



ETHICS AND SUSTAINABILITY REPORT



SUSTAINABILITY

2025/26



JOHN LEWIS
PARTNERSHIP

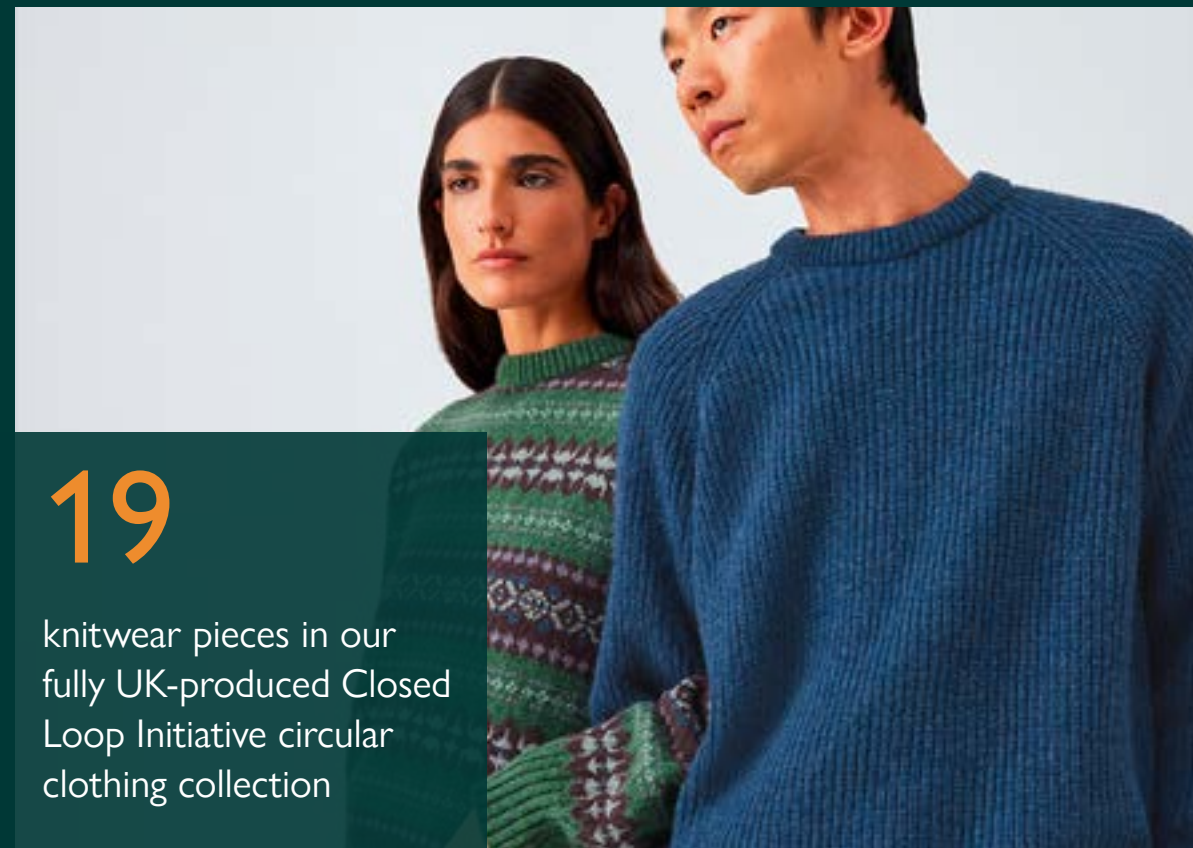
JOHN LEWIS

WAITROSE



Report Highlights

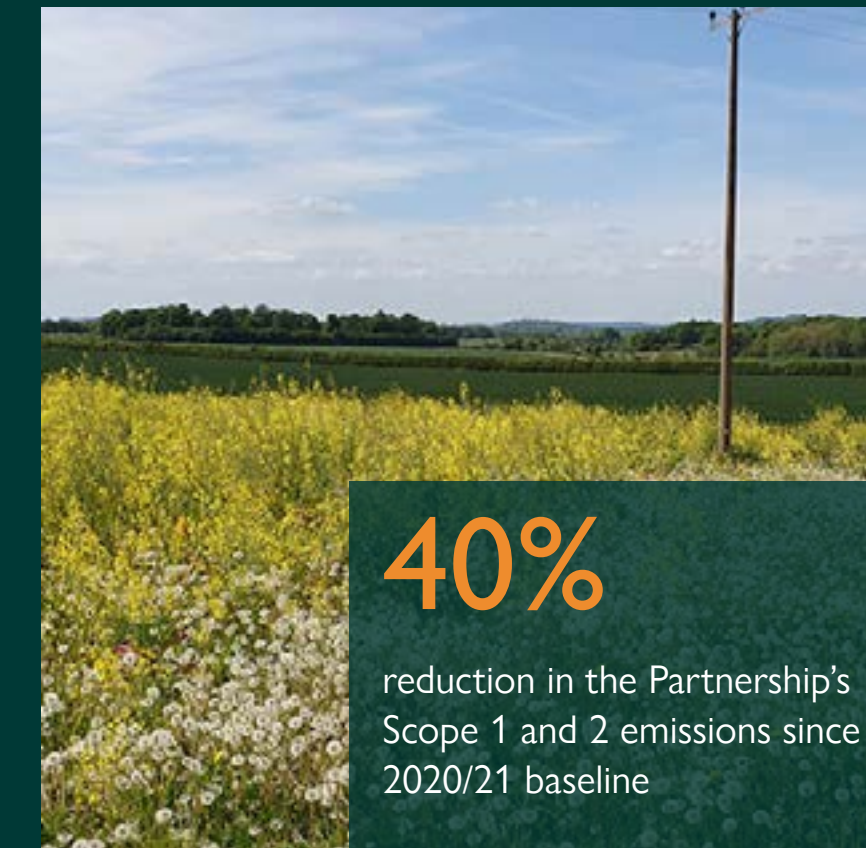
We are proud to celebrate the progress we have made this year to deliver against our ethics and sustainability commitments. This report represents just a snapshot of our work; full details of our progress, challenges and looking forward can be found [on our website](#)



19 knitwear pieces in our fully UK-produced Closed Loop Initiative circular clothing collection



£470,000 dispersed by our Net Zero Farms Fund, supporting innovative projects that tackle climate impacts



40% reduction in the Partnership's Scope 1 and 2 emissions since 2020/21 baseline



79 additives removed from Waitrose own-label food and drink products without compromising quality or safety



4,500 indigenous plants grown by three Waitrose Foundation-funded nurseries in South Africa to replant biodiversity corridors

© Helen Stuart, WWF SA



206,337 farmers, workers and community members' livelihoods improved since 2022



13 tonnes of fibre from over 13,900 John Lewis garments fully traced in 2025

© Divazus Fabric Store



£10.8m raised for worthy causes across our Partnership, with our customers, Partners and suppliers



£50m contributed to good causes since 2009 via sales of Duchy Organic products



1 of only five organisations worldwide to pilot the new Ocean science-based targets for nature process



100% of Waitrose own-brand chicken meets Better Chicken Commitment welfare standards or higher



The only major UK supermarket with ASC-certified fresh fish counters

© Jakub Kapusnak

Reflections from our Chairman

This is a company with a difference. As well as bringing together two unique brands - Waitrose and John Lewis - we're also the UK's largest employee-owned business. Purpose driven. Financially independent. Employee-owned. Nationally respected. There's nothing quite like the John Lewis Partnership.

This year, the operational context outside of our shops, stores, offices and depots has been particularly challenging for the sustainability agenda. Inside our doors the story is different, as we remain fully committed to long-term, responsible change. We're as motivated to care for our communities, protect nature and mitigate climate change as ever.

That's because we understand acting responsibly is not in opposition with commercial success. Indeed, ethical business drives stronger performance: it's clear that customers are increasingly choosing brands that they trust to act ethically and sustainably.

This reinforces the belief of our Founder, John Spedan Lewis, that doing business better can be better for business. Today, we believe that acting ethically and sustainably is essential to long-term value, resilience and risk management. The strength of our two brands, and our customers' loyalty to them, are underpinned by trust, transparency and responsible behaviour.

In 2025, we further embedded ethics and sustainability into our operations and supply chains through actions like collaborating with Land App to help UK farmers - and our own Leckford farm - boost biodiversity. We also made tangible progress across priority areas, such as climate, nature, health,

circularity and social impact. This includes Waitrose becoming the only major UK supermarket with ASC-certified fresh fish counters and John Lewis becoming the first brand to source Physical Better Cotton Initiative Cotton from Egypt.

But these are complex times so, while we celebrate our progress, we also acknowledge that it hasn't been achieved without challenges. For example, although good quality Scope 3 emissions data continues to be difficult to source, we're encouraged that so many of our suppliers now have SBTi-approved targets in place.

Despite the external pressures, we must continue to prioritise long-term solutions and remain accountable and committed to self-improvement.

Our customers expect us to lead, not only on ethics and sustainability, but also on value for money. Achieving this balance can sometimes be a juggling act, particularly during times of uncertainty, but we believe that through consistent actions and clear communication, we can both align with our customers' needs and make the case for our responsible business model.

The Partnership is in this for the long haul. As we face forwards, we expect to double down on our commitments, leveraging the expertise of our Partners, and close collaboration with other organisations to deliver meaningful, lasting impact.

On a personal note, I'm deeply grateful to all our Partners and external collaborators who've contributed to the valuable progress featured within these pages. I know that we'll continue to pull together, always seeking ways to act more responsibly in pursuit of a happier, more sustainable world.

JASON TARRY
Chairman



Our Partnership Purpose

As the largest employee-owned business in the UK, the John Lewis Partnership operates two long-respected and much-loved retail brands: Waitrose and John Lewis. Our Partners share a collective commitment to doing everything possible to look after customers, each other and the communities in which we operate.

Our Partnership Purpose was conceived by our Partners, building upon the legacy from our founder, John Spedan Lewis. It sets out why our business exists and what our common ambition is, as well as focusing our efforts on achieving that ambition through a different way of working. As such, our promise of 'working in Partnership for a happier world' is a deeply felt commitment that guides us all, inspires our principles and drives every decision we make. On this page, you can read more about how we define the Happier People, Happier Business and Happier World pillars that underpin our Purpose.

Ethics and sustainability are crucial components of our Happier World pillar. For more detail on this strategy, please see the following page.

Working in Partnership for a happier world

Happier People

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

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

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

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



Our unique and purpose-driven Partnership has our people and democratic vitality at its core. Our strength lies in the diversity and creativity of our teams and in an increasingly competitive and fast moving world, this can be our greatest point of difference.”

Helen Webb
Chief People Officer

Happier Business

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

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

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



As the wider economic landscape becomes more challenging for retailers, our Purpose becomes ever greater in guiding our decisions. As a business that strives for sufficient, not maximum profits we remain committed to investing in our Partners and our communities to pursue a bigger Purpose.”

Andy Mounsey
Chief Financial Officer

Happier World

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

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

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



Our ambition to leave a positive impact on our planet remains steadfast, even in the face of external pressures. Central to this commitment are the trusted relationships we build with suppliers, which enable us to deliver better outcomes for the communities we work with.”

Nina Bhatia
Managing Director, New Businesses

Our Strategy and Key Commitments

Our Ethics & Sustainability strategy guides our efforts to make a more positive impact on people and planet

SUPPLY CHAINS

PEOPLE IN SUPPLY CHAINS

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

- **Livelihoods:** Positively impact the livelihoods of workers and communities in our supply chains.
- **Resilience:** Invest £1 million on water resilience and sanitation programmes.
- **Fundamentals:** Enable everyone in our supply chains to realise their fundamental human rights.



ENVIRONMENT

CIRCULARITY & WASTE

Designing with circularity in mind and eradicating waste

- **Food Waste:** Halve food waste in our own operations and supply chains, and help customers to do the same.
- **Circularity:** Develop products that are circular by design, as well as resale and rental options for our customers.
- **Packaging:** Reduce and make widely recyclable or reusable our own-brand primary product packaging.

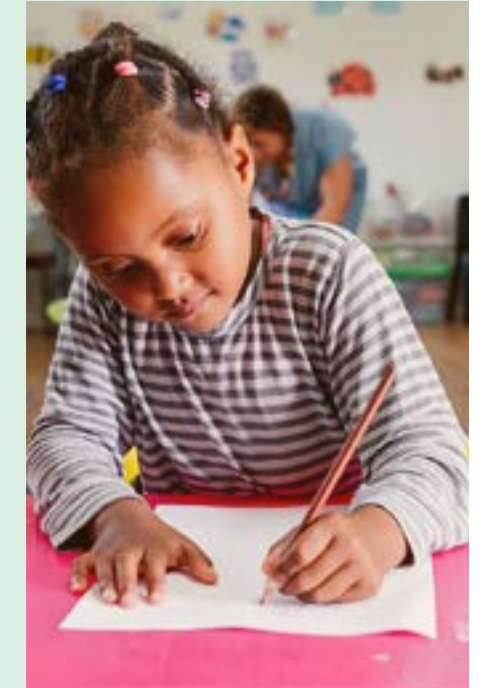


COMMUNITIES & HEALTH

SOCIAL IMPACT

Helping people in our communities to thrive

- **Food Poverty:** Fight hunger in the communities we serve.
- **Education and Work:** Help people to access learning opportunities and workplaces in communities where we operate.
- **Community Support:** Be at the heart of our communities, supporting local charities and community groups.



AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIALS SOURCING

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

- **Higher Welfare:** Farm all of our own-brand meat, milk, eggs and farmed fish to defined 'higher welfare' standards.
- **Fisheries:** Source all own-brand fish and shellfish from third-party verified responsible sources.
- **Deforestation:** Achieve zero deforestation-and conversion-free in the sourcing of key commodities across our own-brand product supply chains.
- **Traceability:** Continually improve our sourcing standards through improved traceability.



CLIMATE ACTION, NATURE & BIODIVERSITY

Reducing greenhouse gas emissions, building climate resilience and protecting and enhancing nature through biodiversity

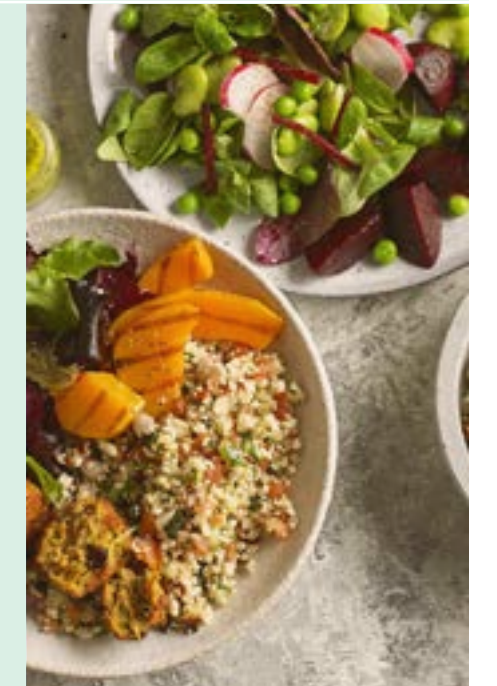
- **Net Zero:** Achieve our net zero science-based targets (SBTs) for climate, including focusing on UK farms and our transport fleet.
- **Nature:** Support ecosystem protection and regeneration projects.
- **Regenerative:** Move towards regenerative farming practices to restore the soil, conserve water and enhance biodiversity.



HEALTH, NUTRITION & WELLBEING

Enabling customers, Partners and communities to lead healthy and happy lives

- **Healthier:** Increase proportion of healthier food and drink sales volume to 85%.
- **Plants:** Increase volume of fruits, vegetables and plant-based food sales by 10%.
- **Fibre:** Increase fibre content across key categories by 25%.



Reflections from our Director of Ethics & Sustainability

This year, in the face of significant headwinds across the retail industry, the strength and dedication of our Partners have truly shone through. I am extremely proud that, despite a challenging global environment, our commitment to the sustainability agenda has remained steadfast, giving us great confidence that we can continue to be a driving force for positive change.

Much of that confidence stems from the resilience of our Partners, who continue to demonstrate their commitment to our Purpose. We have all experienced global challenges, the impact of climate change on people and nature, geopolitics; but we are determined to continue the momentum towards protecting nature, transitioning to net zero and protecting livelihoods. These variables reinforce the importance of resilient supply chains built on long-term relationships and require a balance between cost efficiencies and responsible sourcing, fair labour and good environmental stewardship.

As such, the Waitrose Foundation has invested 20 years and £24.6m in strengthening food supplies and communities against environmental risks. This year, its project with WWF South Africa has been nurturing biodiversity restoration on Foundation farms. It now intends to devote a further £1m to water security, sanitation and hygiene initiatives by 2028.

Delays, divergent standards and a lack of clarity continue to affect sustainability regulation, complicating investment decisions and deterring suppliers from swift adaptation. While we've supported the protection of biodiversity and forests, the delays in regulations

have impacted our progress on deforestation free soya. We're proud to have continued co-funding the Responsible Commodities Facility alongside six partners, making a total of \$60m available as low-interest loans to farmers in the Brazilian Cerrado.

Beyond terrestrial landscapes, we are one of five businesses worldwide piloting a new process for oceans science-based targets for nature, and Waitrose sources 97% of its seafood from third-party verified responsible suppliers. Sourcing the final 3% is proving a complex task, but we aim to reach it by the end of 2026. Valuing resources is key, so John Lewis is keeping sustainable fabric in the system longer. Its Closed Loop Initiative knitwear is made entirely in the UK from 100% reclaimed wool collected from John Lewis FashionCycle and other pre- and post-consumer takeback schemes.

Amid our own pressures, we're aware of the ongoing financial hardship across the UK. With many frontline charities struggling, Waitrose has reintroduced and improved its Community Matters green tokens initiative, enabling customers to easily support local projects doing good.

Collaboration remains essential to our success. We'll keep working closely with suppliers and farmers on the transition to regenerative farming. We'll seek to shift from reducing harm to restoring land. We'll align with policymakers and NGOs, and we'll reap the commercial benefits of resilient supply chains.

MARIJA ROMPANI
Director of Ethics & Sustainability



Deep Dive into Progress



In a complex world, we've always valued honesty and transparency. So throughout this report we're proud to celebrate our sustainability achievements, and we are also committed to being clear about the challenges we face. On this page, we present a summary of progress against some of our commitments where we had set key milestone targets for 2025.

Our Path to Sustainability

Since the time of our Founder, John Spedan Lewis, the Partnership has always been a business built on social activism and passion for the natural world. Today, our purpose is still to 'Work in Partnership for a happier world'.

We set ourselves stretching commitments and targets across a variety of time horizons that ensure we are delivering against our purpose. This year has been a milestone year for the Partnership, with several goals due. We're extremely proud of the progress we have made, often in challenging contexts requiring advocacy and industry collaboration.

Performance against our 2025 targets

The Partnership is home to two of the UK's best-loved brands, Waitrose and John Lewis, and both have made significant contributions towards our sustainability targets:

- **Climate:** Total operational emissions down 39.6% vs baseline.

- **Cocoa:** 100% of cocoa ingredients and confectionery in our own-brand products are certified to either Fairtrade or Rainforest Alliance standards.
- **Palm:** 100% of palm oil and palm-derived ingredients used in own-brand food products are certified RSPO Segregated. In non-food, we continue to make progress to improve sourcing of hard to certify palm kernel oil-based ingredients and derivatives.
- **Cashmere:** 100% of our own-brand pure cashmere products are Sustainable Fibre Alliance certified, including jumpers, hats and scarves.
- **Feather & Down:** 94.9% of feather and down used in own-brand products is from certified responsible sources.
- **Fish & Shellfish:** 96.8% of our fish and shellfish is sourced from third-party verified responsible suppliers, with plans in place to achieve the rest next year.

Challenges and opportunities

We're pleased to have reached 91.6% of the cotton used in our own-brand products meeting Better Cotton Initiative, Global Organic Textile or Global Recycled standards. We're continuing to build on our work by driving even greater traceability through our supply chain.

Sourcing deforestation-and conversion-free soya is a systemic challenge and we're confident that our approach to seek industry-wide solutions is the right one. We've consciously chosen to tackle issues at source – through initiatives such as the Responsible Commodities Facility – to reduce biodiversity loss and halt the destruction of natural habitats.

Data management and reporting for timber has made strong progress this year, with a significant step forward in data availability and a strong increase in performance reporting.

The road ahead

Ever since the Partnership was founded, we've judged our sustainability and business success against real-world outcomes, like nature positivity, human wellbeing and fair value. We'll support those outcomes by continuing to strengthen collaboration with suppliers and industry, improving our supply chain traceability and doubling down on our commitments.

Our vision remains consistent and impact focused. We aim to push ahead in key areas which are important to us, our customers, and the planet, such as animal welfare, sustainable fisheries and nature-friendly farming, and where needed we'll set refreshed targets to push us over the years and decades ahead.

This has been a significant year for our sustainability story. We hit major milestones, learned from the challenges we faced and underlined our drive for transparency. In 2026 and beyond, we'll keep working with our customers, Partners and stakeholders to make choices that stand the test of time for society and the planet.

Key Performance Indicators

Area	Target	End Date	2025/26 Performance	2024/25 Performance
RAW MATERIALS SOURCING	100% of the cotton used in own-brand products to be from more sustainable or recycled sources.	2025	91.6%*	82.4%
RAW MATERIALS SOURCING	100% of the palm oil and palm kernel oil-based ingredients and derivatives used in all own-brand products to be RSPO-segregated certified.	2025	83.9%	82.5%
RAW MATERIAL SOURCING	100% of the timber used in own-brand products will be from more sustainable or recycled sources.	2025	47.7%	15.3%
AQUACULTURE & FISHERIES	100% of our own-brand fish and shellfish to come from third-party verified responsible sources.	2025	96.8%	95.0%
CIRCULARITY	All own-brand primary product packaging across our two brands to be widely recyclable, reusable or home compostable.	2025	John Lewis: 97.5% Waitrose: 98.1%	John Lewis: 95.0% Waitrose: 96.7%
WASTE	85% of all operational waste across the Partnership to be recyclable.	2028	71.1%*	70.8% [◇]
WASTE	Waitrose to reduce operational food waste by 50% against a 2018 baseline.	2030	-21.8%*	-28.2% [◇]
CLIMATE ACTION	Net zero across our entire operations (Scope 1 & 2). ¹	2035	-39.6%*	-24.3% [◇]
CLIMATE ACTION	All electricity procured by the Partnership to be renewable certified.	2028	100%	92.9%
HEALTH	Increase sales of own-brand healthy food and drink to 65%, as a proportion of total volume.	2026	70.1%	70.0%

¹ This is reporting our absolute market-based reduction in global greenhouse gas emissions (Energy & Industrial scopes 1 & 2 only), compared to a 2020/21 baseline of 146,762 tCO₂e. All carbon reporting is now against the revised baseline of 2020/21 JLP trading year following the validation of our Science Based Targets (SBT). This figure does not include any Forest, Land and Agriculture (FLAG) emissions as per our Energy & Industrial SBTi (targets). We will report against our Scope 1 FLAG science-based target covering Leckford Farm in due course, enabled by the recent finalisation of the GHG Protocol Land Sector and Removals Guidance.

* This year, KPMG LLP has issued an independent limited assurance report over the selected data highlighted in this table with an asterisk symbol (*) using the assurance standards ISAE (UK) 3000 and ISAE 3410. The assurance opinion can be found on www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html and the reporting criteria can be found on www.johnlewispartnership.co.uk/csr/reporting/reports-policies-standards.html.

◇ KPMG LLP has previously issued an independent limited assurance report over the selected data marked with a white diamond (◇) using the assurance standards ISAE (UK) 3000 and ISAE 3410. KPMG's conclusions for the current period does not cover this information. The previous period's assurance can be found on the Partnership's website.

Supply Chains

“

We're particularly proud of the work done by the Waitrose Foundation this year. Across 20 years, it has positively impacted countless lives and workplaces around the world, including those of our Partners, growers and farmers. It truly represents everything the Partnership stands for.”

Tom Denyard
Managing Director, Waitrose & Partners



© Bertha Lutome, FarmAfrica

People in Supply Chains

Protecting the rights and championing the voices of workers in our supply chains.



We're committed to helping everyone in our supply chains realise their basic human rights. But we live in a complex world where conflict, geopolitical events and a rapidly changing climate impact the way we conduct our due diligence. In recognition of these challenges, this year we updated our Human Rights policy to reflect the proportionate approach we take to due diligence and include guidance on sourcing from high-risk areas.

This year, we marked the 20th anniversary of the Waitrose Foundation, our supply-chain programme dedicated to positively impacting the livelihoods of those picking, packing and growing produce, wine and flowers.

We continued to address the recommendations made through our impact assessments into our Egyptian cotton and Korean tuna supply chains. The issues highlighted in these reports are complex and systemic, meaning change is slow and requires careful navigation. We have also been focusing on responsible recruitment practices, as well as developing guidance for identifying homeworkers and ensuring they have decent working conditions.

Climate change and a lack of water security continue to impact the most vulnerable within our supply chains,

especially smallholder farmers who rely on the land for their livelihoods. We recognise that the increasing stress on water access is already impacting negatively on human rights. Therefore, starting in 2026, we'll invest £1 million in water resilience, sanitation and hygiene through the Waitrose Foundation.

Globally, and across industries, we'll continue to work with external stakeholders to create an enabling environment for improved worker welfare. One way in which we'll achieve that is by supporting effective grievance mechanisms.

Performance Highlights

Supporting workers

206,337

livelihoods improved by 2025.



© Bertha Lutome, FarmAfrica

Waitrose Foundation milestone



£1m

funding allocated to climate resilience projects by the Waitrose Foundation since 2022.

Egyptian Cotton farmer education

9

trainers trained on child labour prevention and remediation best practice.



© Karolina Grabowska

Homeworking conditions



80

Partners and suppliers trained on how to identify homeworking and support decent working practices.

More information on [Progress, Challenges and Looking Forward here](#)



Agriculture, Aquaculture & Fisheries

Introducing more sustainable and regenerative farming practices, ensuring higher welfare standards and driving positive change so that oceans and marine resources are used sustainably.



We're committed to sourcing from farms that use regenerative techniques and which continue to raise the standards of animal welfare. In addition, we've increased the proportion of our seafood that's independently verified as responsibly sourced.

As of this year, 100% of our chicken is sourced to the Better Chicken Commitment standards, delivering on our commitment early. We also introduced a more detailed animal welfare labelling system to support customers in making more informed choices.

We continue to make bold commitments to improve the welfare of our farmed animals. In 2025, we announced that we will transition to 100% free range across our entire pork range. The ten-year agreement we signed provides our farmers with greater long-term stability and gives more confidence to invest for the future.

While we recognise the perceived tension between higher standards and lower prices, we're working to balance animal welfare concerns with food price inflation. We'll continue to work with suppliers and legislative bodies on ongoing changes to environmental and production subsidies. In an industry-leading move, our fish counters now sell farmed fish and seafood certified as responsibly farmed by the

Aquaculture Stewardship Council (ASC). This follows an extensive audit and chain-of-custody mapping process.

We're actively seeking ways to address the remaining wild fish and seafood species we sell that are not currently third-party certified, including funding and participating in several fishery improvement projects and sustainability initiatives, as well as doing our best to champion UK fisheries.

Through our Farming for Nature programme, we piloted regenerative farming techniques with an initial group of farmers. Scaling the programme to our entire farmer and grower supplier base needs to be done considerately as each farm has its own unique characteristics. In 2026, we aim to start a transition, working with 10% of our total UK supply chain, which will be a minimum of 200 farms.

We are working closely with processors, suppliers, farmers and growers, with a plan for all our UK farms to be using regenerative practices by 2030. We expect to continue to learn from this much larger group of farms, refining practices to accelerate positive impacts on soil, water, biodiversity and climate resilience.

Performance Highlights

Chicken welfare

100%

of Waitrose own-brand chicken meets Better Chicken Commitment welfare standards or higher.



Responsibly sourced seafood



The only

major UK supermarket with Aquaculture Stewardship Council (ASC) certified fresh fish counters.

Free-range pork

The only

major UK supermarket sourcing all fresh pork mince, steaks, chops and joints to free-range standards or higher.



Farming for Nature



10%

of our farms to be working towards regenerative farming practices in 2026 which will be a minimum of 200 farms.

More information on [Progress, Challenges and Looking Forward here](#)



Raw Materials Sourcing

Sourcing our raw materials more responsibly and continually improving the ethical and environmental standards of our sourcing practices, delivering positive impact for people, nature and animals in the places where they're produced.



We remain committed to sourcing our key raw materials more responsibly and from certified sources. This includes improving traceability and achieving zero deforestation and conversion in high-priority supply chains.

This year, we achieved our target of sourcing 100% certified cocoa for all our own-brand products, and our two largest cashmere suppliers are now SFA certified. While the rigour of certification comes at an additional cost, we continue to communicate with customers about the high standards we have for the responsible sourcing of our products. This year farming cooperatives earned £2.4m through the Fairtrade Premium from sales of Waitrose own-label products.

Raw materials supply chains often come with traceability challenges. This year, we've been working with third-parties including TextileGenesis to gain better visibility of our cotton supply chain along with our other key raw materials. We'll continue to work with TextileGenesis in 2026 to enhance transparency of this vital material from plant to product.

With the EU Deforestation Regulation delayed, it remains a challenge for suppliers, such as those sourcing soya and cocoa, to evidence that their raw materials come from deforestation-free farms. We'll continue to engage with industry – through the Retail Soy Group, for example – to explore practical ways of achieving a deforestation- and conversion-free supply chain. We're also continuing to support investment in the responsible production of soya with six partners, together making \$60 million available in low-interest loans to farmers who commit to zero-deforestation in the Brazilian Cerrado.

Performance Highlights

Responsibly sourced cocoa

100%

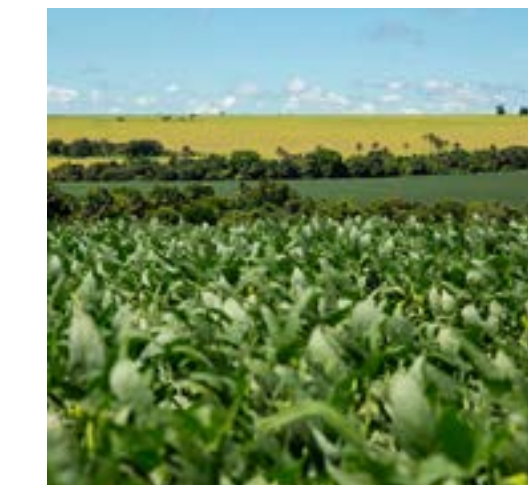
of cocoa in own-label products is certified Fairtrade or Rainforest Alliance.



© Monika Guzikowska

Zero-deforestation soya

240,000t



of deforestation- and conversion-free soya produced and **90,000** hectares of native vegetation will be protected by the Responsible Commodities Facility, co-invested in by Waitrose.

Converting our own-brand Egyptian cotton to Physical BCI Cotton

In 2025, John Lewis became the first brand to source Physical BCI Cotton from Egypt.



© UNIDO Egypt – Egyptian Cotton Project

Increasing transparency

13t



© Alina

of fibre from **nearly 14,000** John Lewis garments fully traced in 2025.

[More information on Progress, Challenges and Looking Forward here](#)



Environment



We are committed to reducing emissions and protecting nature by using sustainably sourced materials and keeping them in use for longer. We do this by designing inspiring products with circularity in mind, as well as offering fashion rental and repair services.”

Peter Ruis
Managing Director, John Lewis & Partners



© John Solomon

Circularity & Waste

Designing, making and selling products that limit waste and pollution and keep materials in use for longer.



© Getty Images

We're committed to designing, making and selling products and services that limit waste and keep materials in use for longer. Our approach covers four key areas: circular business models, circular design, packaging and food waste. We're making our business more circular through services like rental and repair and by implementing our circular design criteria. Packaging and food waste are interconnected focus areas as we continue to drive reduction and reuse.

Garment repair and alterations services are now available in John Lewis stores, including this Christmas' much-loved teddy bear repair service. These initiatives help our customers keep clothes (and teddies!) in use for longer. Our fashion rental offer continues to grow, with more lines added each year.

We launched our first closed-loop knitwear collection, made from 100% reclaimed and repurposed wool. The entire circular manufacturing process takes place in the UK which, means lower transport miles and support for local jobs. In addition, we trained over 100 Partners in John Lewis product development teams to understand how to best implement our circular design principles, and we continue to upskill and track progress.

Building on our commitment to redistribute surplus food from our supply chain to FareShare through the King's Coronation Food Project, we collaborated with our own-brand fresh fruit supplier, Primafruit, to donate approximately 300 tonnes of surplus fresh fruit from its processing facilities.

In 2025, we experienced challenges balancing high in-store availability with minimising food waste. Coupled with a pause to review our approach to diverting food not fit for human consumption to animal feed, our performance and progress have been significantly impacted. As a result, we are reporting a reduction in operational food waste of 21.8% since 2018 which is a step back compared to the previous year. We have plans to address these challenges in 2026/27 which include continuing our successful partnership with FareShare, this year providing the equivalent of 6.4 million meals of surplus food to over 4,000 charities in FareShare's network.

This year, we closely collaborated on a Reuse Packaging Partnership to develop standardised, interoperable systems that reduce the volume of single-use packaging on the market.

At John Lewis, we're managing the trade-offs between packaging sustainability, customer perceptions of that packaging, and other considerations such as customer satisfaction, robustness and cost.

Performance Highlights

Circular clothing evolves

19

knitwear pieces in our fully UK-produced Closed Loop Initiative circular clothing collection.



In-store repairs



1,506

repairs, restorations and alterations in John Lewis shops in 2025/26.

Recyclable packaging

97,000

plastic handwash bottles per year made fully recyclable by removing metal from pumps.



King's Coronation Food Project



715,000

meal equivalents will be donated to charity through our partnership with Primafruit.

More information on Progress, Challenges and Looking Forward [here](#)



Nature & Biodiversity

Protecting and enhancing nature and biodiversity and reversing the negative effects of our business on natural resources and ecosystems.



© Katharine Mager, Norfolk County Council

We're committed to protecting and regenerating nature and biodiversity. Freshwater habitats are impacted by water scarcity and pollution, resulting in challenges for biodiversity and communities that we're helping to address through catchment-level projects. We help manage the over-exploitation and destruction of marine habitats by sourcing from certified fisheries and fisheries improvement projects.

We're actively working in water-stressed regions around the world. In Aconcagua, Chile, a sourcing region for Waitrose avocados, we supported the initial phase of a multi-stakeholder project with producers, government and other buyers. This collaboration established a framework to rebalance the valley's water resources, promote regenerative agriculture and secure the long-term resilience of the supply chain.

For three years, our support of WWF's Norfolk Wholescape partnership has worked to protect and restore nature. Collaboratively, we developed an approach for tackling elements of the nature and climate crises by considering the interconnectedness of natural and human systems. Our activities included formalising an association supporting farm clusters and landscape recovery projects

across Norfolk and Suffolk that link over 600 farmers across 300,000 hectares. We are also working to help UK farmers adopt nature-friendly practices through bespoke support provided by cutting-edge digital tools, enabling them to boost biodiversity and improve land management as part of our Farming for Nature programme.

Achieving the necessary systemic change to protect nature and biodiversity remains a significant long-term challenge. Climate change-induced growing impacts on our global sourcing regions and the accelerating degradation of natural capital present both commercial and environmental risks. Addressing the necessary scale of change requires dedicated pre-competitive collaboration, exemplified by our involvement in initiatives like the WWF Retailers' Commitment for Nature, IGD Food System Change Leaders Forum and the WRAP Water Roadmap.

Looking forward, we'll continue collaborating to overcome the challenges of traceability and nature-related impact data collection. We'll also work to review how we prioritise supply chains and sub-national regions for target-setting. Waitrose is one of only five companies globally, and the only UK supermarket, to pilot the new Ocean targets setting process from the Science Based Targets Network. This pioneering initiative will help us understand the impact of our own-brand products on nature and build on our existing work to protect marine biodiversity.

Performance Highlights

Biodiverse South Africa

45,000

indigenous plants grown by three Waitrose Foundation-funded nurseries in South Africa to replant biodiversity corridors.



© Thomas Häusler, WWF

Nature-friendly farming



© Katharine Mager

160,000ha

of Waitrose UK farms mapped with digital tool Land App.

Ocean stewardship

1 of only 5

organisations worldwide to pilot the new Ocean science-based targets for nature process.



© Teryll Kerrdouglas

Norfolk Wholescape



© Greg Armfield, WWF

6,000

wetland plants planted by volunteers to improve North Norfolk wetlands and water quality.

More information on Progress, Challenges and Looking Forward [here](#)



Climate Action

Reducing our impact on the climate by working towards net zero in our own operations and supply chains.



We remain firmly committed to achieving net zero across our own operations by 2035 and our wider value chain by 2050.

We've made strong progress towards our Scope 1 and 2 targets, resulting in a 39.6% emissions reduction versus our 2020/21 baseline. This has been achieved through ongoing investment in our estate – updating refrigeration units and installing heat pumps, for example – and the increasing electrification of our fleet that has helped reduce our transport emissions by 54.0% since 2018.

To tackle our Scope 3 emissions – the vast majority of our carbon footprint – we're encouraging suppliers to set science-based targets. To date, 51% of Waitrose and 44% of John Lewis emissions from purchased goods and services come from suppliers with Science Based Targets initiative (SBTi) approved targets.

Our new Net Zero Farms Fund provided funding to innovative farmers in Waitrose's UK supply base. The fund supports Waitrose's Farming for Nature programme and seeks to enable farmers as part of achieving our collective goal of making all our UK farms net zero by 2035.

Achieving net zero requires a coordinated effort across sectors that must be led effectively by positive national policy. As such, it's critical that the government establishes enabling legal and policy frameworks as part of a stable regulatory environment that drives carbon reduction, supports innovation and promotes sustainable practices.

Over the coming year, we intend to accelerate our focus on Scope 3 decarbonisation, and work with key partners to enhance our resilience to climate change impacts.

Performance Highlights

Net zero farms
£470,000

dispersed by our Net Zero Farms Fund, supporting innovative projects that tackle climate impacts.



Decarbonising operations



40%
reduction in Scope 1 and 2 emissions versus our 2020/21 baseline.

Supplier targets

51%
of Waitrose and **44%** of John Lewis emissions from purchased goods and services are from suppliers with SBTi-approved science-based targets.



Transport emissions



54%
emissions reduction in our transport operations since 2018.

More information on Progress, Challenges and Looking Forward [here](#)



Communities & Health



The wellbeing of our communities depends on access to opportunities, support and resources, including healthy, nutritious food. We're committed to helping communities live happier, healthier lives through distributing high quality surplus food to people in need."

Rita Clifton
CBE, Deputy Chairman



Social Impact

Helping people in our communities to thrive.



© Dan Prince

We're committed to helping people in our communities thrive, ensuring everyone, regardless of background, has the resources, opportunities and support network to fulfil their potential. Through our strategy, we focus on three areas of particular importance to our Partnership: Food Poverty, Education and Work, and Community Support.

To achieve our aims, we work with large and small charities, both directly and through our John Lewis Partnership Foundation. At a national level, the charities we work with include British Red Cross, the Royal British Legion, Action for Children, Look Good Feel Better, FareShare, Trussell, Grocery Aid, the Royal Countryside Fund and the King Charles III Charitable Fund.

To tackle food poverty and fight hunger, surplus food from Waitrose was shared with over 4,000 charities in FareShare's network this year, providing 6.5 million meals. Our partnership with FareShare delivered its 30 millionth meal in September. In addition our generous customers have donated 1.7m meals to local Trussell food banks via our permanent collection points in our shops.

We are committed to helping people in our communities access education and work, and our Building Happier

Futures programme continues creating brighter futures for care experienced people, having raised £2.8 million since it was established.

Green tokens are back in larger Waitrose stores as part of our Community Matters programme, enabling customers to choose which causes to support in their local community. This year, we also piloted styling workshops in John Lewis shops with the charity Look Good Feel Better, celebrated the 25th anniversary of our flagship volunteering programme, the Golden Jubilee Trust, and reached a £50 million milestone for contributions to the King Charles III Charitable Fund, achieved through sales of Waitrose Duchy Organic products.

We're acutely aware of the challenging conditions faced by the charity sector and are pleased to have generated £10.8 million for worthy causes in 2025/26. In 2026, we plan to build upon our key charity partnerships whilst giving customers and Partners a greater voice in which causes we support at a local level.

Performance Highlights

Community Matters

£2.6m

donated through Community Matters this year, over £50m since launch.



Food poverty



6.5m

meals donated via FareShare this year, 30m since our collaboration began.

Duchy Organic landmark

£50m

contributed to good causes since 2009 via sales of Duchy Organic products.



Trust's 25th anniversary



1,100+

Partner secondments to charities granted by the Golden Jubilee Trust during its 25 years.

More information on Progress, Challenges and Looking Forward [here](#)



Health, Nutrition & Wellbeing

Helping customers, Partners and those in the communities in which we operate lead healthier, happier lives.



In response to public health needs and clear consumer demand, we're committed to helping our customers, Partners and those in the communities where we operate to lead healthier, happier lives. We see that a healthy, varied diet is fundamental to wellbeing, and by introducing innovative, healthy food products and providing incentives, information and inspiration, we can support positive changes to improve the balance of diets.

Our definition of healthy food is in line with the UK Nutrient Profiling Model, and we're addressing the issues of over- and under-consumption of specific nutrients in the UK diet by collaborating across the industry. This includes activities with credible partner organisations such as the Food Foundation, Future Food Movement, British Nutrition Foundation, Veg Power, Forum for the Future and the Institute of Grocery Distribution's Nutrition Leaders Forum.

This year, we met our healthy food and drink sales target 12 months early, with 70.1% of

Waitrose own-brand food and drink sales volumes meeting the Good Health criteria. We feature Good Health foods in meal deals, price investment programmes and other promotions, as well as in recipe inspiration in print and online. The continued roll out of our Plant Varieties logo signposts products containing a greater variety of wholefood plant-based ingredients, and our 30 Plants campaign provided ideas and information about how to add more plant foods to diets.

Industry-wide, there is a challenge in balancing product reformulation to improve the nutritional profile of products without compromising quality or taste or requiring the use of ingredients like artificial sweeteners, which are not universally accepted by consumers. Looking ahead, we'll continue to focus on healthier product development, specifically boosting fibre content by adding more nutrient dense wholegrains, beans, pulses and vegetables, and the removal of unnecessary additives and ingredients.

Performance Highlights

Good Health
70%

of Waitrose own-brand food and drink sales meet the Good Health criteria.



Supporting Partner nutrition



75%

subsidy on nutritious food – and free fruit – in our Partner Dining Rooms.

30 Plants campaign

240+

products carrying the Plant Variety logo.



Trusting our ingredients



79

additives removed from Waitrose own-label food and drink products without compromising quality, taste or safety.

More information on Progress, Challenges and Looking Forward [here](#)



WWW.JOHNLEWISPARTNERSHIP.CO.UK



JOHN LEWIS

WAITROSE

John Lewis Partnership plc
1 Drummond Gate, London, SW1V 2QQ

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