





Introduction Supply Chains Environment Communities & Health Ethics & Sustainability Report 2024/25

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Report Highlights



Over **4,000**

rentals, including menswear, since launching the rental offering on our website.









1st retailer to join the Beans is How coalition, promoting beans as a sustainable, healthy and inexpensive source of protein.





100%

of our single, double and whipped cream is free-range, a first among major UK supermarkets.

8.3m

meals distributed by FareShare and Trussell.









UK grocery retailer to partner with Tony's Open Chain, sourcing cocoa for nine of our own-brand chocolate bars.



2,500

Over the next two years, Waitrose UK farms will use Land App to map the state of their habitats with the view to develop plans to help biodiversity and soil health flourish.



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John Lewis rug factories benefitted from a programme to bring factory employees and managers closer together, delivered in partnership with the Association for Stimulating Know-How.

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Reflections from our Chairman

It's a privilege to be part of such a unique organisation that was founded on the conviction that business should be a force for good. A century later, we remain determined to uphold our social and environmental responsibilities. In fact, many of our customers expect it of us — and rightly so.

Coming into this business, I can see the impact that our Purpose of Working in partnership for a happier world, has on our decision making — with our ethics and sustainability ambitions at the heart of our collective efforts to do things differently.

As co-owners, we have more freedom to choose to invest for the long-term, and we're very aware that we'll only succeed if we ensure our financial, environmental and social responsibilities are appropriately balanced. I truly believe that businesses operating ethically and their commercial success go hand-in-hand. And you'll see from this report that, as we've pressed forward with our transformation, we've continued to embed sustainable change into our operations, whilst measuring our success beyond purely financial results.

We remain committed to our relationship with nature; leading the way and striving to set more ambitious targets in areas such as regenerative agriculture, responsible sourcing and animal welfare. We're actively addressing

climate change, working diligently to overcome obstacles in achieving net zero emissions in our operations, and we're dedicated to bringing our customers, suppliers and producers along with us, addressing pressing challenges together. In embracing a low-carbon economy and nature restoration, we are evolving our practices and products – taking opportunities to connect with customers through sustainable propositions that promote healthier lives.

These commitments drive Waitrose to establish a centre of excellence at our Leckford Estate farm, aiming to help other farmers shift to regenerative agriculture. Similarly, John Lewis' collaboration with WWF addresses water quality and scarcity in regions of India that provide our durable textiles. This WWF partnership, one of many positively impacting communities and environments from which we source, is active across the world. In South Africa, it supports growers and workers to build climate resilience, and in Norfolk, it focuses on reconnecting important habitats through coastal restoration.

Our dedication to ethical and sustainable practices pushes us to set an example for our industry and better meet and exceed the expectations of our customers. This year, Waitrose became the first UK grocery retailer to partner with Tony's Open Chain, sourcing cocoa for nine own brand chocolate bars using a model that aims to end exploitation in the cocoa industry. We're also making significant progress in other areas, such as reducing fleet emissions, introducing circular economy options for our customers, and striving to become the employer of choice for people with experience of the care system.

Alongside our progress, we recognise there is still much to do in this space. We do not profess to be perfect but have a clear strategy in place to help us face into these complex issues whilst continually trying to do more and be better.

Finally, I'd like to thank our Partners for their dedication to delivering our Ethics & Sustainability strategy. It's because of Partners buying into our shared Purpose that you'll read their many achievements over the coming pages.

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 are all co-owners of our business and 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 Partnership was founded on the principle of equality almost 100 years ago, and that principle has always remained a constant. Right across our unique employee-owned business, inclusion and diversity are a vital aspect of our approach."

Jo Rackham
Chief People Officer (Interim)

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.



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 Partnership plan sets out to ensure we deliver sufficient profits, not maximum profits. Our focus on sufficient ensures we understand our role in supporting our customers, our communities, our Partners and the world that make our business a success."

Andy Mounsey
Chief Financial Officer

Communities & Health



From the raw materials for our products to the daily running of our operations, every element of our business is dependent on nature and communities. Our Ethics and Sustainability strategy is vital to ensuring we deliver our Purpose with a positive impact on the world."

Nina Bhatia

Managing Director, New Businesses





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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

- Positively impact the livelihoods of over 200,000 workers in our supply chains.
- Invest £1 million on climate and community resilience programmes.
- Enable everyone in our supply chains to realise their fundamental human rights.



ENVIRONMENT

CIRCULARITY & WASTE

Designing with circularity in mind and eradicating waste

- Halve food waste in our own operations and supply chains, and help customers to do the same.
- Offer a 'buy back' or 'take back' option for all John Lewis product categories.
- Develop sustainable rental and resale options for our customers.
- Reduce and make widely recyclable, reusable, or home compostable all own-brand primary product packaging.



COMMUNITIES & HEALTH

SOCIAL IMPACT

Connecting and giving back to communities and charitable causes

- Make a positive difference in communities where we operate through Partner volunteering, and financial and product donations.
- Donate food through our partners to support communities in need.
- Build happier futures for people who have experience of the care system and support families to lead healthier, happier lives.



AGRICULTURE, AQUACULTURE, FISHERIES & RAW MATERIALS SOURCING

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

- Source all key raw materials in our own-brand products from more sustainable or recycled sources.
- Farm all of our own-brand meat, milk, eggs and farmed fish to defined 'higher welfare' standards.
- Source all own-brand fish and shellfish from third-party verified responsible sources.
- Achieve zero deforestation in the sourcing of key commodities across our own-brand product supply chains.



CLIMATE ACTION & BIODIVERSITY

Reducing greenhouse gas emissions in our operations and supply chains, and protecting and enhancing nature through biodiversity

- Achieve our science-based targets (SBTs) for climate.
- Achieve net zero across our UK farms.
- End the use of fossil fuels across our transport fleet.
- Increase the volume of fruits, vegetables and plant-based foods sold by 10%.
- Invest £2 million to fund ecosystem protection and regeneration projects.



HEALTH, NUTRITION & WELLBEING

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

- Increase proportion of Good Health food and drink sales to 65%.
- Achieve government reformulation targets on salt and calories.
- Increase fibre content across key categories by 25%.



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Reflections from our Director of Ethics & Sustainability

The urgent need to address the biodiversity crisis has been increasingly recognised by the public, industry, and policymakers over the past two years.

Since we published our Plan for Nature in 2022 we've stepped up our efforts to help protect and restore nature. The WWF and Zoological Society of London (ZSL) 'Living Planet report' was a stark reminder that bold solutions are needed to save our natural world, and our long-standing drive to improve the environment continues to motivate us to understand and overcome these challenges through innovation and collaboration.

The more we face into the work we must undertake — whether that's learning more about our impact on nature or navigating the unknowns of impending legislation — the more we appreciate the need for resolve. Facilitating long-term, large-scale change — such as meeting science-based targets that put nature on the same footing as climate — is not easy. But our strategy keeps us on the right path by ensuring we focus on what we can influence here and now.

The urgency is clear: we must transform agriculture. That's why Waitrose is leading the charge with our Farming for Nature programme, with the aim of empowering our 2,000 UK farmers to pioneer nature-friendly, climate-resilient, and regenerative farming methods.

Our partnership with Land App, a digital mapping tool, will assist farmers in creating habitats that promote biodiversity. Food waste significantly impacts the environment and contributes to a range of interconnected issues that harm natural ecosystems and accelerate climate change. We continue to reduce food waste in our operations and supply chain and help our customers do the same. We support the Coronation Food Project, which aims to repurpose surplus food while addressing food insecurity and poverty. We're working with our own-brand pasta supplier, Daybreak, to divert 130 tonnes of surplus pasta per year — equivalent to 300,000 meals — to FareShare.

Circular design is a vital tool for protecting nature and creating a more sustainable future. John Lewis has launched a circular design range across babywear, nightwear, mattresses and bedding, aiming to maximise resource efficiency by designing durable and long-lasting products. We also offer repair and take-back services, fashion rental, and pre-loved ranges.

We continue to take steps to address deforestation, with a focus on key commodities like soy and palm oil, but the complexity of global supply chains presents ongoing challenges. We are focusing on certification schemes and collaborative efforts to drive change, but in line with the wider industry we are working through the complications we face.

Despite the inevitable uncertainties, I'm deeply proud of how our Partners – as we call our employees – work

towards our demanding strategic goals with such passion. To them and to all those with whom we have collaborated and innovated this year: thank you. You are working towards a happier world.

With this report, we summarise our progress in 2024, with determination to make further strides forward in 2025.



MARIJA ROMPANI
Director of Ethics & Sustainability







People in Supply Chains

To protect the rights and champion the voices of workers in our supply chains.



Performance Highlights

Waitrose Foundation

In 2024, the Foundation continued scaling its most successful programmes such as microloans and energy-efficient cookstoves in Kenya and on-farm early learning facilities in South Africa. In Costa Rica, our pineapple growing communities benefited from access to healthcare screening programmes, financial education workshops and bursaries for further education. Find out more here

£2.5m

generated to support projects in the communities from which we source.



Better Jobs

In India and China, the Better Jobs projects are supporting workers and managers to address a range of important issues, such as work-life pressures, resilience, gender inequality, discrimination and gender-based violence, while establishing and improving grievance mechanisms.

Find out more here

1,016

Better Jobs China resilience project benefitted 1,016 workers across 11 factories



Hand-woven rugs

In partnership with the Association for Stimulating Know-How (ASK India), the John Lewis hand-woven rugs project aims to set up worker committees, laying foundations that allow for more open dialogue between managers and employees. This year, we conducted sessions and follow-up activity that engaged 101 factory employees across seven factories. Find out more here

101

Engaged 101 rug workers, bringing factory employees and managers closer together.



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Climate resilience

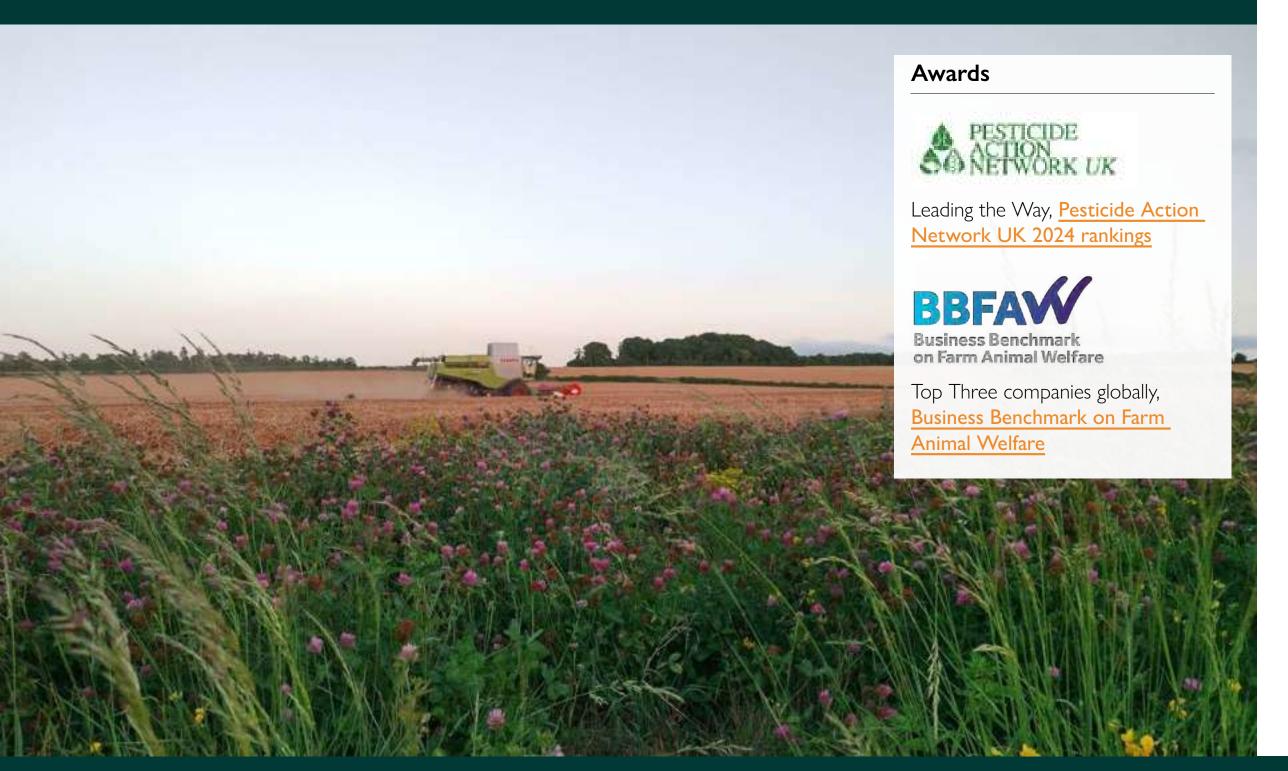
We've continued investing in our climate resilience programme, funded by the Waitrose Foundation, that helps farmers tackle climate uncertainty. We've now committed £780,000 of our £1m target, with projects supporting 50,000 workers in four countries to adapt to changing climates and improve their livelihoods. Find out more here





Agriculture, Aquaculture & Fisheries

To introduce regenerative farming techniques, ensure higher welfare standards and drive positive change so that oceans and marine resources are used sustainably.

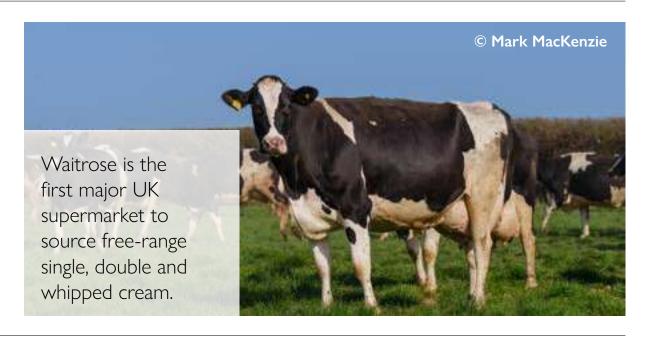


Introduction

Performance Highlights

Free-range cream

Waitrose became the first major UK supermarket to source its own-label fresh milk and cream products from free-range dairy herds. We continue to pay farmers a fair price and source from British farmers we know and trust. Find out more here



LEAF Marque

Waitrose already sources all UK fresh produce from LEAF Marque-certified farms. Now, it has committed to also sourcing the rest of its global produce only from farms holding this certification by the end of 2026. The LEAF Marque is an assurance system that recognises more sustainably farmed produce. Find out more here

2027

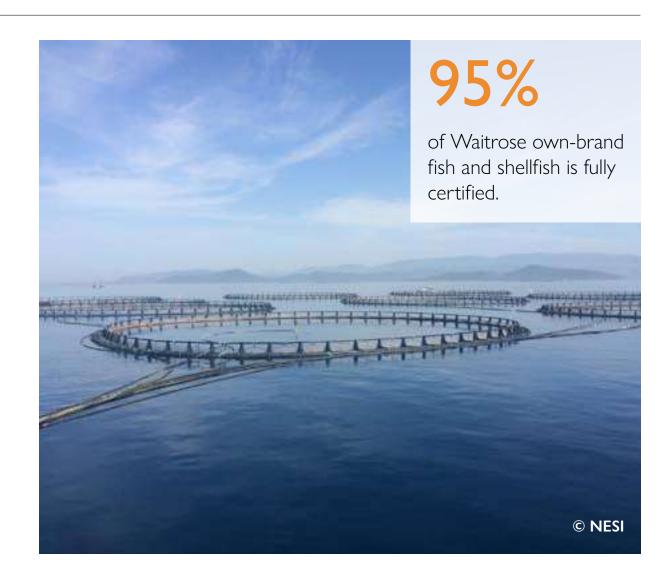
Waitrose to only source fresh produce from LEAF Marque-certified farms worldwide from the start of 2027.



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Certified seafood

Waitrose has expanded its commitment to certified seafood in 2024 by implementing plans to label certified Aquaculture Stewardship Council (ASC) farmed fish on its counters. This matches its existing labelling for wild fish certified to the Marine Stewardship Council (MSC) Standard. Find out more here

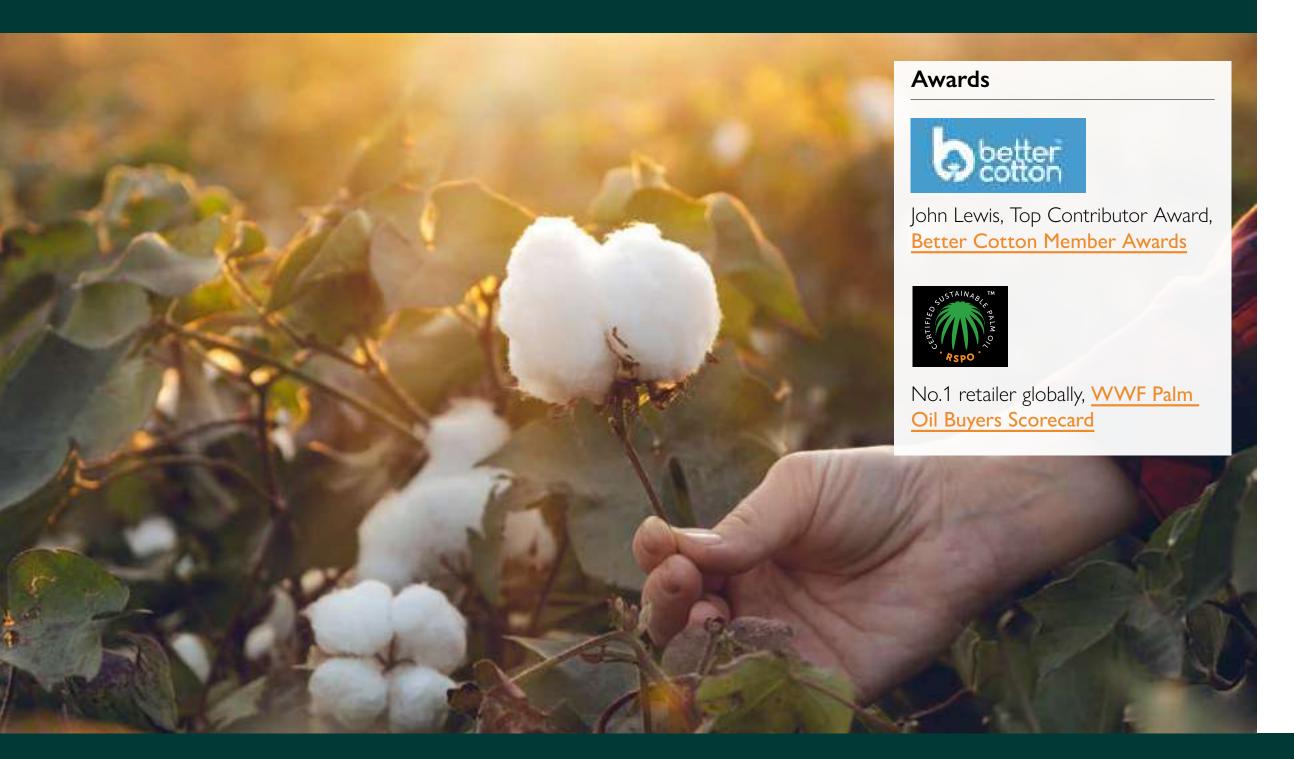






Raw Materials

To source our raw materials more responsibly and continually improve the ethics and sustainability of our sourcing practices, delivering positive impact for people, nature and animals in the places where they're produced.



Performance Highlights

Cocoa first

Waitrose became the first UK grocery retailer to partner with Tony's Open Chain, sourcing cocoa for nine of our own-brand chocolate bars. Tony's Open Chain sourcing model aims to end exploitation in the cocoa industry and is underpinned by strong ethical sourcing principles, including paying farmers more, buying fully traceable beans and partnering with cooperatives in the long term. Find out more here

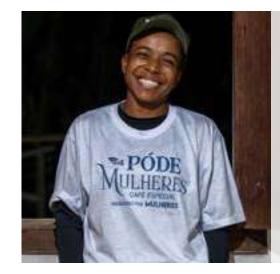
20%

With Tony's Open Chain, 20% of cocoa in our own-brand products is verified deforestation-free.



Fairtrade anniversary

In 2024, we celebrated 30 years of partnership with the Fairtrade Foundation. Through sales of Waitrose own-label Fairtrade-certified products over the past nine years, producer organisations earned £21,939,156 in Fairtrade Premium, an extra sum of money that farmers and workers in our banana, coffee, tea, cocoa, bagged sugar and wine supply chains have invested in farming improvements and community initiatives of their choice. Find out more here

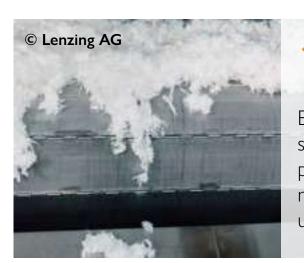


£2.4m

Farmers and workers earned £2,396,454 through the Fairtrade Premium from sales of Waitrose own-label products in 2024.

Man-made cellulosics

This year, we've engaged with 131 suppliers whose products had man-made cellulosic fibres in their composition, helping us understand where this material is sourced. We're now working to ensure that all suppliers are sourcing from fibre producers ranked as 'green shirt' using Canopy's Hot Button Score system. Find out more here



131

Engaged 131 suppliers on sourcing practices for manmade cellulosic fibres used in our products.

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Feather and down

All feather and down for John Lewis own-brand filled bedding and cushions now comes from certified more sustainable sources. Adhering to standards such as DOWNPASS or the Responsible Down Standard means that animal welfare is controlled along the supply chain. Find out more here

100%

of feather and down in own-brand filled bedding and cushions is from certified more sustainable sources.





Environment

66

By developing long-term relationships with our farmers, growers and suppliers, we support them to look after nature for the good of us all. We think this is the right way to create a sustainable food system our customers can trust."

James Bailey
Managing Director, Waitrose

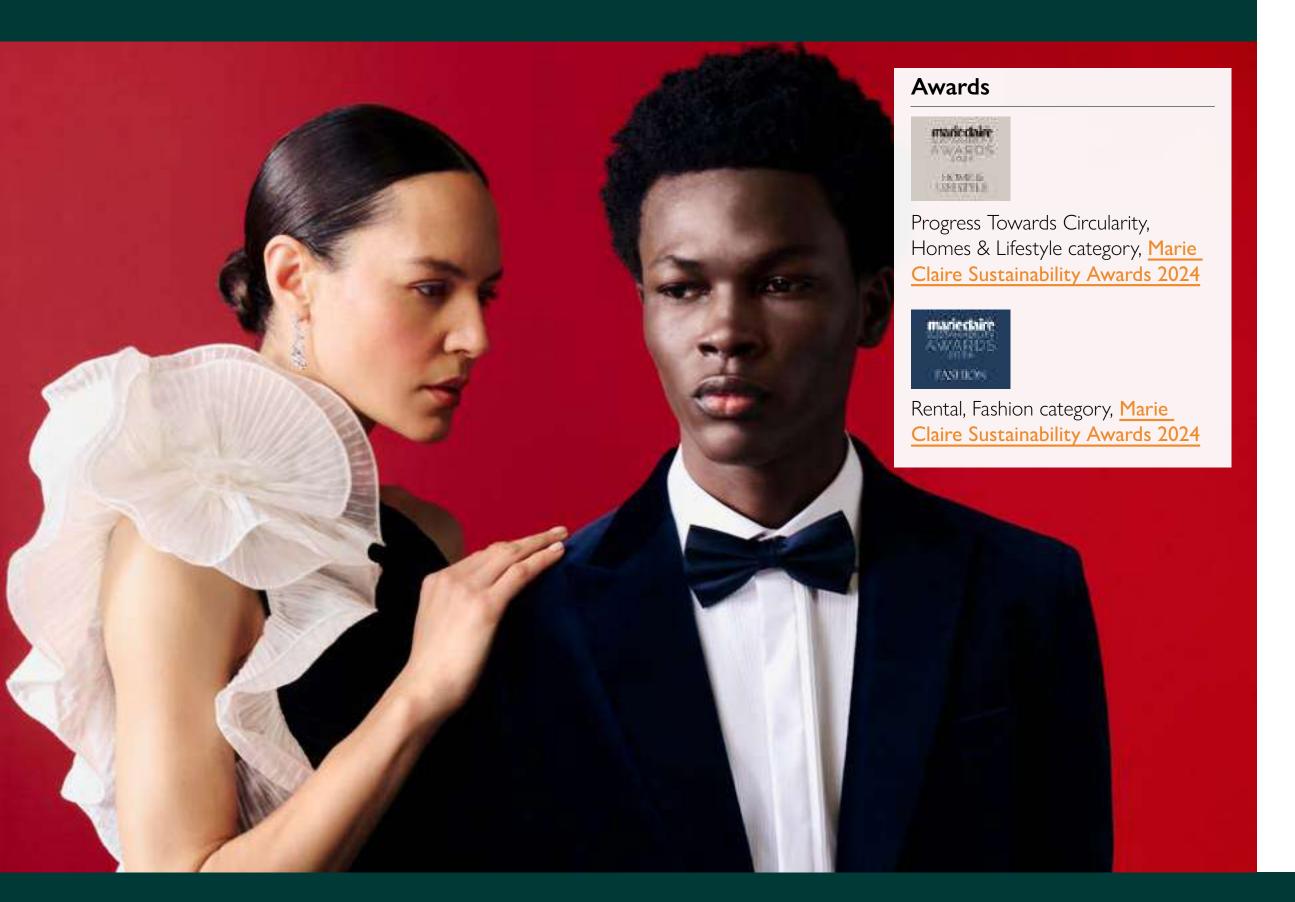


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Circularity & Waste

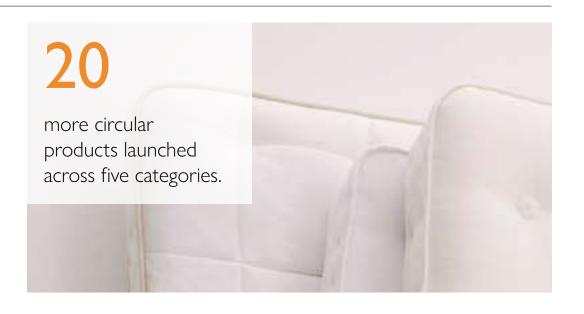
To design, make and sell products that limit waste and pollution and keep materials in use for longer.



Performance Highlights

Circular design collection

In June 2024, John Lewis launched its first circular design collection online and in-store. With products across nightwear, babywear, men's cashmere, mattresses and filled bedding, the collection has been produced in accordance with our three circular design principles: material choices, durability and recyclability. Find out more here



Food waste

In collaboration with our own-brand pasta supplier,
Daybreak Foods, and in support of The King's Coronation
Food Project, Waitrose has begun diverting up to 130
tonnes of surplus pasta a year to FareShare. This is
the equivalent of approximately 300,000 meals.
Find out more here



130

tonnes of surplus pasta donated annually to FareShare.

Circular business models

Luxury pre-loved fashion brand Sign of the Times has launched a range of pre-loved handbags on johnlewis.com, making up to 150 pre-loved designer products available through our website. May 2024 saw us expand our fashion rental offering to menswear, creating the biggest multi-brand menswear rental platform amongst major UK retailers. Find out more here



Waitrose packaging

In last year's report, we committed to setting a target for packaging reduction. We have since developed a Waitrose packaging strategy, which will take into consideration WRAP's revised UK Plastics Pact targets when they are released. Unnecessary packaging components will be removed where there is no negative impact on food waste and we will have a reuse target to replace 20 million units of single-use packaging components with reusable alternatives by 2030. Find out more here

96.7%

of Waitrose and 95% of John Lewis primary product packaging is recyclable or reusable.



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Nature & Biodiversity

To protect and enhance nature and biodiversity and to reverse the negative effects of our business on natural resources and ecosystems.



Performance Highlights

Farming for Nature

Our new initiative with six key principles for regenerative agriculture will see us supporting our British farmers as they move to nature-friendly farming practices. Our Leckford farm has been using regenerative practices since 2020, and we'll establish a permanent centre of excellence here to help other farmers make the shift to regenerative agriculture.

Find out more here

by 2035

Waitrose will source own-brand UK meat, milk, eggs, fruit, horticulture and vegetables from farms that use regenerative practices.



WWF partnership

With funding from the Partnership, WWF India is working with our suppliers and their associated value chain in one of our textile-producing regions, helping them to improve the environmental performance of their factories.

Find out more here



factories in our supply chain engaged through WWF India's Clean Tech programme.

Mapping habitat

In collaboration with Land App, Waitrose is supporting 2,500 of its own-brand UK farms to map current habitats. We're also seeking to develop land management plans for these farms to help biodiversity and soil health flourish. Find out more here



2,500

UK farms will have land management plans over the next

Sustainable water management

Ninety Waitrose Foundation farms and over 27,500 workers are currently part of a catchment-wide initiative, funded by the Waitrose Foundation, to build climate resilience and water security in the Western Cape in South Africa. Of these farms, 23 benefit from invasive plant species clearing. A further 80 – encompassing over 14,500 workers – will be supported in 2025. Find out more here

42,000

Waitrose Foundation farm workers will be supported by our climate resilience programme with WWF in South Africa.



14

two years.



Climate Action

To reduce our impact on climate change by reaching net zero in our own operations and supply chains.



Performance Highlights

Net zero UK farms

As part of our commitment to achieve net zero across our UK farms by 2035, we've reduced the environmental footprint of our Leckford Estate farm. Key changes include using fewer pesticides and adding more hedgerows. We are also working with key suppliers to develop action plans to achieve net zero. Find out more here

reduction in scope 3 Forest, Land and Agriculture (FLAG) emissions since 2020/21 baseline.



Fleet decarbonisation

This year, we put an additional 43 biomethane trucks on the road and improved truck aerodynamics. We also tested a fully electric heavy-goods vehicle, operated 65 trucks that self-generate electricity to power their trailer refrigeration systems and increased the number of electrical connections to power trailer refrigeration at depots to 320. Find out more here



50%
We reduced transport carbon emissions by 50% compared to 2018.

Carbon-cutting tools

We're working hard to embed carbon-literate decision-making across our business, introducing helpful tools in key areas. In 2024 we focused on packaging. During 2025, we plan to introduce further tools covering transportation and ingredient replacement, empowering our teams to make positive choices that reduce our climate impact, particularly in scope 3 emissions. Find out more here



Emissions reductions

We've continued our investment in infrastructure that helps us reduce our scope 1 and 2 emissions as part of our overall push to achieve net zero. This includes further installations of carbon saving systems, installing 18 heat pumps (14 installed as part of refrigeration upgrades and four as standalone heat pumps) in Waitrose shops and the pioneering AirDoor™ technology at nine of our John Lewis and Waitrose stores. Find out more here

24.3%

Reduced the Partnership's scope 1 & 2 emissions 24.3% since 2020/21 baseline.



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Social Impact

To connect with and give back to communities and charitable causes.



Performance Highlights

Care connections

We strive to be the employer of choice – and fundraise to build a positive community – for care-experienced people. In 2024, we launched a new Made by Care product range, raising vital funds that provide more assistance to families and give care-experienced people the support they deserve to learn, earn and thrive. Find out more here

£2.4m

raised for the Building Happier Futures fund since launch in October 2022.



Community connections

We champion the role the Partnership can play in advancing the happiness of the communities we work with and the wellbeing of society. Our Community Matters programme, through which Partners select local good causes for us to support, is just one way we achieve that. Find out more here



£1.7m

donated to good causes through our Community Matters programme in 2024/25.

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Food connections

In collaboration with charity partners FareShare and Trussell, we continue working to reduce food waste and fight food poverty. In 2024, we hosted two foodbank drives across Waitrose, with over 100 stores committing to support. We are grateful for the continued generosity of our customers as we tackle food insecurity together. Find out more here





Ethics & Sustainability Report 2024/25 Communities & Health

Environment

Health, Nutrition & Wellbeing

To help customers, Partners, suppliers and the communities in which we operate lead healthier, happier lives.



Performance Highlights

Eat more fibre

We're on a mission to increase fibre content across key categories by 25% by 2030. As part of that mission, which aligns with the National Food Strategy, we became the first retailer to join the Beans is How coalition, promoting beans as a sustainable, healthy and inexpensive source of protein. Find out more here

25%

We're boosting fibre content by adding more wholegrains, legumes, veg, nuts and seeds to recipes and products.



Inclusive play

For National Play Day, we launched a new Inclusive Play course in collaboration with Home-Start UK. The course includes expert guidance and practical advice developed alongside the Centre for Research on Play in Education, Development and Learning at the University of Cambridge, with further input from the LEGO Group. Find out more here



90%

of Home-Start volunteers felt some parents struggle to play with their children.

Plant power

To help our customers eat more plants and increase their fibre intake we ran a 30 Plants campaign alongside new product innovation and the introduction of a Plant Varieties logo. We also developed a partnership with ZOE, the personalised nutrition and science company, launching their wholefood supplement Daily 30+. We encouraged customers to include more plants into their daily routines through recipes. Find out more here



We helped customers understand the benefits of a more diverse plant intake.

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Food and nutrition training

In 2024, we made food nutrition e-learning available to all Partners. The content, developed in partnership with the British Nutrition Foundation, explores the fundamentals of a healthy, balanced diet and empowers Partners to interpret food labels, make sustainable diet choices and hold productive conversations with customers about health and nutrition.







JOHN LEWIS WAITROSE

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