



Annual Report

2025/26

20 Years of the
Waitrose Foundation



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Chair's Statement



The Waitrose Foundation embodies much of what makes Waitrose, Waitrose. It's a privilege to lead the programme, improving the livelihoods of our farmers, workers and communities whilst building more resilient and sustainable supply chains through Waitrose's sourcing practices.

Last year, we hosted a 20th Anniversary Conference, where it all began, in South Africa. A memorable day celebrating our impact and I was inspired by the incredible young people who have a vision for the future and the next 20 years of the Foundation.

Following my visit to our Foundation farms in Kenya in 2024, I am delighted to share our progress in completing the Simotwet School. I encourage you to read more about its transformative impact.

I'd like to personally recognise and thank all our partners, in particular our suppliers, exporters, implementation partners, farmers and workers for their support. Our collaboration and long-term partnerships are fundamental to the Foundation's continued success.

CHARLOTTE DI CELLO

Chair, Waitrose Foundation Global Board

2025 at a glance



240
Worker-led projects
delivered



1,829
Active Foundation
committee members



967
Men and women
trained in capacity
building



51,475
Direct farmer and
worker beneficiaries



36,538
Direct family
and community
beneficiaries



462
Grower partners in
10 countries



£3M
Generated for
the Foundation



205
Sourced products from
Foundation farms



15
Supplier partners and
55
Exporter partners



20
Years of the
programme



Foundation Overview

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

Waitrose is the only UK retailer to have a supply chain programme of this nature, and for 20 years has been reinvesting back into our growers, strengthening the resilience of our supply chains and empowering communities to address their local needs.

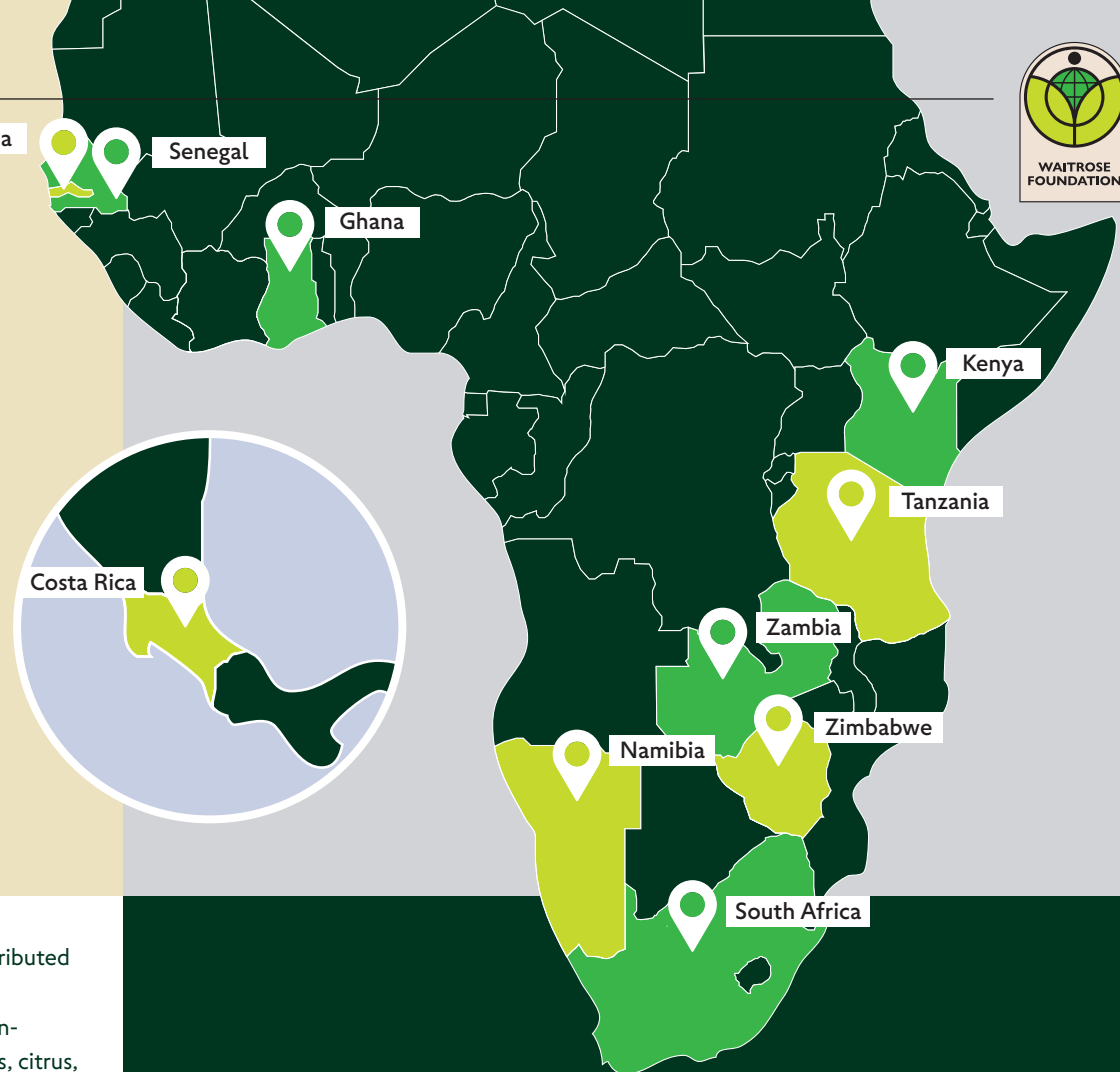
The programme is integrated into the commercial sourcing of selected fruit, vegetable and wine products. When a product is sourced from a Foundation farm, it carries the Waitrose Foundation label, and 2% (or equivalent) of

the retail sales value is accrued, and distributed proportionately back to our growers.

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

Workers are at the heart of our programme. They not only identify their local needs to address and take ownership of projects, but their engagement features within our governance groups and shapes decision making.

¹A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living; a sustainable livelihood can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the long and short term.



Since launching the Foundation
in 2005, we have:

Generated over **£27.6m** to invest
in workers and their communities

Delivered **2,529**
community-led projects

Foundation Partners

The success of the Foundation is dependent on the support of a range of stakeholders who work collaboratively to deliver the programme whilst bringing fresh perspectives, enabling us to innovate and improve our impact. In addition to participating in our governance groups, some of our key programme partners and their responsibilities include:

GROWERS

Enabling worker committees to design projects and facilitating the delivery of these.

EXPORTERS

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

IMPORTERS

Co-investing back in to our shared grower base.

IMPLEMENTATION PARTNERS

Conducting needs assessments, managing finances, training worker committees, delivering projects and reporting on progress. On occasion our implementation partners sub-contract delivery to technical specialists.



Our Human Rights Programme

Our ambition is to enable everyone in our supply chain to realise their fundamental human rights. Through the Foundation, we are championing worker and community voices and building their capacity to improve their livelihoods. We recognise this contributes lasting value to the Partnership by creating a shared understanding of the social and environmental risks, in turn strengthening the transparency and resilience of our supply chains. The Partnership sets a

commitment to respecting all human rights across our operations, supply chains and communities within our [Human Rights Policy](#). Across our supply chains, we expect our partners to demonstrate their commitment to human rights through compliance to our [Responsible Sourcing Code of Practice](#). We monitor compliance for all Foundation farms through our due diligence programme. For more information on this, see our [Human Rights Report](#).



Governance



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

GLOBAL BOARD

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

COUNTRY STEERING GROUPS

To ensure that local operations are managed effectively we coordinate country steering groups in each of our five regions. These are chaired by Waitrose and have members from Waitrose (21%), suppliers (24%), growers (26%) and independent experts (9%), exporters (9%) and workers/youth (12%). They oversee and support the progress of our regional implementation partners and make funding decisions at a regional level.

WORKER COMMITTEES

Worker voice is central to the Foundation, ensuring that we are responding to the needs of the local communities from which we source. Supported by our implementation partners, farm worker committees are responsible for putting together project proposals for worker voice funds based on the needs they have identified. We currently have 1,829 farm workers holding worker committee positions, 48% of whom are women.

*The Waitrose Foundation in Ghana is a tripartite partnership with the Blue Skies Foundation and the Albert Heijn Foundation. Due to the nature of this structure, the Waitrose Foundation does not Chair the steering group, but instead, hold a membership position on the Blue Skies Foundation Board.

Global Strategic Fund

Climate Resilience Programmes

Our Global Strategic Fund invests in large scale multi-farm programmes which address key challenges facing our grower partners, whilst delivering impact at scale. The fund launched in 2020, investing in Covid response and recovery. Since 2022 the fund has invested £1m in eight climate resilience programmes across six countries. Six of which have been completed and two will be completed by the end of 2026.

We continue to learn from the fund and consult our Foundation partners to understand the most pertinent risks. Last year we announced the next phase of this fund will invest a further £1m in WASH (Water, Sanitation and Hygiene) and water security projects

The eight projects funded under the climate resilience theme have benefited 33,000 workers and community members to address climatic challenges including improving access to water, agricultural inputs, improved capacity in climate smart agriculture, diversified income opportunities and livelihood-focussed nature based solutions to climate change.

Kenya

Building climate resilience and sustainable livelihoods

- Distributed energy efficient cookstoves, established new alternative income opportunities and improved capacity to adapt to changing climates, particularly for women.
- See more in last year's Waitrose Foundation report
- Project value - £115k
- Total beneficiaries - 5,390



Improving water security

- Improved access to water through new infrastructure, provided outgrowers with water efficient technologies and improved the capacity of water management committees
- Project value - £114k
- Total beneficiaries - 3,638

Senegal

Building capacity in climate smart agriculture across farming communities

- Created digital resources to increase capacity and the provision of climate smart agricultural inputs of our vegetable farming communities.
- Total beneficiaries - 3,667

Ghana

Growing Climate Resilience

- Piloting coconut-coir based mulch with smallholders to reduce soil degradation and improve yields.
- Target beneficiaries - 100

Costa Rica

Water security

- Upgraded water infrastructure to ensure a clean and consistent supply for the community.
- Total beneficiaries - 2,656

South Africa

Water Catchment Management

- Cleared 2750ha of alien invasive tree species across 28 Foundation farms, enabling the flow of water through the regional catchment, and used woodchip briquettes from felled trees to construct a community centre.
- See more in our [Ethics and Sustainability Report](#).
- Total beneficiaries - 14,473



The Gambia

Climate smart agriculture youth leaders

- Created an apprenticeship programme to upskill the next generation of climate leaders in agriculture and supported a demo farm to share best practice to local schools and the community.
- Total beneficiaries - 3,062



Water Catchment Management Phase II

- Building the capacity of teams to establish nurseries and grow local indigenous plants for ecological replanting.
- Target beneficiaries - 20





Case Study

Water Security in Kenya

85% Kenya's land area is arid or semi-arid, with less than 50cm of rainfall per year. Our Foundation farm communities faced a range of water-related challenges including inefficient infrastructure, poor water quality and limited knowledge of sustainable water management.

To address climate resilience challenges, our farms and partners:

- Promoted the adoption of water efficient technologies such as drip irrigation which improved smallholders yields of green beans from 4 tonnes to 7 tonnes per hectare, almost doubling farmer incomes from these products.
- Provided piping to irrigate farms, thus expanding production capacity.
- Distributed indigenous tree seedlings to more sustainably manage the water catchment area.
- Constructed water holding tanks in the community, providing water at 5% of the previous refill cost.
- Laid community water infrastructure piping to provide access to over 3,000 community members.
- With strengthened access to water, provided inputs and training to the local community on establishing kitchen gardens, saving money and time on purchasing food locally.
- Built the capacity of 62 water management committee members in governance and leadership skills to ensure long term sustainability.



"Before the water was connected to our home, life was very difficult. We used to buy borehole water that tasted salty and was not good for washing clothes because the clothes would change colour. Every day we were buying six jerricans of water at Ksh 300, which was very expensive for our family. I now have clean drinking water, and I have started a kitchen garden where I grow spinach, kales, bananas, sweet potatoes, onions, and fruit trees such as oranges. We are eating better food, and I no longer worry about where water will come from. This water project has brought dignity to our home and reduced our daily struggles. It has truly improved our lives."

Florence Mbaabu



Case Study

Climate Smart Agriculture in The Gambia



"This demonstration farm is a place where people can come and learn. We bring students, farmers, even civil servants to show them what they believe cannot be grown in The Gambia, can be grown here. Seeing is believing."

Ousman Manneh, Banjul, The Gambia

Our Foundation communities in The Gambia are increasingly facing erratic rainfall, droughts and bushfires, impacting crop yields and threatening local food security. At the same time, The Gambia is heavily reliant on food imports. These challenges are compounded by women and youth in agriculture facing additional barriers such as access to land, inputs and training opportunities.

To address climate resilience challenges, our farms and partners:

- Trained 21 youth apprentices in climate smart agriculture, who attended weekly training over seven months, to become sustainable farming ambassadors. They trained a further 450 farmers and community members. Many are now employed by our Foundation farm, The National Agricultural Research Institute (NARI) or have started small businesses.
- Distributed climate smart agriculture manuals in simple English, with demonstration videos in local languages Mandinka, Wolof and Fula.
- Facilitated a field trip to Senegal for apprentices to share learnings. Reached over 2,500 students and 112 community members with climate smart training at the NARI demo farm. Participants learned about drought tolerant and flood resistant crops, soil management, composting, water conservation, nursery preparation and tree planting.
- Created 70 raised beds for planting with drought tolerant fruit and vegetables at Radville School and provided inputs and equipment for gardening by the pupils.
- Installed irrigation piping from Radville farm, where the Foundation operates, to the Tubakuta community, powered by solar panels to provide reliable access to water to over 250 households.
- By the end of the programme, 92% of participating farmers reported an improved understanding of how to adapt to climate change.

Regional funds - Worker Voice Projects

The majority of funding (85%) is directed via our implementation partners to our Foundation growers for investment in local farm and community initiatives around five themes. For some larger strategic growers with more significant accruals,

they plan 2-3 year programmes to achieve greater impact.

In some regions, country programmes are delivered across multiple farms (such as capacity building) to address a common need. All projects are designed in line

with our Principles of Programme Implementation to ensure they are relevant, inclusive and sustainable.

In addition to the Global Fund projects, over the past year we have delivered 17 country programmes and 218 worker voice programmes.



Health and Wellbeing

71

PROJECTS DELIVERED

21,976 women and men had improved access to healthcare services

10,511 women and men had improved access to wellbeing services



Environment

29

PROJECTS DELIVERED

12,709 smallholders had access to renewable energy solutions (e.g. biogas)

80 smallholders have adopted more environmentally positive farming practice



Education

96

PROJECTS DELIVERED

17,039 girls and boys (0-18) had improved access to schools/places to learn

3,393 young women and men (16-30) had improved access to education



Economic Empowerment

8

PROJECTS DELIVERED

1,428 households had access to additional sources of income

5,730 households had access to new financial products (e.g. microloans)



Water and Sanitation

14

PROJECTS DELIVERED

1,066 households had improved access to potable clean water for drinking, sanitation and hygiene

700 households had improved access to safe and hygienic sanitation facilities

Southern Africa

IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTH AFRICA

Total number of
Foundation growers

414

Total number
of Foundation
labelled products

96

Countries
in region

South Africa, Zambia,
Zimbabwe and Namibia

Total number of
farmers and workers

139,285

Foundation product
categories

apple, apricot, avocado, blackberries, blueberries,
cherries, figs, grapefruit, grapes, lemons, lychees,
mandarin, clementine, nectarine, orange, passion fruit,
peach, pear, plums, raspberries, sharon fruit and wine



2025 was a landmark year for the Waitrose Foundation in Southern Africa as we celebrated 20 years of the programme in this region and the impact we have achieved. Attended by over 200 representatives from the UK and Africa, the conference served as an opportunity to hear from individuals who had benefitted from our projects across two decades and to hear from the next generation where our future focus should be.



2025

Highlights

- 198 country and worker voice projects delivered
- 49,947 direct project beneficiaries
- 90% of worker committee members reported greater self-confidence through participating in a committee
- 84% of workers state the Foundation has had a positive impact on their livelihood



Southern Africa

ONGOING PROJECTS

As previously reported, maintaining the operations of 134 partial care (early learning) facilities across Foundation farms continues to be one of our leading programmes in the region, providing ongoing access to education to 2,691 children. Over the past year, sites have been supported with the ongoing compliance to government requirements, as well as the onboarding to new digital government systems.

Also at the partial care facilities, the Foundation runs nutrition and Information and Communication Technology (ICT) skills development programmes. Recognising food poverty challenges exist with some children arriving at the facilities hungry, the Foundation supports by training staff on how to cook healthy and nutritious foods. ICT skills and improved access to learning have been achieved through 394 learning software licenses (CAMI), Google Classroom, internet provision at 27 facilities and new IT hardware.



NEW PROJECTS

Aussenkehr Village Sanitation Phase II

The Karas region of Southern Namibia is characterised by a harsh climate, limited access to piped water, basic sanitation and a high prevalence of informal settlements. In previous reports we have shared the Foundation's work to install 11 water points, significantly improving access to clean drinkable water for our grape growing community. Last year we installed 70 toilet units, with each toilet benefitting five households, in total reaching 1,200 people. Across the region, 81% of Foundation beneficiaries who have been supported by water projects reported an improvement in water-related health, social or economic outcomes.



"I am happy to have a toilet at my place. The best part is that the toilet can be used without water. Which is saving me from stressing about getting water before I use it. I was first shocked when I was told that it can flush without water, but yeah nothing is impossible anymore."

*H.N Simon, Namibian Grape Company Worker
Boerdery Worker Committee member*

Southern Africa

Community recycling

Workers identified how waste was accumulating around their housing, attracting pests and increasing health risks. Additionally, much of it was plastic and cardboard, not effectively being repurposed. The committee used their funds to purchase recycling equipment for 170 community members and to deliver awareness raising sessions on waste management. Furthermore, 20 unemployed family members will be trained on waste management and

upcycling, with the view to create income generating opportunities that will support future community projects.

Health and Mobile Clinic

The farms previously upskilled healthcare professionals with specialist dispensing capabilities, and last year improved the delivery of the service. Across the region, 82% of beneficiaries who have been supported by health projects reported an improvement in health due to better access to healthcare.

Parenting Skills

Feedback from focus groups highlighted the need for support on strengthening parent-child relationships. The Foundation delivered the First Steps programme for parents, providing practical advice and support to improve communication, build trust and strengthen relationships. Participants reported a positive shift in family dynamics and improved self confidence in parenting.

Maggie's story

Maggie Hlakola grew up in Polokwane, Limpopo province as one of five siblings and her household was reliant on her father's single income as a security guard. In her community women were encouraged to take on traditional roles and Maggie lacked exposure to leadership opportunities. Maggie started working with Westfalia fruit, assisting the worker committee with bookkeeping and administration, and during this time benefitted from Foundation training programmes including Project Coordinator Training, Psychosocial Resilience and Committee Training. Last year Maggie represented youth voices at our 20th Anniversary Conference and now represents workers on the regional Country Steering Committee.

"For me to be recognised [on the steering committee], that really is the highlight of my career. Being a voice for the workers, bridging the gap between what is happening on the farms and bringing it to the Steering Committee - for me is number one. When you realise that your opinion matters, and your opinion has the potential to change the lives of farm workers, that for me is a highlight."



Kenya and Tanzania

IMPLEMENTATION PARTNER: FARM AFRICA

Total number of
Foundation farms
(plus smallholders)

15

Countries
in region

Kenya &
Tanzania

Total number
of Foundation
labelled products

83

Total number of
farmers and workers

18,162

Foundation product
categories

broccoli, green beans,
peas, baby corn, baby
courgette, flowers, herbs



2025

Highlights

- 21 country and worker voice projects delivered
- 12,207 direct project beneficiaries
- 78% of worker committee members are reporting greater self confidence through participating in a committee

ONGOING PROJECTS

Across Kenya and Tanzania our Foundation farm workers have access to our low interest microloan facility, typically using them for school fees, income generating activities and in some cases emergency medical support. Over the past year 5,372 farm workers accessed £778,801 worth of loans (average £144 per worker). Since the programme started, the Foundation has disbursed £3.25m worth of loans, accessed by 10,272 workers.

Our clean energy cookstoves programme continues to be popular with farm workers, especially due to the financial saving of fuel, time saved on cooking, and reduced cases of respiratory infections from smoke. Last year, we expanded the distribution of cookstoves across three farms, distributing an additional 583 units. In total we have provided 21,375 cookstoves across all Foundation farms. Our research last year calculated that we are saving the equivalent of 97,369 tonnes of CO₂ emitted each year.



Kenya and Tanzania



NEW PROJECTS

Simotwet School Phase II

Last year we updated on the Foundation's work to transform a dated classroom at the Simotwet Special School for learners with additional needs. Over the past year we have significantly upgraded the rest of the school infrastructure. This has included additional classrooms, a dining hall, washroom facilities and accessible pathways. Solar units provide warm water for bathing and lighting across the site. Last year the number of students increased from 62 to 112, and this has increased further to 154, attracting those from neighbouring counties.



"Before, children were eating outside or inside the office during the rainy season and bathing was done outdoors even in cold weather. Now, with proper washrooms and a dining hall, learners can eat and bathe in a safe, warm, and hygienic environment. Mobility was one of our biggest challenges because most of our learners are physically handicapped. Teachers used to carry learners on their backs, especially during rainy seasons when wheelchairs got stuck in the mud. The pavements have completely changed this situation, making movement easy and safe for both learners and teachers."

Joan Keter, Headteacher

Outgrowers

Farming Equipment

We continue to support vegetable smallholders (outgrowers) each year through the Foundation. Last year accruals were used for more drip irrigation equipment as well as beehives. Previously used furrow irrigation was water and labour intensive, impacting yields and farmer profits, but the drip irrigation has increased yield from 4-5 tonnes per acre to 7 tonnes, improving farmer earnings by 68%. Furthermore beehives support improved pollination and yields on farms, as well as additional income from honey.



Kenya and Tanzania



Robotics Classroom

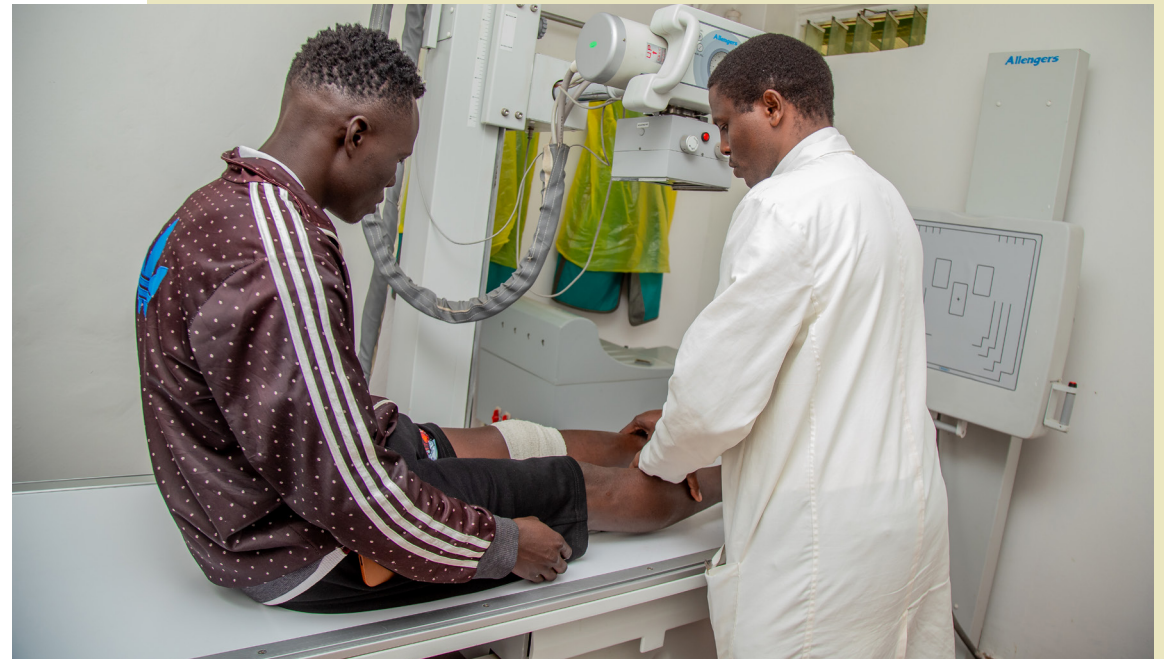
Muramati school, in our vegetable growing community, proposed to use their Foundation funding on infrastructure and facilities for robotics learning. The dedicated lab will enable students to get hands-on experience, develop skills in programming and problem solving, as well as driving an increased uptake in STEM subjects. In 2025, students participated in the world robotics championships in South Africa, coming third in their category.

Health Centre Service Rooms

The digital X-ray machine at Flamingo Medical Centre has significantly improved access to affordable, quality diagnostics for flower farm workers and the local community, serving a 40km area. Benefits include improved efficiency, enhanced patient safety, reduced chemical waste pollution, and quicker diagnosis/treatment. The instant image capture allows for same-day reporting and easy sharing, strengthening referral pathways with Naivasha Teaching and Referral Hospital. In the second half of the year, the facility served 480 patients, including workers from other flower farms.

"I came to Flamingo Medical Centre to have my knee scanned, and I was confident I would receive good services. The X-ray was done very fast and I was referred immediately for treatment. The entire process took less than three minutes, which really impressed me. Compared to other facilities where you wait for long hours or travel far, this hospital is convenient, efficient, and reliable."

Titus Oleke, flower farm worker



Ghana

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION

Total number of
Foundation farms
(plus smallholders)

01

Total number of
farmers and workers

3,815

Total number
of Foundation
labelled products

06

Foundation product
categories

**mango, coconut,
passion fruit,
pineapple**



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



2025

Highlights

- 8 country and worker voice projects delivered
- 4,054 direct project beneficiaries
- 100% of farm workers and packers report greater self confidence through participating in a committee
- 94% report a positive impact on their livelihood



Ghana



Ewaka and Okobeyeyie Boreholes

Ewaka and Okobeyeyie are communities of approximately 940 and 850 residents respectively. The community is not connected to the national water grid and has long depended on wells and streams. Many surface wells have dried up in recent years, leaving residents (particularly women and children) to walk long distances in search of water. This also contributes to health outbreaks and reduced agricultural productivity. The installation of new boreholes led to a continuous supply of clean water, time savings and increased productivity. 96% of respondents reported improved water-related health outcomes as a result of the Foundation's water projects delivered across the country.

Enable Programme

Many individuals in our Ghanaian fruit growing communities possess strong entrepreneurial potential, but face significant barriers such as access to capital, training, networks, and mentorship. Launched in 2024, the Enable programme empowers aspiring entrepreneurs through training, mentoring and seed funding to develop, launch or scale sustainable business ventures. Last year, 120 workers benefitted from capacity building sessions to strengthen business concepts, management skills and financial literacy. The winning entrepreneurs awarded funding include Collins, who set up a technology consulting firm helping small businesses with web development and digital solutions, as well as Dorothy, who established a small scale coconut oil enterprise, which employs five people to produce 100 liters of oil per week and by-products such as soaps and hair care products.



Sunyani Farmers Training Centre

The Sunyani area has become a hub for mango production, with over 60 mango farmers. The farmers currently lack a permanent, suitable environment for meetings and knowledge exchanges, previously renting venues, which was expensive and inefficient. The development of a dedicated farmer training centre has provided an environment for continuous learning, innovation, and farmer empowerment, contributing to long-term agricultural sustainability and improved fruit quality.

"The new Farmers Training Centre has already made a remarkable difference in our community. For the first time, we have a permanent place where farmers can learn, meet, and share ideas without worrying about venue costs or disruptions. This centre is helping us improve our farming skills, strengthen relationships, and build a stronger future for our families and our community. We are truly grateful for this investment in our development."

Representative of the Sunyani Mango Farmers Association

Senegal and The Gambia

IMPLEMENTATION PARTNER: SELF HELP AFRICA / OXFAM

Total number of
Foundation farms

05

Total number of
farmers and workers

15,119

Foundation product
categories

beans, salad onions,
sweetcorn, butternut,
radish, squash

Total number
of Foundation
labelled products

12



2025

Highlights

- 5 country and worker voice projects delivered
- 8,572 direct project beneficiaries
- 81% of farm workers report greater self-confidence through participating in a committee
- 66% of farm workers have worked on the Foundation farm for more than five years

As reported in last year's challenges and learnings chapter, the charity funding landscape has become increasingly challenging and this has impacted many Foundation implementation partners. This was felt most significantly by Self Help Africa, our delivery partner since 2019 (having merged with United Purpose) who closed their operations in Senegal and The Gambia. Over the course of 2025 Self Help Africa completed the remaining projects, and handed over the delivery of the programme to Oxfam. Additionally, we introduced a new Foundation farm in the region.

Senegal & The Gambia

ONGOING PROJECTS

N'Geulakh Peulh Community School

Previously we have reported on classrooms and toilet blocks with a new water supply within the school in our sweetcorn farming community. Recently the school has benefited from a new administration block, providing a dedicated space for teachers to plan lessons, hold meetings and have a staff room.



"The new school is really fabulous. We can concentrate better and understand each other. The new toilets are nice and clean. The revival of this school means that many other students who study in other schools want to come here to continue their studies, like me. We thank you so much."

**Fatima, Student at
N'Geulakh Peulh Community School**

Revolving Fund and Financial Training

225 workers have now saved into the fund which is used for loans for school fees, medical needs and emergencies. So far, 35 people accessed loans and two have repaid and borrowed again. Now that the loaning mechanism is in place and repayments are underway, the farm will be raising awareness of the facility for more workers to join.

Alongside the revolving fund, financial literacy training has begun. This includes training staff as well as strengthening the management of the fund through record-keeping tools and passbooks. Whilst there is more progress to be made, over the past year there has been a 15% increase in workers reporting that their total income from all sources is sufficient to cover the basic needs of them and their families with additional for emergencies.



NEW PROJECTS

Solar Street Lighting

Farm workers identified the need for a safer environment to walk to and from the farm before dawn and after dark. Previously relying on torches and light from vehicles, the farm workers now benefit from 50 solar street lights. The lights are a long-term clean energy solution and going forward will be maintained by the local authority.



Ngnith High School Classroom

Whilst relatively new and only constructed in 2022, Ngnith High School had insufficient space and had to share space with a nearby college. The Foundation supported new classrooms which will provide an improved learning environment for pupils and a more conducive space for teaching.



Costa Rica

IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION

Total number of
Foundation farms

01

Total number of
farmers and workers

1000

Total number
of Foundation
labelled products

02

Foundation product
categories

Pineapple

2025

Highlights

- 3 country and worker voice projects delivered
- 1040 direct project beneficiaries
- 99% of farm workers report a positive impact on their livelihood
- 100% of farm workers report greater self confidence through participating in a committee

ONGOING PROJECT

Scholarships

Last year we reported the Foundation awarded scholarships to 15 farm workers and 15 youth. This year, the Foundation supported a further 11 scholarships, primarily awarded to workers' children, with an additional 12 to be awarded at the start of the new school year.

Scholarships have provided immediate financial support to workers' families, a reduction in school drop out rates and improved employment opportunities.



"I have benefited from low-cost health services, from scholarships for my son's secondary education, [and in my case], almost 100% of a technical course was covered. This has been of great help to me as a father and for the wellbeing of my household. I am very grateful to the Foundation."

**Runner Antonio Oporta Moreno,
Worker and Supervisor, Parismina Farm**

Costa Rica

ONGOING PROJECT

Ophthalmology

Due to the success of the ophthalmology programme reported last year, a follow up phase was delivered, benefitting a further 54 workers with eye examinations, prescription glasses and preventative health recommendations. Some workers benefitted from early detection of undiagnosed visual conditions and referrals to specialist technicians. 76% of Foundation beneficiaries reported improved health due to better access to healthcare.



NEW PROJECT

Health fair

In the rural communities access to health services are limited, and taking time off would affect the workers income, which prevents workers from accessing them. The Foundation supported the delivery of a medical fair which brought together several specialities, providing 975 consultations. These included optometry, dentistry, echocardiograms, prostate exams and cervical screenings.

Looking forward, the Foundation will continue to focus on healthcare and education initiatives, with prostate cancer screenings and scholarships due to be delivered. Additionally, the Foundation will expand its remit, bringing two new fruit farms onboard.

Training and Capacity Building



Tailored training courses are delivered to Foundation farm stakeholders throughout every stage of the project lifecycle; from establishing worker committees, to designing inclusive and impactful projects and capacity building to ensure the long term sustainability of projects.

In addition to the capacity building programmes listed below, a range of technical skills training are incorporated into the design of worker voice projects as required.

Many of the capacity building training programmes have been delivered over a number of years and scaled up across our Foundation farms, for workers and community members to enrol on to. Some of our training programmes include:

Worker Committee Development:

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

Safeguarding: Identifying safeguarding risks and highlighting reporting channels.

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

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

Youth Development

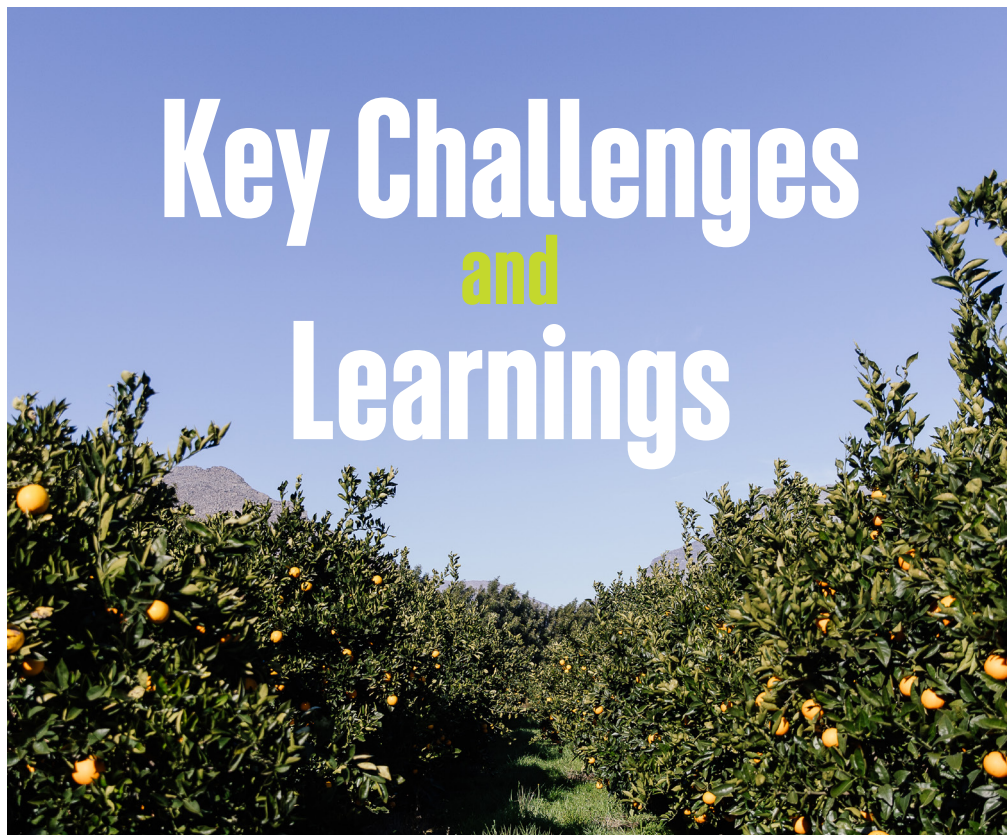
Providing youth with opportunities for skills development, improving readiness for employment.

Psychosocial resilience

Building confidence and capacity, managing trauma.



Key Challenges and Learnings



CHALLENGES

Environmental Pressures

Volatile climates across our Foundation countries globally continue to add pressures that our suppliers and growers navigate. Over the past year Foundation growers have experienced unseasonable rain, hail, frost and droughts, all impacting the yield and harvesting season. Our longstanding relationships with Foundation growers are supported by access to our Global

Strategic Fund which has had a climate resilience focus.

Geopolitical pressures

Supply challenges are exacerbated by a complex and changing geopolitical environment, which leads to compounded pressures on inputs and logistics. We continue to work collaboratively with our supply chain partners to understand the challenges and support appropriately.



LEARNINGS

Alongside our annual monitoring and evaluation process, we conduct independent studies to evaluate the impact of the Foundation and identify opportunities for improvement.

Importance of Capacity Building

Our research in South Africa further reinforced our understanding that Foundation outcomes are strongest when there is alignment between growers and worker committees, and strong support from Project Coordinators. The majority of trained committee members reported increased confidence to engage in decision-making and community development processes. Worker committees were able to conduct community mapping and develop multi-year action plans, indicating a shift from ad hoc engagement towards strategic participation. However, the long-term outcomes vary considerably across farms. For some, committee functionality and participation remained limited, shaped by high worker turnover, limited time availability and inconsistent management buy-in. We will continue to develop the structure of our capacity building programmes to address the barriers identified.



Safeguarding



We continue to improve our safeguarding capabilities to ensure that the programme is delivered in a way that causes no harm. We previously have reported on our enhanced Safeguarding Policy and Code of Conduct, training to all governance groups and the creation of resources to better manage risks.

Over the past year we have received ten safeguarding reports in relation to Foundation farms and project activity. Nine reports are resolved and one remains under investigation. In this period we have improved our programme safeguarding through refresher training to farms and worker committees as required, as well as the below activities:

- Delivered workshops and training to additional Foundation stakeholders including third party service providers and local community groups (in Southern Africa/East Africa/Costa Rica)
- Integrating safeguarding training into all Central Programmes (training and capacity building)
- Launching a confidential WhatsApp reporting line (in Southern Africa)
- Distributing safeguarding posters across farms to raise awareness, promote safe conduct and visibility of reporting channels (Southern Africa/Costa Rica)

Enabling Worker-led Projects

The effectiveness of worker-led projects is strongly influenced by enabling conditions, including active worker committees and endorsement from management. We are mindful that limited consultation with some key stakeholders (eg. seasonal workers and off farm workers) weakens the legitimacy of worker-led projects. Further involvement of stakeholders that play an important coordination role, such as exporters, would also improve project outcomes. Over the next year we have committed to better understanding and strengthening engagement with these groups.



2025 Targets

Target

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

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

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

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



**Result:
Reached**



**Result:
Reached**



**Result:
Reached**



**Result:
Reached**

Result

We have improved the livelihoods of 88,013 farmers and workers (including community members) through the delivery of Waitrose Foundation programmes

The Foundation's invested £1.007m in eight climate resilience programmes

On average, 90% of Foundation committee members reported increased self confidence or similar positive outcomes.

On average, 72% of Foundation farm workers reported a positive impact on their livelihoods

2026 Targets

The year ahead will be ambitious for the Foundation as we continue to drive forward our impact whilst growing into new regions. Our priorities include:



1 ►

Accruing over £4m for Foundation growers in climate resilience programmes.

2 ►

Delivering against our commitment in January 2026 to introduce bananas in to the programme across one existing and six new countries

3 ►

Committing over £500,000 of our Global Strategic Fund to WASH and Water Security projects.

4 ►

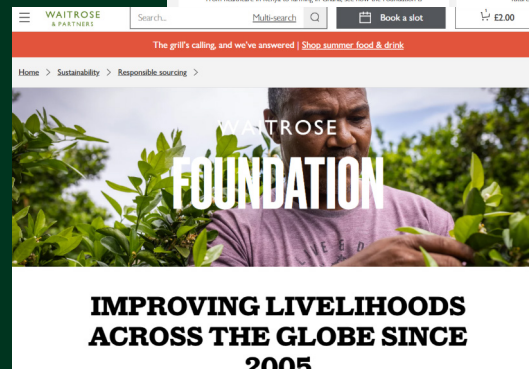
Strengthening workers capacity to becoming strategic participatory project partners

5 ►

Raise awareness of the Foundation by communicating to Partners and customers in a captivating and compelling way

How we communicate the Foundation

We're incredibly proud of the work delivered by the Waitrose Foundation and alongside this report we share our work through in store point of sale, on pack labels, Waitrose's print magazines as well as via social media and on our website.



Financial Summary

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

The Waitrose Foundation is not a UK registered charity, primarily because of the link to Waitrose's business operations. All Foundation funds are used for projects as illustrated in this report and the ongoing development of the programme.

The project funding payments made during the year 2025/2026 were split amongst the following organisations:

Waitrose Foundation Southern Africa - **51%**
 Farm Africa - **34%**
 Blue Skies Foundation - **4%**
 Self Help Africa - **2%**
 Fruktus Foundation - **1%**
 World Wide Fund for Nature - **4%**
 University of Northampton - **4%**

The Foundation generated **£3.094m** income for the year to 31 January 2026, an increase of **£0.564m** from the year to 28 January 2025.



Summary by region (€000s)

REGION	YE JAN 26	YE JAN 25	YOY
East Africa	1,242	827	415
Southern Africa	1,551	1,402	149
West Africa - Ghana	162	140	22
Central America	26	32	(6)
West Africa - Senegal / Gambia	112	127	(14)
TOTAL	3,094	2,528	566

Summary by product category (€000s)

PRODUCT	YE JAN 26	YE JAN 25	YOY
Citrus	508	474	35
Top Fruit	211	204	7
Tropical/Subtropical	321	333	(11)
Grapes	275	213	63
Wines	18	16	2
Vegetables	250	231	19
Herbs	86	35	51
Flowers	1,018	689	330
Salads	51	0	51
Soft Fruit	354	335	19
TOTAL	3,094	2,528	566

³Reduced funding versus accruals were sent to Self Help Africa whilst the organisation closed operations in Senegal and The Gambia

⁴For delivery of a Global Strategic Programme in partnership with the Waitrose Foundation Southern Africa

⁵For delivery of a Global Strategic Programme in partnership with the Blue Skies Foundation



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