

17/18

Corporate
Responsibility Report

2017/2018

John Lewis Partnership

Our sector and society are facing significant challenges and are changing fast, so it is more important than ever that, as we anticipate and respond to these trends, we stay true to our founding principles.

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CHAIRMAN'S STATEMENT

Too often, Corporate Responsibility is seen as little more than reputation management by businesses that are limited by a singular focus on shareholder return. For the John Lewis Partnership this could not be further from the truth.

As a business owned by its employees, we are governed by a Constitution that sets out our responsibilities to each other, to those we do business with and the wider community. This report details how we discharge those duties.

Last year the importance of this work has become even more evident. We have reached a watershed moment in public opinion on excessive use of plastic and we have continued to innovate in this area.

The natural environment is still being destroyed by man's activities. The tragedy of Grenfell Tower highlighted the social challenges facing so many in our cities, and we saw increased scrutiny of NGOs, especially in the international aid sector. We continue to collaborate with several aid agencies as we believe it is important that business stands with and supports the NGO sector through these challenging times.

We are adapting as a business, but through this change there is one constant - the unique role that our Partners play, challenging us to find solutions to address the issues that matter to them. Throughout this report you will see examples of this, including how we support the wellbeing of our Partners and communities, promote strong labour standards through our supply chain and innovate to reduce our use of finite natural resources.

We are facing into complex issues and the solutions are not always clear cut, but we are determined to go further and ask ourselves tough questions as we seek to make significant impact on the issues we are addressing.



Sir Charlie Mayfield

Chairman
JOHN LEWIS PARTNERSHIP



YEAR IN REVIEW

Source and sell with integrity

JOHN LEWIS SOURCED
12%
MORE SUSTAINABLE COTTON



LAUNCHED THE WAITROSE
FOUNDATION IN COSTA RICA

PUBLISHED THE JOHN LEWIS FACTORY LIST



WAITROSE WAS AWARDED TOP TIER
STATUS FOR ANIMAL WELFARE FOR THE

4th
YEAR

WE DONATED

£4.4m

TO LOCAL CHARITIES THROUGH OUR
COMMUNITY MATTERS SCHEME



WE LAUNCHED A NEW PARTNER
WELLBEING PROGRAMME

THROUGH OUR GOLDEN JUBILEE
TRUST WE AWARDED

20

NEW VOLUNTARY SECONDMENTS
WITH THE SAMARITANS

ONE OF BUSINESS IN THE COMMUNITY'S
TOP 100 EMPLOYERS FOR RACE

Unlock
Partner potential

Deliver more with less

WE RECYCLED OVER
55,000
CUSTOMER MATTRESSES

WE EXCEEDED OUR CARBON TARGET

WE ROLLED OUT
35
NEW BIOMETHANE TRUCKS



WAITROSE COMMITTED TO MAKING

100%
OF OWN-BRAND PACKAGING RECYCLABLE,
REUSABLE OR HOME-COMPOSTABLE BY 2025

OUR STRATEGY

Corporate Responsibility strategy

The Partnership’s ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards – profit, knowledge and power.”

PRINCIPLE 1 OF THE JOHN LEWIS PARTNERSHIP CONSTITUTION

At the John Lewis Partnership, we have a different way of doing business. Our Partnership model was, and still is, an experiment in industrial democracy, showing that long-term commercial success can come from co-ownership.

We have a written constitution, based on clear and enduring principles, which sets out our responsibilities to each other, to those we do business with and to the wider community. Our sector and society are facing significant challenges and are changing fast, so it is more important than ever that as we anticipate and respond to these trends, we stay true to our founding principles.

Societal challenges like climate change and social inequality as well as ambitions of the Sustainable Development Goals guide our thinking. Customers continue to expect both excellent quality and clear provenance from the products they buy. They’re aware of the strain that our planet is under and their expectations of retailers to source and sell responsibly are growing.

It’s against this backdrop that we’ve built our Corporate Responsibility framework, which directly supports the Partnership’s business plan. We have three overarching commitments:

1. Source and sell with integrity

We give our customers confidence in the products we sell and the way we sell them. We increase transparency in how products have been grown, sourced and made, because conducting fair business and customer relationships today will help us grow stronger brands for tomorrow.

2. Unlock Partner potential

We create a diverse and inclusive culture, while nurturing our wellbeing and the wellbeing of the communities around us, because the future of our business depends on us, as Partners, reaching our full potential.

3. Deliver more with less

We innovate to use natural resources as efficiently as possible and reduce our environmental impact and emissions, because by delivering more with less, we’ll protect our long-term financial sustainability.

These commitments unite John Lewis and Waitrose around shared goals, while giving the flexibility to respond in a way that’s right for each business.

Within each area, we are looking to innovate and create genuine impact, building on the core programmes that enable us to responsibly manage our day-to-day operations and key risks.

While we may not always get it right, we’ll challenge ourselves and hold each other to account. As co-owners of the business, it’s our Partners who will meet the challenge and make the difference.

OUR FRAMEWORK



BUSINESS STRATEGY

STRONGER BRANDS,
NEW GROWTH

BETTER JOBS, BETTER PERFORMING
PARTNERS, BETTER PAY

FINANCIAL SUSTAINABILITY

1

Source and sell
with integrity

PEOPLE & SUPPLY CHAINS

RAW MATERIALS &
SUSTAINABLE SOURCING

FARMING & FOOD

2

Unlock Partner
potential

COMMUNITY & VOLUNTEERING

HEALTH & WELLBEING

DIVERSITY & INCLUSION

3

Deliver more
with less

BUILDINGS & TRANSPORT

WASTE & PACKAGING

REUSE & REPURPOSE

Leadership

PROGRAMMES AND INITIATIVES THAT WILL TRANSFORM
THE WAY WE RESPOND TO CHALLENGES



Core programmes

PROGRAMMES AND ACTIVITIES THROUGH
WHICH WE MONITOR AND MANAGE KEY RISKS

STRONGER BRANDS, NEW GROWTH

Source and sell with integrity

Giving our customers confidence in the products we sell, the way we sell them and increasing transparency in how products have been grown, sourced and made. Because conducting fair business and customer relationships today will help us grow stronger brands for tomorrow.



01. People & supply chains

APPROACH

Our democratic approach gives our Partners a clear voice in how our business is run.

We promote the importance of employee engagement through our supply chains, which we believe will help lead to better jobs. We work with suppliers to raise standards, improve working conditions and create satisfying employment.

John Lewis and Waitrose source quality products from the UK and across the world, and work with agency and contract workers who provide essential support during peak trade periods.

We carry out detailed analyses of our operations and activities to better understand our potential areas of impact. Our strategy focuses on driving improvement on the most salient human rights issues and we continuously review our approach in response to emerging trends, external stakeholders and what we learn from our programmes.

Our Responsible Sourcing Code of Practice (RSCOP), based on the Ethical Trading Initiative (ETI) Base Code, sets out our expectations of all our suppliers. We monitor their adherence to RSCOP and work with both suppliers and external experts to address issues in our supply chain and raise standards.

You can read more about our approach to Human Rights in supply chains in our 2015 and 2016 Modern Slavery and Human Rights Reports where we set out our strategy in more detail. Read our 2017/18 Modern Slavery statement on [page 23](#).

PROGRESS

Working with retailer groups such as Stronger Together and the Food Network for Ethical Trade, as well as its risk assessment partnership with the Wilberforce Institute on Slavery and Emancipation, Waitrose is building its suppliers' capacity in responsible sourcing.

The Waitrose Foundation continues to support worker communities in Ghana, Kenya and South Africa. It has also now moved into Costa Rica as part of the Foundation's ambition to expand to 12 countries by 2020.

Waitrose also successfully converted all own-brand black tea products to Fairtrade standard; working with our tea supplier for nearly ten years on a long-term approach to achieve the standard.

John Lewis made progress on its beyond compliance programmes in three strategic sourcing countries: the UK, China and India. You can read more about its work in the UK on [page 10](#). In China, John Lewis expanded their worker/manager engagement programme and has collaborated with other UK retailers on a wider factory management training programme - covering worker engagement training, health and safety, recruitment practices, working hours and wages.

In India, John Lewis completed a health and safety training pilot and found that more work needs to be done to effectively engage managers and ensure training leads to clear health and safety improvements. Collaborating with other retailers, we also carried out in-depth risk assessments on the ground in Turkey, where unauthorised subcontracting is prevalent across the sector, to better understand the risks in the supply chain.

PLANS

Looking ahead

Both our flagship responsible sourcing programmes are based on giving workers a stronger voice in the workplace, in order to achieve our goal of creating better jobs in our supply chains. In 2018, we will continue to invest in the Waitrose Foundation at both operational and strategic levels in order to deliver on our ambitious expansion plans. John Lewis is in the process of establishing a new Better Jobs Programme for UK suppliers, with worker voice at its core. Read more on [page 12](#).



JOHN LEWIS
Factory List published

79 PROCUREMENT
PARTNERS TRAINED

LAUNCHED
Waitrose
Foundation
IN COSTA RICA

28 JOHN LEWIS FACTORIES IN
FAST FORWARD PROGRAMME

100%
OF OWN-BRAND TEA
FAIRTRADE-CERTIFIED

Raw materials & sustainable sourcing

We have ambitions to increase the amount of own-brand products we source and sell while improving the traceability and sustainability of the natural resources used to make them. We have made considerable progress, however, there is still more to do.

APPROACH

We depend on the world's natural resources for the own-brand products we source and sell each year. Ensuring these resources are sourced in a responsible way is a priority. Our experts in John Lewis and Waitrose are focused on assessing our raw materials sourcing and driving progress.

Our approach is tailored to the specific risks in our supply chains. We prioritise the raw materials we use most and those with the highest environmental risk - setting standards and establishing monitoring systems. Embedding responsible sourcing practices is essential and our buying and technical Partners drive progress against our targets.

We work with expert consultancies and independent third party certification bodies to inform our processes and provide guidance for suppliers and buyers. However, we recognise that raw material certification won't solve everything and work collaboratively with our suppliers and industry peers to drive improvements.

*Data included within KPMG LLP's independent limited assurance scope

PROGRESS

John Lewis has increased sustainable cotton sourcing from 3% to 12%* through continuous training and support for buyers and by focusing on key homeware suppliers. Waitrose also sourced more sustainable cotton but during the year sourced an increased amount of cotton overall, which has led to a relative decline against our percentage target.

We are working with our duvet and cushion suppliers to establish the due diligence processes required to track progress against our target of 100% responsibly certified feather and down.

John Lewis has increased the overall volume of sustainably and responsibly sourced timber. We are not publicly reporting Waitrose's progress on sustainable timber sourcing this year, as we are transitioning to a reporting system, which is more closely aligned with John Lewis' approach.

Due to improved processes in identifying where palm oil is used in our products, Waitrose has seen a decline against our target for physical certification. We have purchased Roundtable on Sustainable Palm Oil credits for the remainder, so that we can support the production of responsible palm while we work with suppliers to physically certify their ingredients.

Our Feed Producer Group, who source the majority of our soya for animal feed, sourced 69% of soya from more sustainable sources. We are sourcing less overall through greater efficiencies and using alternative sources of protein such as our own-brand grass and protein mix as well as UK-sourced faba beans on some of our pig farms. These are positive moves but do mean a significant amount of certified soya has been removed, so the relative percentage has been reduced for now. We're on track to meet our 2020 commitment.



PLANS

Looking ahead

Strong sustainable sourcing programmes rely on robust due diligence processes that ensure we're truly sourcing our products with integrity. In 2018, our focus will be on further strengthening these processes, particularly in the areas where our divisions can work closer as a Partnership.

We'll also be looking at our Goods Not For Resale, the products we buy for use as a business, to better understand our impact.

01.3 Farming & food

From field to fork, we're striving to meet our customers' expectations in the products they buy from us. We have strong, long-term partnerships with farmers and we're committed to working with them to drive sustainable food systems. Regulatory compliance is important, but we go above and beyond to deliver quality food and make it easy for customers to make a healthy choice.

APPROACH

At the heart of our agricultural strategy is our Farming Partnership. This is led by Waitrose Partners in collaboration with suppliers including the Agronomy Group, Livestock Steering Group and the Fish Forum, who help to shape our approach. We work in close partnership with these suppliers, helping them to take the lead in their industries to address the challenges that we've collectively identified.

We carry out assessments of our agriculture, livestock and fish supply chains, looking at a range of key areas including the continuous improvement of animal welfare standards, water use, biodiversity, waste and energy. Through these assessments, we aim to share Waitrose's values, set standards, ensure compliance and reward best practice.

We develop products that help our customers make healthy choices, providing them with information, support and advice.

One of the ways we do this is by setting product targets for calories, saturated fat and sugars to ensure that by 2020 we will have delivered a series of incremental reductions in the key categories of greatest dietary impact.

PROGRESS

During 2017, Waitrose retained both the prestigious Compassion in World Farming (CiWF) Best Retailer Award and the Top Tier Status in the Business Benchmark on Farm Animal Welfare. We were proud to be awarded the CiWF Cage Free Award for our commitment to cage free systems.

Because we are committed to the highest animal welfare standards, Waitrose increased its grazing pledge to 120 days, with conventional dairy farmers achieving an average of 181 days and organic farmers an average of 205 days.

In December 2017, Waitrose became one of the first supermarkets to share publicly comprehensive data on the use of antibiotics in its livestock supply chain. The Waitrose 2016 sector data is broadly under the 2020 industry target for antibiotic use already. All our supply chains have committed to minimise the use of antibiotics, and to only use critically important antibiotics as a last resort and where animal welfare may otherwise be compromised.

Waitrose launched a new label that will feature on hundreds of food and drink products to make it easier for customers to make healthier choices. The new Good Health label is already being used on many own-brand products, from fresh produce to fish.

We have also established specialist healthy eating training for Partners to enable them to better provide guidance to customers.

PLANS

Looking ahead

We take pride in the relationships we have with the farmers and fishermen who grow, rear and catch our produce. Farming and fishing in the UK face challenging times as we prepare to leave the European Union and we will continue to support our suppliers during this period through our world class Farming Partnerships.

We will also be rolling out our Good Health label to at least 1,200 products next year and beyond and introducing more initiatives to help our customers eat a balanced diet as the 'common sense' voice of healthy eating.



OVER
3,500
FARMING
ASSESSMENTS


300+ PRODUCTS
LAUNCHED WITH NEW
GOOD HEALTH LOGO

14% SUGAR REDUCTION
IN 15 CHILLED DESSERTS

TOP TIER STATUS IN
BUSINESS BENCHMARK ON
FARM ANIMAL WELFARE

CASE STUDIES

Better Jobs programme

John Lewis

Our goal is to promote better jobs for the people who make our products and in doing so help to strengthen our supply base for the long-term.

Building on our experience in Partner engagement as a co-owned business, in 2018 John Lewis is launching an ambitious and innovative new programme to promote better jobs in our supply chain.

Working with 40 of our UK suppliers we will be trialling a model which will help to create better worker voice mechanisms in our supply chains and build the capacity of our suppliers to listen to and respond to workers' concerns and ideas. Longer-term, our ambition is to expand the programme into more challenging sourcing regions, such as China.

The programme is an evolution of our Model Factory Programme, which we completed in 2017. The programme placed a focus on worker insight with over 1,600 workers in our UK factory supply chain interviewed. It was clear from the factories that we worked with that to promote better jobs it is essential to listen effectively and openly to the views and ideas of workers. Based on this insight the factories can drive improvements in the areas that really matter to their workers.

This insight reflects the thinking published in the Government's Taylor Review on modern employment practices and the expertise of organisations like the Ethical Trading Initiative.

Ocean stewardship

Waitrose

Waitrose is committed to ensuring that all of its branded and own-brand canned tuna is either Marine Stewardship Council (MSC) certified or pole and line caught.

To do this, we work with our suppliers of branded tuna to improve their sustainability credentials. All Waitrose own-brand canned tuna has been pole and line caught since 2009 and MSC certified since 2013. Waitrose has a strong heritage in this area, having run a responsible fish sourcing programme for nearly 20 years. However, the world's fish stocks continue to be under threat.

Through our purchasing power and expertise, we aim to influence positive change in global sourcing practices and reassure customers that the fish they buy has been sourced responsibly. This year, working with our dedicated salmon partner, Aquascot Ltd, we launched a responsible farming assessment for our salmon farms. It took into account animal welfare, environmental criteria and social criteria for the people and communities supporting the fish farming industry.

We also donated £500,000 to the Marine Conservation Society through a carrier bag fund donation. Our support helped MCS respond to huge increases in public interest and allowed them to develop the UK's most comprehensive programme of public beach and river clean-ups. Over 10,000 volunteers have taken part so far.

BETTER JOBS, BETTER PERFORMING
PARTNERS, BETTER PAY

Unlock Partner potential

Creating a diverse and inclusive culture, while nurturing Partner wellbeing and the wellbeing of the communities around us. Because the future of our business depends on us, as Partners, reaching our full potential.



02.1 Community & volunteering

Our success as a business depends on our Partners, and the communities in which they live and work, continuing to thrive. By investing in our communities and empowering our Partners, we're helping to tackle important local issues while learning new skills and gaining new experiences.

APPROACH

Local: We empower decision-making at a local level, supporting Partners to invest their time, skills, resources and expertise in the communities where they live and work. John Lewis and Waitrose support local communities through our Community Matters schemes, in which customers nominate and vote for one of three charities to decide how donations are allocated. In 2017/18 over £4 million was donated to charities local to our branches through this scheme.

National: We use the strength of our brands as a force for good through campaigns that connect our customers with causes that are important to us, including hosting special Blooming Great Tea Party events in John Lewis stores for Marie Curie, and Waitrose's support of the Trussell Trust and Crisis to tackle isolation and food poverty.

Volunteering: Our programmes offer Partners the opportunity to volunteer their time and skills to charities, schools and community organisations. Since 2000, our Golden Jubilee Trust scheme has enabled Partners to apply for a secondment to work with a charity of their choice for up to six months at full pay. You can read more about the Golden Jubilee Trust on [page 17](#).

PROGRESS

We want to inspire younger generations to fulfil their potential. Through both John Lewis' 'Bringing Skills to Life' and Waitrose's 'Grow and Sell' programmes, our Partners volunteer to provide primary schools with resources to help them discover more about the world, grow in confidence and learn new skills. This year we reached approximately 180,000 children through our schools programmes.

To help make our stores a more inclusive place for our customers, we continued to support the Alzheimer's Society. To date, over 3,300 people have registered as Dementia Friends from the sessions our Partners run both internally and within our local communities.

For the third and final year, Waitrose funded vital research into Alzheimer's through donations from the England carrier bag levy fund which went to University College London's dementia research institute, totalling over £3.2 million.

The John Lewis Foundation invests in disadvantaged communities throughout the world with a focus on employment and training. Since its launch in 2007 the Foundation has supported over 50 charities in the UK and abroad. Visit the [Foundation's website](#) to read about the projects we have supported.

PLANS

Looking ahead

In 2017 we spent time reviewing our approach with Partners, customers and charities to help shape our future plans. Over the coming year, we'll be developing our projects and programmes to ensure we're helping Partners to develop their skills and potential through their involvement in communities and in doing so, deliver greater social impact.



OVER
£250,000

RAISED FOR BARNARDOS THROUGH
JOHN LEWIS' CHANNELS

£500,000

DONATED TO MARINE
CONSERVATION SOCIETY

OVER
£200,000

RAISED FOR MARIE CURIE THROUGH
JOHN LEWIS' CHANNELS

177

WORK PLACEMENTS THROUGH BUSINESS
IN THE COMMUNITY'S READY FOR WORK
PROGRAMME SINCE 2012

Health & wellbeing

We've always invested in the financial, physical, mental and social wellbeing of our Partners. However, changes in society and the workplace are putting new pressures on workers, so we're more committed than ever to getting the right support in place to help our Partners fulfil their potential.

APPROACH

We have two teams specifically focused on health and wellbeing. Firstly, Partner Support offers a helpline for emotional and practical support as well as financial assistance and mediation. Secondly, Partnership Health Services provide physiotherapy, counselling and other health-related services.

As part of the 'Time to Change' campaign, we've pledged to raise the profile of mental health in the Partnership and to create an environment in which Partners can be open about their mental health without fear of negative consequences at work.

To give Partners the opportunities to relax and have fun we have a Leisure Benefits programme, which enables Partners to enjoy discounted recreational activities, including our own hotels across the UK. Furthermore, most of our sites have subsidised dining facilities, which offer Partners hot meals and healthy options at reduced prices.

PROGRESS

In 2017, we reviewed our approach to Partner wellbeing to align it with the changing profile of our workforce. We drew on external data and conducted research on our Partners' changing needs. We trialled new technologies such as interactive health kiosks, which gave Partners an insight into key health indicators such as their weight and blood pressure, and carried out internal campaigns on health and wellbeing to increase our Partners' knowledge of existing services.

2017/18 was the first full year of our new mental health service, which provides a care model for Partners experiencing mild to moderate mental health conditions. So far, Partners using the service have reported positive improvements in their psychological wellbeing. Read more on [page 17](#).

Based on our wellbeing review, we've made a new, commitment to become Britain's Healthiest Workplace, based on the external benchmarking survey. This aim, supported by Partner insight and data, will guide how we tackle health and wellbeing in the Partnership over the coming years.

PLANS

Looking ahead

Our plans are ambitious, and we know we'll have to compromise and prioritise the activities in which we can have the most positive impact. The success of our approach depends on inspiring a network of champions to help create a culture of health and wellbeing in our business. 2018 will also be the first year that the John Lewis Partnership will take part in Britain's Healthiest Workplace survey.



TIME TO CHANGE SIGNATORY	 WON THE EMPLOYER CATEGORY AT THE 2017 Rehabilitation First Awards	3,500 PARTNERS USED OUR INTERACTIVE HEALTH KIOSKS
NEW WELLBEING CHAMPIONS ESTABLISHED		

Diversity & inclusion

It’s vital that every Partner in the business has the opportunity to reach their potential. To achieve this, we strive to create a culture in which people can be themselves and thrive, we call it ‘Bring Yourself to Work’.

APPROACH

Our Diversity and Inclusion (D&I) and Equal Opportunities policies set out expectations on this issue. Although we refer to specific demographics, we embrace the fact that diversity goes well beyond protected characteristics and we seek to provide support and adjustments to help all Partners reach their potential.

We run eight networks, mainly sponsored by senior leaders, which exist to educate, influence and challenge the business. These networks are: LINKage, Working Parents, UNITY, Gender Equality Network (GEN), Pride in the Partnership, Faith, Belief and Religion, Ability and School of Thought.

Where we see under-representation, we take positive action. For example, in 2014 our Chairman set a Partnership goal to increase the representation of Black, Asian and minority ethnic (BAME) Partners in management positions to 10% by 2020.

To achieve this goal, we have introduced bias training, diverse recruitment panels and our UNITY Network, which is sponsored by the John Lewis Finance Director, Bérangère Michel.

Each year, we hold a Bring Yourself to Work Week, with events and stories shared all around the Partnership. Senior leaders are actively involved, but it is a grassroots movement, organised by Partners for Partners, to foster inclusion.

We have committed to becoming a Disability Confident Leader, a Government sponsored mark that aims to help companies successfully employ and retain people with disabilities and those with health conditions. We are working with the Business Disability Forum, a not-for-profit member organisation, to understand how we can achieve this.

PROGRESS

In 2017, we entered the Social Mobility Index, and Business In the Community’s inaugural Race at Work Index, where the Partnership was named one of the UK’s Best Employers for Race. Each of these entries has given us an accurate assessment of our D&I performance against the UK employment market and identified areas where we can improve.

We also achieved our aim of being a Disability Confident Employer, as recognised by the Department of Work and Pensions. This status is a reflection of the support and consideration we give to disabled people in recruitment and their employment and a step towards becoming a Disability Confident Leader.

In 2017, we published our first Gender Pay Gap Report, available on our website.

NETWORK	DESCRIPTION
LINKage	Our intergenerational or age network. It aims to build awareness of the benefits and challenges of an intergenerational workforce.
Working Parents	Working Parents aims to support individual working parents and inspire the way that the Partnership supports working parents.
UNITY	The Partnership’s official network for BAME (black, Asian and minority ethnic) Partners.
Gender Equality Network (GEN)	GEN aims to challenge stereotypes and influence the business in its thinking as it relates to gender.
Pride in the Partnership	The Partnership’s LGBT+ network, which promotes inclusivity and provides support.
Faith, Belief and Religion	Aims to educate, celebrate and challenge the Partnership on faith and religion.
Ability	A group of Partners who face mental, physical and learning challenges, who aim to raise awareness.
School of Thought	Aims to help Partners understand their unique qualities and perspectives and use them to challenge the status quo.

PLANS

Looking ahead

We are proud of the progress we have made in creating an inclusive and diverse culture though we recognise there is far more to do. In 2018, we will focus on obtaining richer and more detailed Partner insight to identify tangible solutions to unlock some of the entrenched challenges within the diversity and inclusion agenda.



CASE STUDIES

The Golden Jubilee Trust

Volunteering is just one of the ways that our Partners can contribute to the communities we operate in and we believe that this not only benefits the community but also has a lasting, positive effect on Partner wellbeing.

*Data included within KPMG LLP's independent limited assurance scope

The Golden Jubilee Trust (GJT) is our flagship volunteering programme. The aim of the Trust is to give practical help to UK-registered charities through Partner volunteering, for up to six months, on full pay and benefits.

In 2017/18, over 21,000* hours were awarded to over 40 charities. Since 2000, over 800 charities have been awarded 333,000 hours of our Partners' time. The scheme has enabled charities to access resources and, in turn, it has provided Partners with the chance to develop skills and unlock their potential.

This year, we partnered with Samaritans, for the first time, on 20 GJT secondments, beginning in Spring 2018, which will focus on sharing our knowledge and experience with the charity's retail arm to improve the charity's retail proposition.

The Partnership has a longstanding relationship with Samaritans through Partner Support mental health services, but this is the first time that the GJT has offered a combined set of secondments with a national reach and the level of interest from Partners was unprecedented.



SALLY CRISP, JOHN LEWIS NORWICH
GJT SECONDMENT AT SAMARITANS

Partner wellbeing

The importance of wellbeing in the workplace has gained prominence in recent years. Findings from the National Employee Mental Wellbeing survey report 84% of employees have experienced symptoms of poor mental health, where work was a contributory factor.

Though we have a strong legacy of providing wellbeing support to our Partners, we are not immune to this trend. Coupled with national and global societal shifts and the changing nature of the retail industry, the experience of work for our Partners is rapidly changing.

We recognise our role in ensuring all Partners receive the right support for their mental wellbeing and in 2017 we reviewed our wellbeing proposition to better meet our Partners' needs.

Our Partnership Health Service provides physical and psychological occupational health services across the Partnership, including a mental health service which provides support for Partners experiencing mild to moderate mental health conditions, by uniquely combining the work of our in-house Partnership Health Services team with our specialist psychological rehabilitation provider, Rehab Works.

In 2017, we celebrated the first full year of this service. So far, Partners using the service have, on average, reported a 40% increase in psychological wellbeing post-service. These achievements were recognised at the 2017 Rehabilitation First Awards where we won the employer category.

FINANCIAL SUSTAINABILITY

Deliver more with less

Innovating to use natural resources as efficiently as possible and reducing our environmental impact and emissions, because by delivering more with less, we'll protect our long-term financial sustainability.

03.1 Buildings & transport

We’re focused on reducing the amount of energy and fuel it takes to run our business while using sustainable alternatives wherever possible. This is the right thing to do, not only for the environment, but also for energy security and the long-term financial sustainability of our business. We’re also committed to making sure our buildings are fit for the future by creating sustainable and healthy working environments for our Partners.

IN 2018, WE JOINED THE ALDERSGATE GROUP, DRIVING ACTION FOR A SUSTAINABLE AND THRIVING ECONOMY

TARGET	2017/18	2016/17
By year end 2020/21 we will achieve a 65% reduction in carbon intensity (tonnes per £m) against a 2010 baseline.	-69.6%*	-66%
By year end 2020/21 we will reduce energy consumption (kWh per ft²) by 20% against a 2010 baseline.	-23.2%*	-18%
We will ensure refrigerant emissions leakage is no more than 7% entrained volume by year end 2015/16.	6.22%*	6.98%
By year end 2020/21 we will achieve a 5% reduction in carbon intensity from distribution (tonnes per £m) against a 2010 baseline.	-7.4%*	-3.1%

As the nature of our business changes, we have refocused on our existing buildings to make them as efficient as possible. This included installing LED lights in Waitrose shops, with more to be rolled out across our estate in 2018, including in our flagship John Lewis Oxford Street store, where we expect to achieve a 50% reduction in energy usage.

For sites where we purchase energy, we remain committed to purchasing only British-sourced renewable electricity.

Our new John Lewis shop at Oxford and Waitrose shop in Banbury are both on course to achieve a minimum BREEAM rating of Very Good, and Energy Performance Certificate (EPC) ratings of A.

Refrigeration and cooling is a significant contributor to our carbon footprint, and so reducing the impact of this is essential.

This year we have reduced the CO₂ from our fridges by 23% by reducing our leakage rate to 6.22% and removing the most carbon-intensive refrigerant and replacing it with a lower Global Warming Potential alternative.

We have a comprehensive transport strategy that aims to optimise routes, reduce mileage and fuel use across the fleet to deliver more for our customers while using fewer natural resources. Read about the industry leading technology we introduced into our fleet on [page 22](#).

We have developed our reporting and insight tools, including a new mobile app so Partners have better visibility of how behaviour change can impact our energy use.

*Data included within KPMG LLP's independent limited assurance scope

PLANS

Looking ahead

In 2018, we will review our operational emissions and waste strategy and set new targets that will bring us to 2020 and beyond. We will focus on where we can continue to deliver the greatest carbon savings and continue to innovate.

We will be rolling out a new low-particulate and low-noise truck and a new trailer that can carry more stock, reducing the numbers of vehicles on the roads.



03.2 Waste & packaging

The Partnership has an overarching aim to reduce waste while using packaging efficiently. Increasingly, our approach is to view waste and packaging output as a key resource and work to close the loop where possible. We've made progress, however we recognise there's more to do and we're pleased to see strong customer and Partner interest in the issue.

WAITROSE COMMITS TO REMOVING ALL DISPOSABLE COFFEE CUPS IN SHOPS BY AUTUMN 2018

Target	2017/18	2016/17
Divert 100% of waste from landfill by end 2020/21	99%*	98.2%
75% operational waste to be recycled by year end 2020/21	68%*	67.2%
100% closed-loop recycling of cardboard, plastic & glass by year end 2020/21	target under review	target under review
15% reduction in Waitrose organic matter waste (vs 2014/15 baseline) by 2020/21	-31.4%*	-13.9% compared to first 7 months of 2014/15

Our approach is simple. We aim to reduce and reuse where possible and, where this isn't possible, we maximise the amount we recycle. This year we strengthened our waste management processes to increase the production of good quality recycled material, by introducing a Dry Mixed Recycling service at all branches. Branches now separate dry recycling, so there is less contamination and more can be recycled.

We have been donating food at a local level for many years. In 2017, Waitrose redistributed over £2.1 million worth of stock to local charities and good causes. We also started working with FareShare Foodcloud and we have donated the equivalent of over 48,000 meals to those in need.

Any remaining food and other organic matter waste (including horticultural waste and coffee grinds) is sent to generate energy through anaerobic digestion. We reduced this waste stream by 17.5% this year through better waste management practices.

*Data included within KPMG LLP's independent limited assurance scope

Waitrose established a new target for own-brand packaging, to be widely recyclable, reusable or home compostable by 2025.

We've also pledged not to sell any own-brand meat, fish, fruit or vegetables in black plastic by the end of 2018 and remove it entirely by 2019. Currently a lot of the black plastic used by supermarkets can't be recycled, as the lasers used by waste processors can't sense the colour and so it's not identified for recycling.

Waitrose has developed packaging combining dried tomato leaf and recycled cardboard pulp. The new style punnets were trialled for Waitrose Duchy Organic cherry tomatoes and baby plum tomatoes in selected branches last year. The packaging will be rolled out across all five Duchy lines in 2018, potentially replacing up to 2.6 million plastic trays a year.

At John Lewis, we aim to use the most efficient packaging solution we can, and where possible we incorporate our operational packaging waste into new customer packaging, such as our John Lewis 'Click & Collect' boxes, which provides an additional revenue stream.



PLANS

Looking ahead

We've been tackling the issues of waste and excessive packaging across the Partnership for many years and have made great progress. However, we've reached a watershed moment in public opinion about plastic and food waste in particular. This is a complex area and we want to ensure we make the best choices for the environment.

2018 will see us expand our partnership with Fareshare Go to make the process of collecting surplus food from our branches easier for charities and we will continue to deliver the pipeline of activity required to meet our packaging targets.

Reuse & repurpose

APPROACH

So far, our approach to the circular economy has emerged through innovative, customer-focused solutions. For example, our customers want help disposing of their unwanted items and we have established new services to support this.

We are at the start of our circular economy journey and we'll only achieve a truly circular business model through innovating with our suppliers and the wider industry.

PROGRESS

John Lewis' sofa Reuse scheme, our first not-for-profit service, sees end of first life sofas collected from customers' homes, then reused or recycled in partnership with local charities, with the aim of supporting disadvantaged communities.

Carpet waste can be particularly challenging to recycle due the variety of component materials that need to be separated. However, in 2013, we began collecting and reprocessing offcuts generated by our fitters and creating new underlay from it.

Through our appliance disposal service, we collect customer Waste Electrical and Electronic Equipment (WEEE) which, where possible, gets put to good use again by being reused or recycled responsibly.

PLANS

Looking ahead

Providing a take-back solution for our products is becoming increasingly important to our customers. For us, this presents both a challenge and an opportunity to keep resources in use for longer.

This year, we will be working with Stuffstr, an organisation dedicated to extending the use of consumer goods, to trial an innovative platform that will allow our customers to take back the products they've bought from us but no longer need to ensure they are reused or recycled.

John Lewis sells over 62,000 own-brand products and are committed to keeping the valuable resources that go into those products in use for as long as possible. We aim to develop quality products that last, then recover and regenerate materials from products when they're no longer needed by our customers.

APPROXIMATELY
2000
OF OUR CUSTOMERS'
SOFAS WERE REUSED

300,000
ITEMS OF WEEE WERE COLLECTED, OF WHICH
OVER 27,000 WERE REUSED IN 2017/18



55,000
MATTRESSES RECYCLED

CASE STUDIES

Transport innovation

Waitrose

The Partnership continues to invest in the efficiency and sustainability of its transport fleet, which contributes to 41% of our carbon footprint, when including scope 2 market-based emissions.

2017 saw us roll out 35 new biomethane trucks. We teamed up with CNG Fuels, a supplier of renewable biomethane gas, to introduce the lorries into our fleet, the first of its kind in the UK. They can run for up to 500 miles on the gas by-product of rotting vegetable matter and other food waste, emitting 83% less CO₂ than standard diesel alternatives and will be more cost efficient over the course of their lifetime. 13 of the trucks have the facility to power refrigerated trailers. The achievement was recognised at the Motor Transport Awards where we won the Low Carbon Award.

Further innovations include the design of an exceptionally clean and quiet truck with enhanced safety features that help detect cyclists and pedestrians around the vehicle. It is designed to operate in cities at night, enabling deliveries to be scheduled away from the most congested times.

We worked in partnership with the Centre for Sustainable Road Freight and Cambridge University to develop a new trailer which reduces fuel consumption by 7% at standard speeds.



Plastics

We recognise the damage that plastic makes when it leaks into the environment, particularly our oceans. However, it plays an important role in protecting our products and minimising food waste.

We are committed to choosing the right packaging solution which minimises harm to the environment and keeps our products protected.

In 2017, we used over 200,000 tonnes of packaging, predominantly to package our products but also in distribution and Goods Not For Resale, with approximately 20% of this plastic packaging.

We have made great strides to reduce the amount of packaging we use and incorporate our operational plastic waste into new sources - such as our 'Click & Collect' bags. However, our Partners and customers are more concerned than ever about plastic pollution so we need to make greater progress and more quickly.

This year we held the first 'Partnership Plastics Summit' which brought together specialists from Property, Procurement, Buying, Operations, Customer and Retail, with an aim to identify our next set of targets and build on the progress made so far across the Partnership. Waitrose has already established an aim for all own-brand packaging to be widely recyclable, reusable or home-compostable by 2025 and to remove black plastic trays for fruit and veg, meat, poultry and fish by the end of 2018 and from all products by the end of 2019, earlier than any other supermarket.

MODERN SLAVERY STATEMENT

TACKLING MODERN SLAVERY

THIS STATEMENT IS MADE PURSUANT TO SECTION 54 OF THE MODERN SLAVERY ACT 2015.
IT CONSTITUTES OUR MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT
FOR THE 2017 FINANCIAL YEAR.

In this statement, we aim to give a transparent report on our progress in addressing risks of modern slavery in the supply chains we source from across the Partnership. We cannot tackle this alone and are committed to continuously sharing and collaborating as we do so.



Tracey Killen

Director of Personnel
JOHN LEWIS PARTNERSHIP

Our approach to tackling modern slavery is influenced by our values as an employee-owned business. It forms part of our broader human rights strategy, through which we work to raise labour standards, improve working conditions and create fairly rewarded employment.

This is the Partnership's third annual Modern Slavery Statement. We have kept this year's statement concise and focused on progress.

In 2018 we will be reviewing our Human Rights strategy based on the insight and experience we have gained and external developments to continue to effectively combat this crime and protect vulnerable workers.

More detail on our strategy, priorities and processes can be found in our 2017 and 2016 reports, available [on our website](#).

OUR BUSINESS

The John Lewis Partnership operates 50 John Lewis shops across the UK, johnlewis.com, 353 Waitrose shops, waitrose.com and business-to-business contracts in the UK and abroad. The business has annual gross sales of over £11.5 billion. It is the UK's largest example of an employee-owned business. You can read more about our business in our Annual Report and Accounts 2017/18.

2017/18 UPDATE

POLICY

Our Responsible Sourcing Code of Practice (RSCOP) is based on the Ethical Trading Initiative Base Code and sets out our expectations on suppliers.

- » Our RSCOP makes clear reference to the Modern Slavery Act including a provision that employment should be freely chosen
- » We launched our updated Waitrose Farm Assessment in December 2017 with a newly developed ethical sourcing module based on RSCOP, with over 50 suppliers trained in how to carry out the assessment in their supply chains.

DUE DILIGENCE & RISK ASSESSMENT

Both John Lewis and Waitrose take a risk-based approach to monitoring RSCOP compliance. This due diligence allows us to better understand where the risks of modern slavery in our supply chain are. This year:

- » Waitrose carried out detailed on the ground risk assessment with the Wilberforce Institute in Peru, sharing learnings with suppliers and external stakeholders
- » In Turkey, John Lewis carried out in-depth risk-assessments in 11 factories
- » 19 of the Partnership's temporary labour agencies (accounting for 90% of our total spend) completed Sedex self assessment.

TRAINING AND PROGRAMMES

Collaborative capacity-building projects and internal and supplier training ensure we're able to tackle identified risks and gain better understanding of our supply chains.

- » John Lewis expanded its China supplier programme and collaborated with other UK retailers on a wider factory management training programme for 37 factories, which will provide a more holistic picture of risk in the supply chain
- » The Waitrose Foundation moved into Costa Rica as part of the Foundation's ambition to expand to 12 countries by 2020
- » Over 100 Waitrose supplying sites have now completed Stronger Together training on modern slavery in 2017/18
- » Waitrose's continued sponsorship of Just Enough UK has helped the charity educate over 7,000 children on modern slavery
- » All procurement Partners completed the Chartered Institute of Purchasing and Supply Ethical Accreditation
- » Over 400 John Lewis buying and technical Partners receive mandatory responsible sourcing e-learning.

EFFECTIVENESS

Our due diligence processes help to uncover areas in our supply chains where the risks are greatest. However, modern slavery involves criminal activity and the signs can often be difficult to identify, so audits can only get us so far. Therefore, we're going beyond a traditional auditing compliance approach by improving our understanding of where the risks are greatest and prioritising our activity accordingly.

- » During 2017/18, John Lewis identified eight instances where management processes in supply chain sites could be improved to reduce the risk of modern slavery
- » A Waitrose supplier of fresh produce identified a case of vulnerable workers being exploited by a third party. The supplier's processes were robust and allowed a worker to identify the situation. It is now being handled by the Gangmasters Labour Abuse Authority and local police. Where incidents like this occur, we work collaboratively with the supplier and external experts to address the situation and provide remedy.

FORWARD LOOKING PLANS

- » In 2018, we will review our Partnership Human Rights Strategy and salient human rights issues
- » In support of improving supply chain transparency, John Lewis published its factory list in August 2017, with plans to update it on a biannual basis. In 2018, Waitrose will also review its approach to supply chain transparency.

	JOHN LEWIS	WAITROSE
Own-brand factories (tier 1)	1628	1485
No. of tier 1 sourcing countries	53	73
Own-brand products	62,000+	20,000+
Fresh produce sites	N/A	2000+
Independent ethical audits 2017/18	571	511

Governance & policy

The Corporate Responsibility Committee (CRC) is responsible to the Board for the oversight of the Partnership’s Corporate Responsibility policy and Corporate Responsibility objectives.

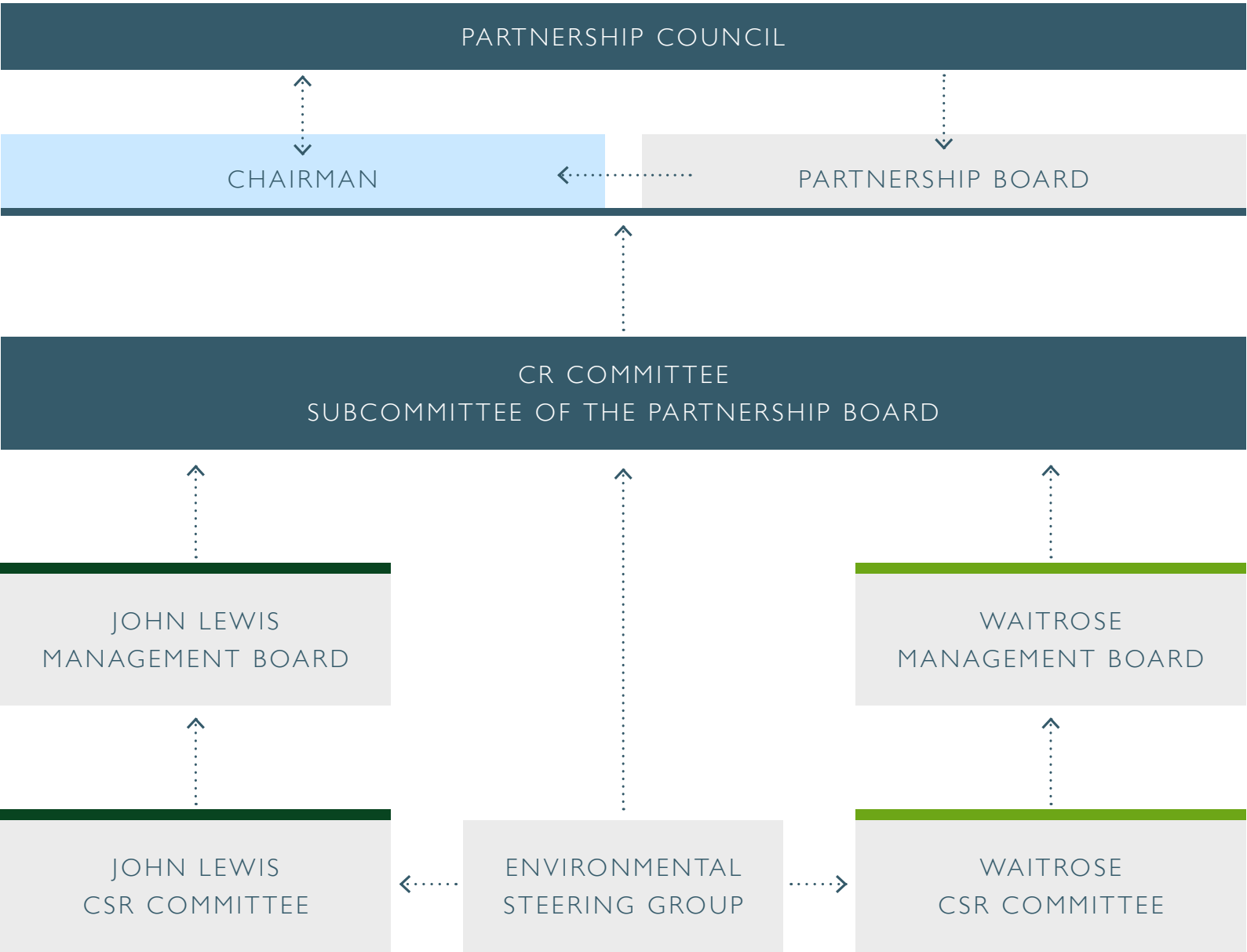
The members of the Committee at the date of this report are Keith Williams (Chair of the Committee and Non-Executive Director), Chris Coburn (Elected Director), Baiju Naik (Elected Director), Dame Fiona Reynolds (independent external member) and Laura Wade-Gery (Non-Executive Director).

You can read more about the CRC on page 68 of the 2017/18 Annual Report and Accounts.

The Waitrose and John Lewis Divisional Corporate Social Responsibility Committees have oversight of the Divisional strategies and priority issues. During the year, the Committees received updates on and reviewed progress against the CR Framework.

The Environmental Steering Group focuses on our environmental strategy. It is formed of key subject matter experts from across the Partnership.

Our Constitution provides a framework of governance to safeguard the Partnership's future, both more broadly, and in terms of our responsibilities as a business. It is supported by a Corporate Responsibility policy and specific standards and guidance on aspects of the CR agenda such as Labour Standards (RSCOP).



SDGs

Sustainable Development Goals

We welcome the UN Sustainable Development Goals (SDGs) and are committed to contribute to a prosperous and resilient society in which our Partners, customers and industry can thrive, within the means of our planet.

The UN SDGs are a framework of international priority areas as part of the 2030 Sustainable Development agenda, to tackle the biggest global challenges such as extreme poverty and climate change. Core to the goals being achieved is a call for all in society, including business, to play a role. We have reviewed our CR strategy against the SDGs business guidance and we are aligned in a number of areas:

- » We recognise our role and responsibility in society by adopting the UN Guiding Principles for Human Rights
- » Our process for prioritising our CR activity has taken into account our impacts across our whole value chain and we are addressing where our greatest impacts are
- » Our recent work on the CR framework is a recognition of the need for a shift in ambition behind the areas we want to deliver progress on.

This year we also joined the British Retail Consortium's new Better Retail, Better World initiative, which uses the Goals as a framework to drive action in the retail industry. We look forward to collaborating with our industry as part of this initiative.



KPIs

KEY PERFORMANCE INDICATORS

RAW MATERIALS & SUSTAINABLE SOURCING	2017/18	2016/17
John Lewis: 100% of our own-brand timber and paper products will be from responsible and sustainable sources by year end 2020/21		
» by volume	53%*	32%
» by count	32%*	38%
John Lewis: 50% of cotton (by volume) in own-brand products will come from more sustainable sources by year end 2020/21	12%*	3%
John Lewis: 100% of our feather and down from certified-responsible sources by year end 2020/21	—	—
Waitrose: 100% of cotton (by volume) in own-brand products will come from more sustainable sources by year end 2020/21	26%*	55%
Waitrose: 100% of palm oil and palm kernel oil based ingredients and derivatives used in own-brand products to be RSPO physically certified	72%*	94%
100% of our own-brand fish and shellfish will be from third-party verified responsible sources by year end 2016/17	89.6%*	89%
Waitrose: 100% of the soy used in feed for the production of own-brand meat, milk, poultry, egg and farmed fish products will be procured through certified sustainable sources, and those operated by The Round Table on Responsible Soy and the Pro-Terra Foundation by year end 2020/21 ¹	69%*	77%
Waitrose: 100% of our own-brand timber and paper products will be sustainably sourced by year end 2015/16	—	98%
WASTE & PACKGING		
Divert 100% of waste from landfill by year end 2020/21	99%*	98.2%
75% operational waste to be recycled by year end 2020/21	68%*	67.2%
100% closed-loop recycling of cardboard, plastic & glass by year end 2020/21	Target under review	—
100% of Waitrose own-brand packaging to be widely recyclable, reusable or home compostable by 2025	New	—
15% reduction in Waitrose organic matter waste (vs 2014/15 baseline) by 2020/21	-31.4%* (-17.5%* 2017/18)	-13.9% compared to the first 7 months of 2014/15
BUILDINGS & TRANSPORT		
By year end 2020/21 we will achieve a 65% reduction in carbon intensity (tonnes per £m) against a 2010 baseline	-69.6%*	-66%
By year end 2020/21 we will reduce energy consumption (kWh per ft ²) by 20% against a 2010 baseline	-23.2%*	-18%
We will ensure refrigerant emissions leakage is no more than 7% entrained volume by year end 2015/16	6.2%*	6.98%
By year end 2020/21 we will achieve a 5% reduction in carbon intensity from distribution (tonnes per £m) against a 2010 baseline	-7.4%*	-3.1%

* Data included within KPMG LLP's independent limited assurance scope

¹ Percentage progress against target by Waitrose's Feed Producer Group, who source the majority of our soya for animal feed

Assurance & carbon

We engaged KPMG LLP to undertake independent limited assurance over selected data highlighted in this report with a * using the assurance standard ISAE 3000 and, for selected greenhouse gas data, ISAE 3410.

KPMG has issued an unqualified opinion over the selected data. KPMG's full assurance statement is available [on our website](#).

The level of assurance provided for a limited assurance engagement is substantially lower than a reasonable assurance engagement. In order to reach its opinion KPMG performed a range of procedures. A summary of the work KPMG performed is included within their assurance statement.

The Reporting Criteria that we used as the basis of preparing the selected non-financial data in this report are the John Lewis Partnership's Reporting Guidelines 2018 as set out at [here](#). Non-financial information and greenhouse gas quantification in particular is subject to more inherent limitations than financial information. This report needs to be read together with the Reporting Criteria.

INTERNAL REVIEW

For the remaining information within this report, the Partnership's Group Corporate Responsibility team (the 'team') determines which assertions are deemed to be high-risk, or to have an inherent high risk of error and-or impact on reputation if mis-stated. The team then carries out testing which includes a range of evidence-gathering procedures. For some assertions this might be limited to making enquiries of other Partners, while for some it may include corroborating information with third-party documentation, or recalculating data sets.

Where the team is unable to obtain what they consider appropriate corroborating evidence, the assertion is not published or amendments are made where evidence contradicts the assertion.

GREENHOUSE GAS EMISSIONS

The Partnership's environmental strategy focuses on reducing our overall impact, specifically reducing the carbon emissions and utilities consumption associated with our buildings, finding more efficient ways to distribute our goods and managing our waste and use of resources.

By investing and innovating in our buildings and transport fleet and procuring renewable electricity we have seen our Greenhouse Gas (GHG) emissions fall. As a result we have already achieved our target of a 65% reduction in carbon intensity (tonnes per £m of revenue) against a 2010 baseline. We are encouraged by the progress we have made. However, there is still more to do to reduce our energy consumption in stores and on the roads.

The table below provides more detail on our emissions and a description of what each 'Scope' means as well as the methodology behind the figures.

METHODOLOGY:
The Partnership has reported on all of the Greenhouse Gas (GHG) emission sources as required under the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013. 2017 data is reported on an approximate calendar year basis, which comprises the period from 25 December 2016 to 23 December 2017. The methodology used to calculate our GHG emissions is the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), using the operational control approach on reporting boundaries. This covers the properties where the Partnership has operational control and is financially responsible for the utility supply. Data has been calculated using Defra 2017 emission factors, with the exception of certain refrigerants, and emission sources associated with our Leckford Farm, which are taken from industrial and academic sources. Further detail on the methodology is set out within the John Lewis Partnership Basis of Reporting available [on our website](#).

GLOBAL GHG EMISSIONS DATA	2017/18	2016/17
SCOPE 1 (TONNES CO₂)		
Combustion of fuel and operation of facilities, refrigeration	176,611*	193,796
SCOPE 2 (TONNES CO₂)		
Electricity purchased and heat and steam generated for own use:		
Location-based	227,334*	269,986
Market-based	6425*	7,401
SCOPE 3 (TONNES CO₂)		
Water, business travel, waste to landfill and transmission and distribution losses from purchased electricity	50,510*	55,901
Intensity measurement (tonnes CO ₂ per £m sales):		
Location-based	39.3*	45.7
Market-based	19.9*	22.6



WWW.JOHNLEWISPARTNERSHIP.CO.UK

John Lewis Partnership plc

171 Victoria Street,
London SW1E 5NN

Incorporated and registered in England & Wales,
under Company no. 00238937

For more information about Waitrose or
John Lewis shops, please visit our websites

www.waitrose.com

www.johnlewis.com

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