourcing Standard.
 - The scope excludes fitted furniture products e.g. fitted kitchens.
 - In Progress: a risk assessment has been conducted on these timber sources but there are outstanding non-conformances.
 - Unverified: the timber source supply chain has been internally reviewed but a final risk assessment has not been conducted.

¹⁵ Soya – We accept RTRS, Proterra, Danube/European, CRS, Cargill SSS and ISCC+ (with add-ons) certified soya; we prioritise segregated or mass balance supply chains but also use credits.
¹⁶ This includes own-brand products sold in Waitrose and John Lewis Cafes.
¹⁷ RSPO-IS credit: roundtable on sustainable palm credits specifically supporting independent smallholders.
¹⁸ The Partnership's current key raw materials in scope of this target are: timber, cotton, soya, palm oil, cocoa and cashmere.



CIRCULARITY & WASTE

To reduce the environmental impact of our business activity we must, where possible, support the transition to a more circular economy by designing, making and selling products that limit waste and pollution and keep materials in use for longer.



Reducing the amount of physical waste produced through business operations and sale of goods and services, whether it be food waste or plastic packaging, is vital to prevent further environmental damage, food scarcity and climate change breakdown. Despite the Covid-19 pandemic, in 2020 consumers still saw protecting the natural environment as a key priority.

Positive progress continued to be made through our circularity programmes including in-store takeback and home collection services. Waitrose continued to focus on reducing waste, including both product packaging and food waste. We were delighted that Waitrose came top of Greenpeace's Supermarket Plastic Reduction scorecard for the second consecutive year.

IN 2020/21 WE FOCUSED ON:

Continuing to remove packaging from our own-brand products.

Circular initiatives including the John Lewis furniture rental trial with Fat Llama.

Expanding the Unpacked range available for customers.

Shaping our circularity and waste strategy for the next five years.

MOVING TOWARDS CIRCULARITY

- John Lewis became one of the founding signatories of WRAP's [Textiles 2030](#) agreement. Signatories have committed to a collaborative approach to accelerate progress towards a circular economy for textiles as well as tackling the climate impact of the industry. You can find out more about our commitment as a signatory [here](#).
- In 2020 we enrolled six further John Lewis branches in the [Fashion Buyback](#) trial and also included Waitrose Cheadle Hulme. Despite being paused just three weeks into the extended roll out due to the Covid-19 pandemic, over 900¹⁹ items were returned to us via the scheme, 85% of which arrived in the three weeks that the trial was rolled out to the additional branches. Circumstances permitting, we aim to restart the trial this year.
- The Partnership Home Collection Service was paused at multiple points throughout 2020/21 due to the Covid-19 pandemic. However:
 - The Partnership customer mattress recycling programme, which diverts mattresses from landfill, saw our service

provider receive over 50,000 units from the John Lewis Partnership.

- Our sofa reuse scheme saw over 3,000 items collected from customers' homes, and 2,326 items donated by John Lewis which were then reused or recycled by charity members of the Reuse Network. Through this we were able to provide items to more than 1,000 households in need. In the past seven years over 47,000 sofas have been collected as part of this scheme, helping over 13,000 households.
- In 2020/21, the Partnership collected over 700 tonnes of textiles and shoes through our collection banks in Waitrose car parks. These items are collected and processed by [SOEX](#) for reuse or recycling.
- 51 John Lewis product design Partners participated in Circular Design training with the [Centre for Circular Design](#). The training focused on ten sustainable design principles including designing products that reduce waste, water and energy and the need to consume. These learnings are being applied in a live project across our home and fashion buying offices to make existing products more sustainable.

¹⁹ 900 and 85% figures exclude Waitrose Cheadle Hulme.



FURNITURE RENTAL

In August 2020 John Lewis launched a small-scale furniture rental trial, partnering with [Fat Llama](#). We recognised that there are customers who want access to our products but might not want to own them permanently for a number of reasons. For some customers this is because they are renting a home; others don't want to manage disposing of an item once they're finished with it. For many customers who want to live more sustainably, it's the reduced wastage and circular approach that appeals.

Almost all of the items were rented out within 48 hours of the launch and we've already had items returned and re-rented, creating a small circular proposition.

As part of this project, we are beginning to create an understanding of how to fix and repair items to extend their lifespan and how we might build that into our services. This knowledge will add to the potential for creating other ways of helping customers extend the life of other items. In 2021, we are continuing our partnership with Fat Llama. The trial will be extended, offering even more products for rent in the second half of 2021.

REDUCING WASTE

OPERATIONAL WASTE

- The Partnership met its target with 99.8% of the Partnership's operational waste being diverted from landfill by the end of January 2021. We will continue to monitor and maintain this performance moving forward.

PACKAGING WASTE



- In 2020 Waitrose relaunched its own-brand Essential range with almost 2,000 tonnes of packaging removed versus the previous range. The continued removal of shrink wrap plastic on Essential tinned grocery products sold as multipacks, saved almost 42 tonnes of plastic in 2020 alone.
- 73% of Waitrose own-brand plastic packaging is widely recyclable, reusable or home compostable. This is an 4% increase from last year and includes:
 - Continuing to replace hard-to-recycle black plastic ready meal trays with more easily recyclable coloured trays made from recycled polyethylene terephthalate bottles.
 - Waitrose Duchy Organic removed 19.5 tonnes of packaging across the full range of products; of this, plastic accounted for 3.8 tonnes and other material accounted for 15.7 tonnes.
- Waitrose came top of Greenpeace's Supermarket Plastics Scorecard for a second consecutive year reporting a 6.1%²⁰ absolute plastic reduction since 2017. This equates to the removal of just under 2,000 tonnes of single use plastic packaging.



- In 2020 Waitrose and John Lewis removed all glitter from single use Christmas products²¹. Waitrose was the first supermarket to sell rolls of Christmas gift wrap unpackaged, giving customers a plastic-free option for Christmas gifts. This approach is estimated to have saved 210kg of plastic.
- 92% of all John Lewis's own-brand primary packaging is now widely recyclable or reusable. Additional own-brand packaging progress includes:
 - 11²² tonnes of cardboard tubing has been removed from the core of our gift wrap.
 - 3.8 tonnes of plastic has been saved by removing the plastic windows from our Christmas cracker boxes.
 - One tonne of cardboard has been removed through re-engineering the packaging for own-brand toys.



SURPLUS FOOD

- The Partnership's relationship with FareShare continues and is now live in 334 Waitrose branches. Through this relationship, Waitrose donated surplus food equating to over 2.5 million meals. FareShare redistributes this to charities who support those in need. Since 2017 we have donated over two million kg of surplus food, which equates to over 4.5 million meals donated.
- In October 2020 we announced that we're supporting the government's food waste partner, WRAP, in its goal to halve food waste by 2030 by committing to help halve our customers' food waste by 2030. To help achieve this collective ambition we'll support customers by providing useful tips and zero-waste recipes to help avoid food waste at home.

WAITROSE UNPACKED

- Waitrose continues to offer the Unpacked test at four of its branches. In January 2021 it launched the Unpacked Report highlighting the key findings from the initial 11-week test at Waitrose Botley Road in Oxford. The report provides learnings and suggests success factors for industry progress.
- In December, a further 13 Unpacked products were added to the 31 existing lines offered in the range at Waitrose's Wallingford branch. In January 2021 the branch took the concept one step further by becoming the first national supermarket to integrate unpacked items into its regular aisles, rather than having a single Unpacked fixture.

REMOVING PLASTIC BAGS

- Waitrose are mindful that all bags, regardless of the material from which they're made, can have a negative environmental impact. A number of trials are taking place across our branches to remove single use bags. These include:
 - The removal of Home compostable fruit and vegetable bags in six Waitrose shops with the introduction of a reusable alternative 30p bag.

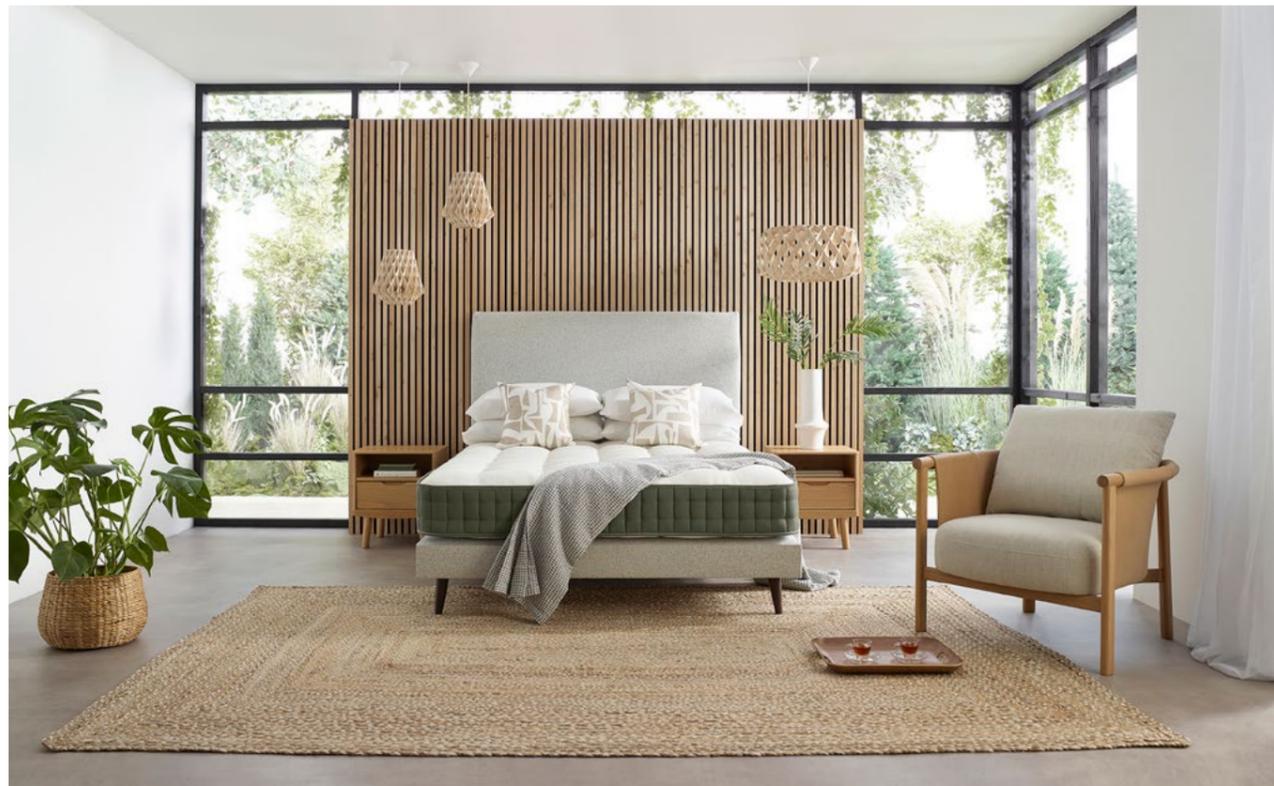
- Further to the removal of 5p carrier bags from all Waitrose branches in March 2019, we are trialing the removal of 10p bags for life in eight Waitrose branches and replacing them with 50p reusable alternatives.
- The successful trial which removed 5p carrier bags at John Lewis, Oxford will be extended in 2021 to further branches. Customers will have the option to purchase a more durable, reusable 50p or 75p bag if required.

TACKLING PLASTIC POLLUTION

- In 2019 Waitrose launched Plan Plastic: The Million Pound challenge, which gave grants to five diverse and innovative projects, to rethink how Waitrose use and dispose of plastic, tackle plastic pollution and create a tangible impact. The grants were all distributed by the end of January 2021. The achievements to date of each project we supported can be found in the latest Waitrose Plan Plastic report.
- In October Waitrose joined other supermarkets including Tesco, Aldi and the Co-op in signing an open letter to ministers calling for a ban on plastics which are only degradable in industrial conditions with chemical additives. The letter urges the UK to follow the EU and implement a legally binding ban on oxo-degradable plastics.



²⁰ 6.1% reduction on our 2017 baseline: 32,028 tonnes, between Feb 2018 and Jan 2020.
²¹ Single use Christmas products are defined as all own-brand cards, crackers, wrapping paper and gift bags.
²² 11 tonnes of cardboard removed on a like-for-like gift wrap volumes purchased in 2020 vs 2019.



TARGET	2020/2021 PERFORMANCE	2019/2020 PERFORMANCE
100% of our operational waste across the Partnership will be diverted from landfill by the end of January 2021.	99.8%	99.7%
85% of all operational waste across the Partnership will be recyclable by 2028.	71.7%	69.7%
All own-brand primary product packaging across our two brands will be widely recyclable, reusable, or home compostable by 2023.	John Lewis: 92% Waitrose: 88%	John Lewis: 67% Waitrose: 86.5%
By 2030 Waitrose will reduce operational food waste by 50% against a 2018 baseline ²³ .	-20.7%	-7%
New targets set in October 2020		
John Lewis: All product categories ²⁴ will have a 'buy back' or 'take back' solution by 2025.	We will begin to report our progress from spring 2022.	N/A
We will halve food waste in our supply chains by 2030.	We will begin to report our progress from spring 2022.	N/A
Waitrose will reduce single use plastic used in its own-brand product packaging by 20% by 2021 – increasing to 50% by 2025.	We will begin to report our progress from spring 2022.	N/A

²³ 2018 Baseline: 6,969 tonnes.

²⁴ Product categories: Home Furnishings, Home Accessories, Gift Cook & Dine, Technology, Menswear, Womenswear, Beauty, Childrenswear.

CONTINUING TO RECYCLE

- In 2020 John Lewis created the The Hanger Recycle Project allowing customers to bring unwanted John Lewis clothing hangers into any of their stores for recycling. Despite not yet launching due to the Covid-19 pandemic, within John Lewis's own operations, the Company collected over three million redundant hangers from in-store garments which were recycled into new hangers. The aim is to officially launch The Hanger Recycle Project to customers in 2021.
- Through the John Lewis appliance disposal service the store collects customers' Waste Electrical and Electronic Equipment (WEEE) which is reused or recycled where possible. Despite collections being paused for almost two months in 2020/21, the Partnership collected over 10,000 metric tonnes of waste electricals from customers' homes for reuse and recycling.
- Waitrose relaunched its own-brand ECOlogical cleaning range, with packaging improvements estimated to save 4.1 tonnes of virgin plastic a year. The range of 17 naturally derived products, made exclusively in the UK, uses innovative recovered and recycled 'Ocean Bound Plastic' in some of the product packaging. Vegan and Vegetarian friendly, and compliant with the Leaping Bunny program, the products contain a minimum of 98% naturally derived ingredients, but contain no phosphates or ammonia.
- John Lewis launched its first fully recyclable EcoMattress™. Handmade in Yorkshire, the Ecoflex fibres which fill each mattress are made from polyester-filling created from recycled plastic bottles.



- BeautyCycle continued to operate throughout the pandemic when participating branches were open. In the 2020/21 financial year 25,000 customers recycled over 175,000 beauty empties across 36 branches. Since the roll out of BeautyCycle in late 2019, more than 46,000 customers have made use of the programme diverting over 230,000 hard-to-recycle beauty packaging empties from going to landfill.

LOOKING FORWARD

We will continue to develop solutions to reduce waste across our product and packaging supply chains, our online and physical service propositions, in our own operations and in customers' homes. We will be an active voice, supporting the industry to transition to a more circular economy.

In 2020 we launched new circularity and waste commitments:

- All John Lewis product categories will have a 'buy back' or 'take back' solution by 2025.
- John Lewis will continue to develop sustainable rental and resale options for customers.
- We will halve food waste in Waitrose's supply chains by 2030 in addition to our existing 2030 operational target.
- We will help halve our customers' food waste by 2030.



CLIMATE ACTION

The non-renewable energy sources used to power a number of our shops, fossil fuels used in our transport fleet, and manufacturing in our global supply chains, all create greenhouse gases warming the Earth's surface and changing our climate. As a responsible retailer we're taking action across our entire value chain by reducing our consumption and finding renewable energy alternatives.

With sea levels rising, intense heatwaves, prolonged drought and intense fires, increasing global temperatures are having an undeniable impact on our climate. Extreme weather events and the negative impacts of an unstable climate, which include food insecurity and biodiversity loss, will be catastrophic unless we cut global emissions.

Despite the challenges associated with Covid-19, the Partnership has continued to take decisive action to reduce the climate change impact our operations are

having on the environment. In 2020 we continued to convert our fleet of heavy trucks to biomethane and invested in further energy efficiency measures across our physical estate. However, we need to look beyond just our own operations and focus on climate risk and mitigation across our whole business, including our entire value chain, a key focus of our new strategy.



IN 2020/21 WE FOCUSED ON:

Continued conversion of our diesel heavy trucks to biomethane.

Implementing energy efficiency programmes across our existing estate.

Net zero innovation including our 'store of the future programme'.

Creating our climate strategy for the next five years.



PROGRESS IN OUR TRANSPORT OPERATIONS

- 228 of our 600 diesel heavy trucks have now been converted to biomethane, marking another milestone towards our target to have the full fleet running on biomethane by 2028. Made from food waste and food processing waste materials rather than diesel, biomethane reduces CO₂ emissions by at least 80%.
- We opened our first on-site biomethane gas filling station for Waitrose heavy goods vehicles at our Bracknell RDC (Regional Distribution Centre), and added two more gas filling stations at our Milton Keynes NDC (National Distribution Centre) and Brinklow RDC.
- We continue to work hard on plans to move our operational fleet to electric. Four revolutionary Arrival, purpose-built electric delivery vans for Waitrose and John Lewis are expected in 2021, with full-scale roll out of electric vehicles expected in the next two to three years.

INCREASING OUR ENERGY EFFICIENCY

Despite the impact of Covid-19 resulting in a number of John Lewis and Waitrose temporary shop closures, in 2020 we continued to progress well with further investment in energy efficiency measures across our physical estate to drive notable savings against our energy reduction targets. These include:

BUILDINGS

- To date, the latest generation LED lighting with integrated occupancy control has been retrofitted into 32 Waitrose branches, nine John Lewis branches and three non-trade buildings. The scope of these projects replaces all the conventional lighting throughout each site. Overall, the savings are expected to be in excess of 14 million kWh per year.
- We have made further investments in electronically commutated (EC) fan technology in our heating, ventilation and air conditioning (HVAC) systems with an improved control strategy to permit greater system efficiency. In 2020 we have deployed EC fan upgrades into seven John Lewis, 11 Waitrose branches and one non trade-building. The expected electricity saving across the 19 sites is estimated to be 2.5 million kWh per year or in excess of 35%.





REFRIGERATION

- Following the successful deployment of ECO Blade™ in 273 Waitrose stores, we have further developed this technology to retrofit onto fruit and refrigerated vegetable (FRV) cases. This aligns with our commitment to improve refrigeration efficiency and associated carbon emissions. Starting in February 2021, ECO Blades are being retrofitted onto 211 branch fruit and refrigerated cases and are predicted to deliver a further 1,771,055 kWh in electricity savings per year and improve the temperature control of each case.
- We continue to trial innovative energy efficient refrigeration with developments to frozen food cabinets and cold room efficacy. Using advanced Computational Fluid Dynamics (CFD) analysis we have refined the case design to improve chilled air flow, significantly improving their energy efficiency.
- An additional eight Waitrose branches received a refrigeration upgrade this year. This involved a full replacement of conventional hydrofluorocarbon (HFC) based refrigeration systems to a low Global Warming Potential (GWP) water cooled alternative and an upgrade to the latest Next Generation Refrigeration (NGR) case. This has been developed using advanced CFD and provides significant energy savings versus conventional open cases.

NET ZERO INNOVATION

- We developed a 'store of the future programme', which includes digital twins of several of our stores, enabling us to virtually model the effects of engineering and energy efficiency measures. This insight will become invaluable when looking at new technologies and, in turn, enable us to trial efficiency measures virtually.
- We continue to deploy the pioneering Air Door technology which lessens hot and cold air infiltration into a building, thereby reducing energy consumption required to regulate temperatures. We have installed Air Doors in four further branches this year and continue to monitor the benefits these bring to our branches.

228

out of 600 diesel heavy trucks now converted to biomethane.

CURRENT TARGETS & PROGRESS

- In 2020 the Partnership continued to reduce its carbon emissions and energy consumption. The Covid-19 pandemic, which forced the closure of John Lewis shops, and during which many Partners worked from home, was a contributing factor.

TARGET ²⁵	2020/21 PERFORMANCE	2019/20 PERFORMANCE
Net zero carbon across our entire operations by 2035 ²⁶ .	-18.8%	-6.6%
All electricity procured by the Partnership to be 100% renewable certified by 2028.	97.4%	97.3%
All heavy trucks to be converted to biomethane fuel by 2028.	38%	14% biomethane
All Waitrose core store refrigeration to be hydrofluorocarbon (HFC) free by 2028.	57% HFC Free	54% HFC Free
An absolute energy reduction within the Partnership's physical estate of 25% by 2028 from a 2018 baseline.	-13.5%	-3.1%
Waitrose to keep under a 7% refrigerant gas leakage rate.	4.7%	5.5%

For the Partnership's latest Streamlined Energy and Carbon Reporting disclosure please view the [John Lewis Partnership PLC Annual Report and Accounts 2021](#).



LOOKING FORWARD:

We will continue with our ambitious operational carbon reduction and energy efficiency programme, and have brought forward our target for our entire operations to be net zero carbon by 15 years, to 2035.

We recognise the need to look beyond our own direct operations to understand, and reduce, indirect emissions across our value chain. In October 2020 we set a new target to make greenhouse gas emissions from our UK farms net zero by 2035.

We will assess the climate risks and opportunities faced by our business, report on these, and put metrics and targets in place to address these risks. We will report these via the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#) framework. Our first year disclosure against the TCFD framework can be found in the [John Lewis Partnership PLC Annual Report and Accounts 2021](#).

²⁵ Baseline year for all targets: 2018. Our environmental data is reported in line with the approximate calendar year.

²⁶ In October 2020 we brought this target forward 15 years from 2050. Any small amount of greenhouse gas emissions we cannot reduce to net zero we will offset in our operations by producing renewable energy.



SOCIAL IMPACT

Our Partnership [Constitution](#) outlines our commitment to contribute to the wellbeing of the communities where we operate. We are driven to make a difference to people's lives and create positive social impact, using the skills and resources within the Partnership to support where help is needed.



As the global population increases, and areas of the world develop at different rates, it has become increasingly obvious that social inequality is becoming more prevalent. We cannot change the fortune of every individual but, as Principle 7 in our [Constitution](#) directs, the Partnership can, and does, support the needs of those whom the business impacts.

Principle 7 has never been more relevant than in 2020. We needed to be there for each other, our customers and local communities throughout the pandemic. We offered support to the most vulnerable, whether that was through the supply of care packages for key workers, donations to homeless charities and food banks through Community Matters or through strategic partnerships with national charities.

IN 2020/21 WE FOCUSED ON:

Launching the Partnership's multifaceted Give A Little Love campaign.

Supporting the most vulnerable in our local communities throughout the pandemic.

Expanding existing community investment programmes.

Creating our social impact strategy for the next five years.

SUPPORTING OUR CUSTOMERS AND COMMUNITIES THROUGH THE COVID-19 PANDEMIC

- In May we announced that we would donate £1 million from our Community Matters scheme to over 2,500 local charities helping those most in need during the pandemic. The money was distributed to local organisations which had existing relationships with Waitrose and John Lewis shops.
- We launched the 'Your Partners Through It All Community Fund'. £500,000 was donated by the Partnership to support over 240 organisations such as food banks, women's refuges and homeless charities, including The Marylebone Project, a women's refuge in London, and the Wood Street Mission in Manchester, a children's charity supporting low-income families. In addition, a further £395,000 in donations was given to [Age UK](#), [FareShare](#), [GroceryAid](#), [Kitchen Social](#), the [Retail Trust](#) and the [Trussell Trust](#).

SUPPORT FOR THE NHS

- The Partnership donated 110,000 non-clinical essentials and gifts including much-needed non-clinical essentials, such as toiletries and snack food, tea and coffee to NHS staff.
- During the first Covid-19 UK lockdown we reopened our Lancashire textiles factory Herbert Parkinson, to make 12,000 protective medical scrubs which we donated to the NHS, as well as creating thousands of reusable face masks for Partners. John Lewis also gave 200,000 metres of cotton fabric to community groups nationwide sewing hospital scrubs.
- Waitrose and John Lewis branches sold a number of charity lines to raise money for [NHS Charities Together](#), including a limited edition china mug designed in-house, the profits of which raised over £49,000 alone.
- Waitrose joined forces with Bracknell and Ascot health services and opened its head office sports and leisure centre to be used, free of charge, as the local Covid-19 vaccine centre.

OTHER CHARITABLE GIVING

- Our charitable giving scheme Community Matters donated over £3 million in 2020 to local community groups or charities.
- We gave £170,000 to the [Trussell Trust](#) to support their 'Hunger Free Future' campaign. In the 2020 calendar year, Waitrose customers also donated 576 tonnes of food to Trussell Trust foodbanks.
- 10% of the sale of John Lewis and Waitrose own-brand Christmas cards raised over £250,000 which, in 2020, was divided between eight charities including [The Salvation Army](#), [Samaritans](#), [Marie Curie](#) and [St Mungo's](#).
- [Waitrose Duchy Organic](#), first founded by HRH The Prince of Wales as Duchy Originals, has grown to be the UK's largest own-label organic food and drink brand. Sales from the brand provide a donation to The Prince of Wales's Charitable Fund (Registered Charity 1127255 England and Wales). Since 2009, over £30 million has been donated for good causes, supporting a wide range of projects and communities.
- The John Lewis Partnership Music Appeal donated over £140,000 to support young people and music. This included funds for The National Youth Jazz Orchestra of Scotland which, due to Covid-19, replaced its summer residential course with free online one-to-one coaching for students from low income families. These students would normally have received bursaries for the residential course funded by the Partnership.
- The John Lewis Partnership Community Investment Committee donated over £200,000 to various causes including the [British Red Cross Disaster Relief Alliance](#), the [Retail Trust](#) and [GroceryAid](#). This year a donation was also made towards the creation of a physical memorial at St Paul's Cathedral to remember everyone, of all faith and none, who sadly lost their lives to Covid-19. The project, subject to funding, stems from the online [Book of Memorial](#).



THE JOHN LEWIS & PARTNERS FOUNDATION

- As a signatory of [London Funders' Covid-19 statement](#), this year the John Lewis & Partners Foundation (JLF) focused on supporting current grantees with additional funding to minimise disruption of project delivery. The Foundation donated over £768,000 in funds and IT equipment to 12 charities this year, including:
 - [WaterAid](#) is running a JLF funded project in India to which the Trustees awarded an additional £20,000 to allow the team on the ground to rapidly increase their provision of facilities for hygiene. WaterAid used some of this funding to create mobile wash units, based on local rickshaws, significantly increasing the charity's reach and benefiting the local community.
 - [Action for Children](#) is currently offering a programme to support disadvantaged young people in Glasgow to access and complete accredited training programmes and move into employment, or into apprenticeships that will lead to sustainable employment. As well as giving further funds, the JLF donated laptops, tablets and smartphones to enable the charity to remain connected with the young people and continue offering their services as far as possible online.
- Building on the success of donated IT hardware to one grantee, the JLF offered further technology donations to [The Baytree Centre](#) in London which included smartphones, laptops and wireless routers. The charity was therefore able to continue to offer training and support online, maintaining beneficiaries' wellbeing and focus during a particularly difficult period.
- Working in conjunction with [Business in the Community](#), The Foundation has so far donated more than £60,000 worth of laptops, smartphones and tablets to charities enabling them to continue delivering services which would otherwise have had to cease due to Covid-19 restrictions.



THE GOLDEN JUBILEE TRUST

- In 2020 our flagship volunteering programme, the Golden Jubilee Trust (GJT), celebrated its 20th birthday and appointed its new chair, Nikki Humphrey, the John Lewis Partnership's Executive Director, People.
- In 20 years, the Golden Jubilee Trust has given practical help to over 950 national and local charities across the UK. Over 1,000 Partners have participated during that time, equating to over 400,000 hours donated.
- In 2020 we did our utmost to award 23 new virtual secondments, enabling Partners to volunteer within the Covid-19 restriction guidelines. This included 15 Partners supporting [SeeAbility](#) and [FareShare](#) as part of the GJT 20th birthday celebrations. In 2020 over 13,500 seconded volunteering hours were recorded.

LOOKING FORWARD

We will continue to invest in our communities to create opportunities that promote a fairer and more inclusive society. This may be via monetary donations, as gifts 'in kind', through strategic relationships with charities that resonate with our brands and customers, or through our Partner volunteering hours and active engagement with local communities.

Our 'Give A Little Love' campaign will continue to support the most vulnerable in our communities starting with our 'Farm to Family' initiative, a trial to redirect food surplus from the farms that supply Waitrose straight to Britain's most vulnerable families. You can find out more [here](#).

£768k

donated by the John Lewis Foundation to 12 charities in 2020

400,000

volunteering hours donated by the Golden Jubilee Trust to national and local charities since its launch



GIVE A LITTLE LOVE

In December 2020, we launched our Give A Little Love campaign, aiming to make a long-lasting difference to some of those hit hardest by the pandemic. We partnered with two national charities, [FareShare](#) and [Home-Start](#) to help over 100,000 families in need.

Customers were encouraged to 'give a little love' in five different ways, and donations up to the value of £2 million would be match-funded by the Partnership.

Over £3 million²⁷ was generated for FareShare and Home-Start and other organisations local to Waitrose and John Lewis branches through the Give A Little Love campaign. Of this total, £1 million was donated by the Partnership to the campaign via Waitrose and John Lewis branches to support their local Home-Start network, a charity supported by FareShare, and additional local causes supporting families impacted by the Covid-19 pandemic.

Home-Start was able to support more than 13,000 individuals over the Christmas period and saw an influx of over 1,000 would-be-volunteers offering their help. Similarly, the donations helped FareShare deliver the equivalent of four million meals to local families, schools providing food for students, refugees and a wide range of other organisations. They had 3,000 volunteer registrations, up 364% from 2019.

In January 2021 the Partnership donated a further £2 million to the two charities and other local organisations, plus a pledge to deliver nutrition, warmth and essential items to families in need. You can find out more [here](#).



Thank you to John Lewis and Waitrose for putting a smile on my children's faces."

BENEFICIARY
supported by Home-Start, Medway

£3m

generated for FareShare and Home-Start and other organisations via the Partnership's 'Give A Little Love' campaign.

²⁷ £3 million includes £1 million donated from our Community Matters scheme.



NUTRITION, HEALTH & WELLBEING

As trusted experts in nutrition, health and wellbeing, we recognise the important role we can play to help our customers, Partners and the communities in which we operate lead healthier, happier lives.



The demands on our time and the impact of our lifestyles are leading to an increase in societal health challenges including rising rates of obesity and mental health issues. We have a responsibility to support the health and wellbeing of our customers and Partners, whether that's by improving the nutritional value of the food we sell, enabling customers to make healthier choices, or providing tools and resources to support positive wellbeing.

The pandemic heightened the importance of the role nutrition, health and wellbeing played in people's lives throughout 2020. We made it easier for our customers to eat healthily by offering nutritionally balanced, essential food boxes during the first lockdown and providing inspiration and ideas through Waitrose Weekend and Health magazines, and Good Health recipes. These all helped bring healthy eating to life for customers and our Partners.

IN 2020/21 WE FOCUSED ON:

Improving the nutritional profile of Waitrose own-brand products.

Helping customers and our Partners to remain fit and healthy throughout the pandemic.

Educating families, including children, on healthy eating.

Creating our Nutrition, Health & Wellbeing strategy for the next five years.

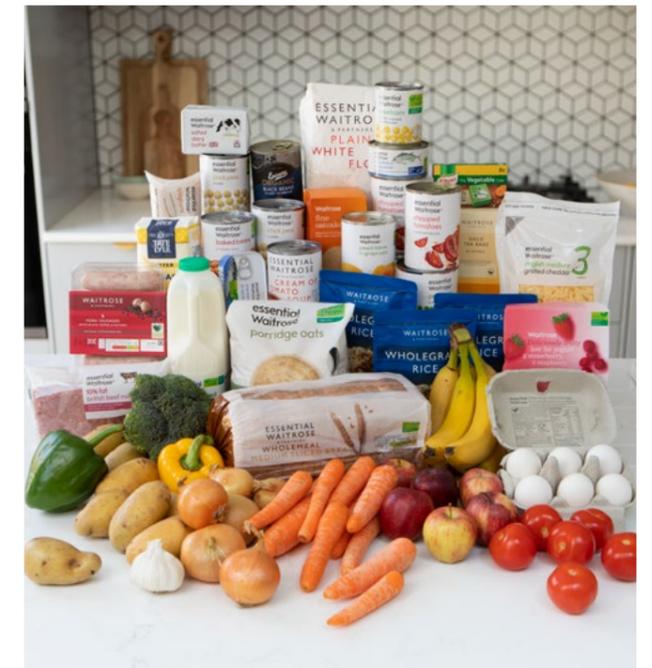
SUPPORTING VULNERABLE CUSTOMERS DURING THE COVID-19 PANDEMIC

- Waitrose curated a range of nutritionally balanced essential food boxes which supported vulnerable customers during the first Covid-19 lockdown. We achieved this via:
 - 2,776 essential food boxes, fulfilled and sold by 13 Waitrose branches to support vulnerable customers in the local community. Standard, vegan and gluten-free box options were available. Each included five healthy recipe cards and a mixture of fresh and ambient products curated to provide the nutritional balance required for two people for one week.
 - 1,300 essential food boxes were sold and delivered to vulnerable customers via John Lewis online. Each box consisted of a variety of non-perishable, ambient staple Waitrose ingredients to form the basis of nutritionally balanced meals for one person for one week.



Getting this delivered to my local Waitrose was a real lifeline with some brilliantly diverse ingredients that brought much needed variance into my meals!"

WAITROSE CUSTOMER



SUPPORTING VULNERABLE FAMILIES WITH NUTRITIOUS RECIPE BOXES

Waitrose worked in collaboration with the North West Leicestershire local authority and the social enterprise Venner, to create nutritious plant-based recipe boxes and supply them to ten vulnerable, food insecure families local to the Waitrose Lutterworth branch during the pandemic.

Over a six-week period, each family received a total of two recipe boxes consisting of enough Waitrose products to provide a family of up to six with nutritious meals and snacks for a week. A recipe booklet included a week's worth of recipes and fun cooking tips, and advice on how to involve the whole family with the aim to support cooking and meal preparation skills and healthy eating.

All families said they benefited from this initiative, eating more healthily and learning new cooking skills. Building on this success, we will continue to explore ways in which we can support vulnerable families with access to the food and cooking skills necessary to create simple, nutritious family meals.



I am delighted that Venner has chosen my constituency to launch its award-winning Finnish social impact enterprise in the United Kingdom. There is no doubt in my mind that Venner's innovative healthy eating, nutrition and wellness education model will be highly successful here. British society needs this now more than ever and the many benefits to my constituents and families across the UK are very welcome."

ANDREW BRIDGEN,
Member of Parliament (MP)
North West Leicestershire

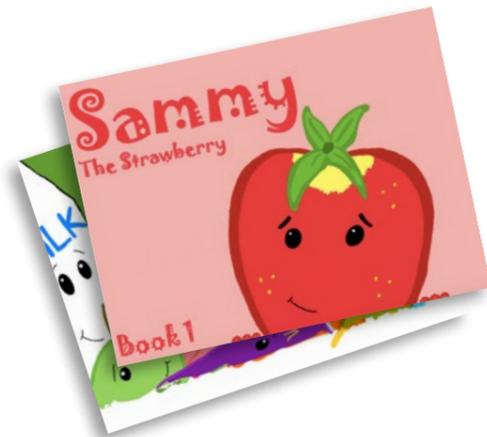
HEALTH & NUTRITION PROGRESS

- In 2016 we set a number of targets to help achieve a 10% reduction in saturates, calories and sugar across our own-brand products (in line with Public Health England reformulation programmes). In 2020 we met 70% of all targets set and continue to make significant progress towards those not yet met.
- In 2018 Waitrose became a signatory of the Food Foundation's Veg Pledge via their Peas Please Initiative. We made pledges to increase the numbers of Waitrose own-brand products and recipes that include at least one of 'your five a day' and to explore new ways to promote, inspire and inform our customers about the importance of increasing the quantities of vegetables in their diet. In 2020 we were rated 'yellow' for our progress with all 2018 commitments met. We are now finalising the next set of commitments for our 2021 pledge.
- In 2020, The John Lewis Partnership proudly joined Marcus Rashford's Child Food Poverty Task Force, a coalition of brands working together to help end child food poverty. Through the awareness raised by the campaign, in February 2021 Waitrose committed to topping-up the value of the government's Healthy Start Vouchers for at least three months. Customers can present their voucher at a Waitrose checkout, where the supermarket will increase its value from £4.25 to £5.75.
- In January 2021 Waitrose launched the Holistic Living range which brings together a number of different health-focused products enabling a more balanced lifestyle:
 - The new Waitrose Gut Health range was the UK's first own-label range to have a certified gut health claim, proven to help maintain a healthy and balanced digestive system.

- Waitrose Thrive is a range of products that have been created to fit into daily routines and help maintain a balanced lifestyle. Focusing on fresh ingredients which are packed full of flavour, the new Thrive range is a mix of meals which have been designed to be the perfect portion size and offer a quick and healthy lunch or dinner.
- Waitrose came top in Feedback's Meat Us Halfway scorecard. The scorecard assesses how UK supermarkets are supporting a shift to healthy, low meat diets. Waitrose was praised for having its own product developer dedicated to creating vegetarian and vegan products, a wide range of vegetarian ready meals, sandwiches and salads, and for working closely with its livestock suppliers to increase standards in animal feed and reduce emissions.

EDUCATION

- Waitrose supported the development of a six-part series of children's books about healthy eating for a new online library called The Social Book Club, which launched in October 2020. The six books take primary aged readers on a journey through a supermarket to teach them about healthy food choices. The Waitrose team provided expert advice for the books based on the UK Government's Eatwell Guide recommendations.



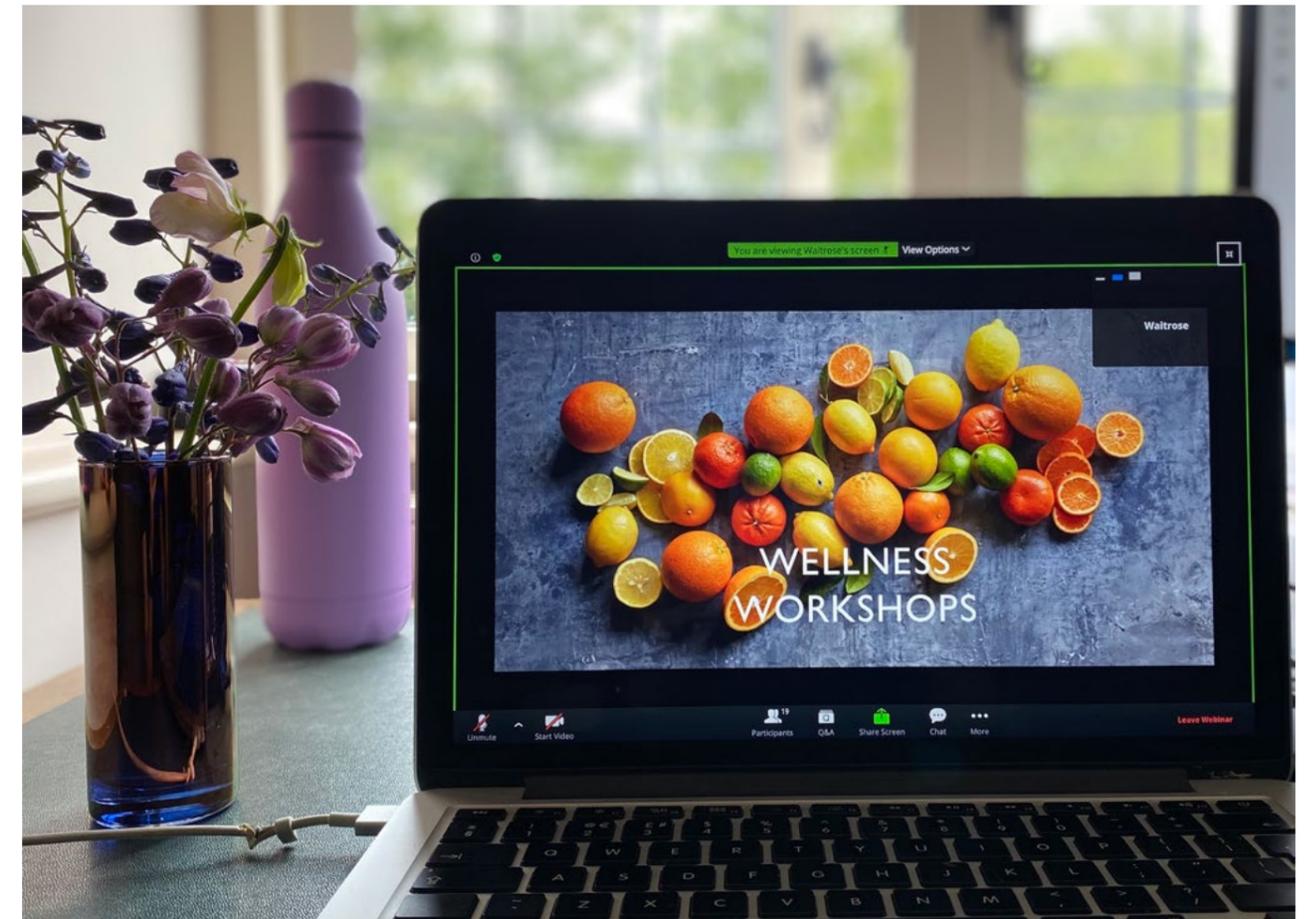
- Working with Alpro and the British Dietetic Association's Let's Get Cooking team, a series of six cooking demonstrations were created, along with a livestream, all filmed at Waitrose King's Cross Cookery School. These aimed to reduce the knowledge gap and inspire charity cooks on how to cook with a variety of Alpro products, and other surplus ingredients. The demonstrations are live on FareShare's website and are available to a network of almost 11,000 frontline charities and community groups.
- We now have 152 Healthy Eating Specialists available to support healthier customer choices in Waitrose branches, Cookery Schools and Partner dining rooms, some of whom signed up to participate in British Nutrition Foundation's Healthy Eating Week in September 2020. A combined total of 95 branches and Head Office departments took part in the week's events, which aimed to bring the UK together to focus on some key health messages and to promote healthy habits.



PROGRESS IN SUPPORTING PARTNERS' AND CUSTOMERS' WELLBEING

- Together with the Partnership Health GP and Wellbeing Clinical Lead, in March 2020 we held a series of menopause sessions within the Partnership Head Offices to encourage Partners to ask questions and gain much needed support when undergoing menopause. On World Menopause Day we provided a variety of educational tools for Partners, including a series of carefully curated video recordings encompassing the topics of wellbeing, health and nutrition, an 'In conversation' (Q&A) session for Partners and a leaflet offering information on ways to help alleviate the symptoms associated with menopause.
- The Partnership, alongside Validity health insurance, offered a weekly series of virtual Wellbeing Wednesday webinars. Each Wednesday in June the team hosted different information

- sessions, alongside a customer Q&A, covering the fundamentals of healthy eating, feeding the family well, nutrition for immunity and, lastly, diet and lifestyle for sleep.
- In June the Partnership launched a 12-week EatWell FeelWell communications programme together with the Partnership's Wellbeing Clinical Lead, which continues to be accessible to over 80,000 Partners to help them to eat well, feel well and move more throughout the Covid-19 pandemic. The carefully curated programme offered evidence-based talks, articles, trackers and handouts, alongside supporting links to further information. The activity associated with this initiative engaged 36 teams across the Partnership who accrued over 66 million steps, over 11 million cycled miles and over 11 million minutes spent doing other activities including swimming, yoga and pilates.



LOOKING FORWARD

We will continue to improve the nutritional profile of the products we sell, and explore ways to drive healthier choices, both online and in-store, by increasing access to appropriate recipes and providing a better balance of food options on promotion. We will inspire and incentivise our customers to choose a healthier, more sustainable diet via our publication platforms and our dedicated and growing team of Healthy Eating Specialists. We will continue

to work with government, NGOs, local health groups and organisations in the communities in which we operate, to identify and support initiatives to improve nutrition security including education and access to nutritious foods.

