

WAITROSE FOUNDATION ANNUAL REPORT

2023/24

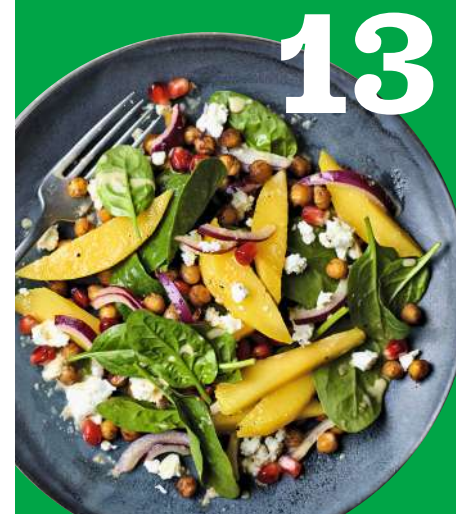
FOOD TO FEEL
GOOD
ABOUT



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CHAIR'S STATEMENT



The Waitrose Foundation is one of the ways we do GOOD for our farm workers and their communities. As a supermarket, we rely on our growers to supply high quality products for our customers. The Foundation is our unique and sector-leading way of giving back.

There is a lot to celebrate in 2023; we generated £2.4m for the Foundation, delivered 254 worker-led projects and reached over 166,000 farmer, worker and community beneficiaries.

The Foundation is operating in a challenging environment. There has been an increase to the cost of goods for growing produce, and our farmers are facing changing climatic conditions. For example, in Kenya our partners have dealt with droughts and in South Africa flooding has impacted the livelihood of workers. The Waitrose Foundation continues to play an important role throughout this in supporting workers and their families.

This report highlights all of the GOOD work we have achieved, what we have learnt and our ambitions for the future. As always, I want to recognise and thank our farms and suppliers, as well as our implementation partners, all of whom play a crucial role in the success of the programme.

CHARLOTTE DI CELLO

Chair, Waitrose Foundation Global Board

2023 AT A GLANCE



254
projects delivered



469
Foundation growers
in 10 countries

75

Foundation Worker
Voice committees
supported



101,042
family and community
members benefitted



65,307
farmers and
workers benefitted



528

workers trained in
committee participation
and skills development



£2.4M
generated for the
Foundation

137

products sourced from
Foundation farms



£656,000
committed to global
climate resilience
programmes



**15 IMPORTER
AND 45
EXPORTER
PARTNERS**

1
Business Charity Award
for Food & Drink
Partnership of the Year

FOUNDATION OVERVIEW

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

The Foundation seeks to build a sustainable future for agriculture in some of the most vulnerable rural communities globally, whilst strengthening the resilience of our supply chains.

Each time a customer purchases a product that carries the Waitrose Foundation label, a portion of the sale is invested back into the community where that product was sourced. Throughout the course of the year, we sold 137 Foundation-labelled products in store such as berries, citrus, grapes, stone fruit, apples, pears, exotic fruit, vegetables, flowers and wine.

To ensure the success of the Foundation at the local level, we partner with expert organisations within each region that have the knowledge and expertise to best meet the needs of local

communities. They support our efforts, for example by carrying out needs assessments with the local communities, visiting farms, training worker committees, delivering projects and monitoring the ongoing progress and impact.

A range of stakeholders are involved in driving the Foundation's activity. Suppliers contribute financially to the programme, steering group members (made up of Waitrose representatives, suppliers, farm partners, and independent representatives) provide valuable expertise and public sector partnerships extend the impact of the Foundation. Farm-level worker committees are also integral to the functioning of Foundation as they are the people who advocate for the needs and priorities of their communities and are instrumental in the project delivery.

SINCE LAUNCHING
THE FOUNDATION IN 2005, WE HAVE

GENERATED OVER

£22.1M

TO INVEST IN FARMERS, WORKERS
AND THEIR COMMUNITIES

&

DELIVERED

1,995

COMMUNITY-LED PROJECTS





THE JLP HUMAN RIGHTS PROGRAMME

The Foundation plays a key role in delivering the John Lewis Partnership Human Rights strategy. Our ambition through our human rights work is to enable everyone in our supply chain to realise their fundamental human rights. We believe that championing worker voice and building more resilient and responsible supply chains creates lasting value for the John Lewis Partnership and those we work with.

The Partnership sets our commitment to respecting all human rights across our operations, supply chains and communities within the 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, which we monitor through our due diligence programme. For more information on this, see our Human Rights Report. In addition to this, we deliver industry leading programmes, such as the Waitrose Foundation to ensure workers have the voice and capacity to drive improvements to their livelihoods.

WAITROSE FOUNDATION PROGRAMME FRAMEWORK

FUNDS RAISED THROUGH THE SALE OF FOUNDATION PRODUCTS SUPPORT TWO TYPES OF PROJECT:

Global Strategic Projects (15% of investment).

In order to address some of the more systemic issues facing rural communities globally, we take a long term approach through our Global Strategic Fund. Projects are designed to achieve impact at scale and address priority global challenges facing Foundation farms.

In 2020-2021 the fund invested over £530,000 in a COVID-19 response and recovery campaign across each of the Foundation regions. The fund has since shifted focus, and is now delivering five projects in four countries that improve livelihoods through building climate resilience. We have a public commitment to invest £1m in climate resilience programmes by 2025.



Country and Farm Level (Worker Voice) Projects, (85% of investment).

At a regional level, smaller scale projects are designed by local Worker Voice committees, made up of farmers and workers elected by their communities. These groups play an important role in the Foundation, identifying local needs and proposing initiatives that will bring the most benefit locally. Training and capacity building is also delivered by our implementation partners across the regions with this investment.

All country and farm projects are designed around five themes: economic empowerment, education, water & sanitation, healthcare and environment. The projects are also designed in line with our Principles of Programme Implementation to ensure they are relevant, inclusive and sustainable.



A 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.

GOVERNANCE

Whilst the delivery of the Foundation is supported by the Partnership's Human Rights team, there are three governance groups that operate to ensure that the programme is delivered responsibly, ensuring clear direction, effectiveness and impact.



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 Commercial Director, 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 region². These are chaired by Waitrose representatives and include suppliers, farm partners and independent experts. 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 we source from. 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 746 farm workers holding worker committee positions, 528 of whom received committee training in the past year.



² Due to the nature of our partnership in Ghana with the Blue Skies Foundation and Albert Heijn, the Waitrose Foundation does not Chair the steering group, but instead, we hold a membership position on the Blue Skies Foundation Board.

SUPPLIERS

The Waitrose Foundation currently partners with...

469 growers

45 export partners

15 import partners

all of whom play an active role in the success of the Foundation.



All import partners co-fund the Foundation along with Waitrose and many have long-term trading relationships with us and their growers. Through our annual research, import partners have evidenced how their involvement in the Foundation has led to stronger grower engagement and relationships between supply chain partners. Additionally, many import partners contribute their time and expertise to play a key role in our regional steering committees.



2023 FOUNDATION ACTIVITY

GLOBAL STRATEGIC FUND - CLIMATE RESILIENCE PROGRAMMES

Our research has taught us that in recent years farmers and workers across our supply base are facing greater impacts of climate change, including increasingly volatile weather patterns having an impact on their crop and income. Furthermore, our research with the Foreign, Commonwealth and Development Office (FCDO) highlighted that managing the impacts of climate change has a disproportionate impact on women in supply chains. For example, the unequal distribution of unpaid care at home impacts their ability to participate in climate-smart income generating activities. Linked to this, the limited

access to economic assets, such as land, credit and digital technologies, impacts the ability to change farming practices.

To support farms to mitigate these risks, last year we announced a £1m commitment to invest in climate resilience programmes by 2025. Since launching the new focus, we have committed £771,000 into five programmes across four countries, with most having a strong focus on women and youth. In total, these projects aim to benefit over 30,000 Waitrose Foundation farmers, workers and community members.

DIVERSIFYING LIVELIHOODS IN KENYA

Last year we introduced our first climate resilience programme to support farm workers to adapt to climate change and empower them to establish sustainable alternative livelihood activities. Over the past year, we have reached 4,350 beneficiaries through activities such as training on climate mitigation and financial literacy, distribution of energy efficient cooking stoves and avocado seedlings, reforestation projects and establishment of new sustainable agribusinesses. The project has been supported by the FCDO's Work and Opportunities for Women (WOW) programme who have supported the Foundation to scale the programme and have a greater impact for women in our supply chains. The programme is due to complete in June 2024.



CLIMATE SMART AGRICULTURE IN SENEGAL

As introduced in last year's report, we have begun a programme in Senegal to distribute climate-resilient agricultural inputs and upskill smallholders in climate-smart farming practices through digital learning tools and a community-based train-the-trainer approach. Since approving the project, most of the trainers (who are youth and women) have been recruited and the digital training materials are in development. Farm exchange visits are scheduled for this year to share best practice amongst participating farmers.



WATER SECURITY IN SOUTH AFRICA

In South Africa, we have extended our existing UK partnership with WWF to deliver a water security programme in the Western Cape. The programme will convene stakeholders to tackle the complex challenges threatening the sustainable supply of water through coordinated, collective action. This includes action to clear alien invasive species, allowing native species to thrive, ensuring a stable supply of water through the catchment and ultimately help support the long term employment prospects for 30,000 Waitrose Foundation workers given the criticality of water supply.



CLIMATE SMART AGRICULTURE IN THE GAMBIA

A similar programme to that in Senegal is also being delivered in The Gambia. In addition to developing training resources, community members and school groups are receiving first hand training at a climate smart agriculture demo farm. Furthermore, 20 apprentices, 50% of whom are women, will be trained on an intensive 9 month course to become climate smart agricultural ambassadors. They will cascade knowledge and training sessions within their local communities.

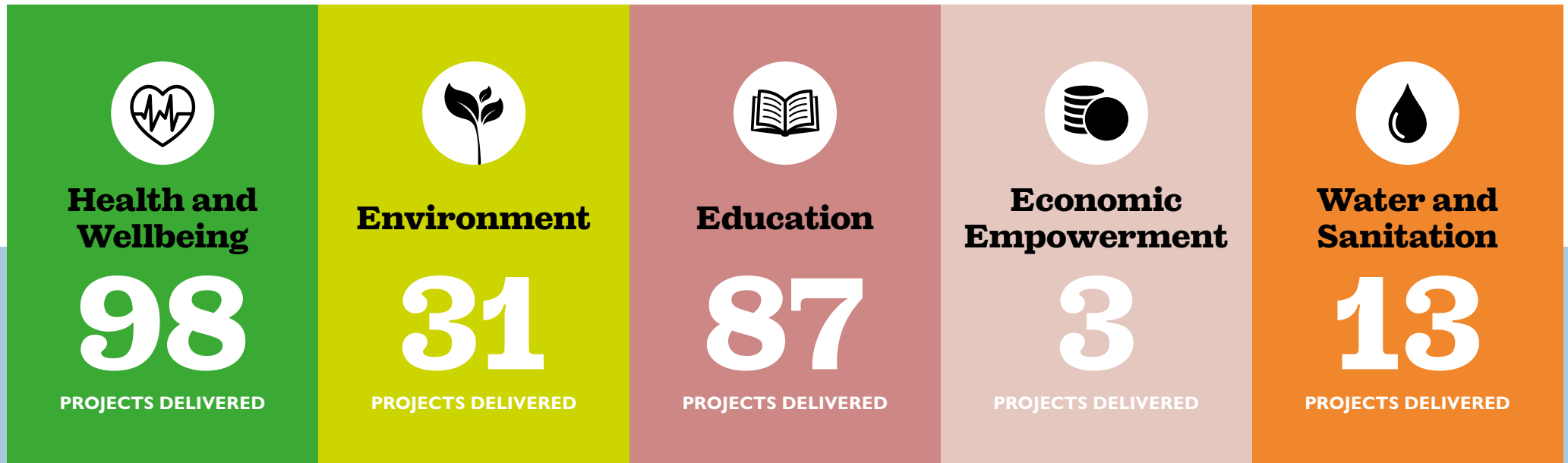
WATER SECURITY IN KENYA

Droughts in Kenya are becoming increasingly common, negatively impacting food security, especially in farming communities. Additionally, inefficient irrigation systems contribute to poor water allocation and management. The Foundation is supporting the procurement of and training on efficient water technologies (such as storage facilities, drop irrigation and water harvesting) and reforestation projects to improve crop production for smallholders. Furthermore, the programme will install community water stations in two flower farms to provide local, affordable access to water at half the current cost.

Regional funds

WORKER VOICE PROJECTS

OVER THE PAST YEAR
WE HAVE DELIVERED
18 COUNTRY
PROGRAMMES AND
232 WORKER VOICE
PROGRAMMES



PROGRESS AS A RESULT OF WAITROSE FOUNDATION ACTIVITY FEB 2023-JAN 2024

21,089 women and men
had improved access to
healthcare services

15,366 women and men
had improved access to
wellbeing services

10,992 smallholders had
access to renewable energy
solutions (e.g. biogas)

4,350 smallholders adopted
increased take up of sustainable
farming practices

9,294 girls and boys (0-18)
had improved access to
schools/places to learn

36,317 young women
and men (16-30) had improved
access to education

4,926 households
had access to additional
sources of income

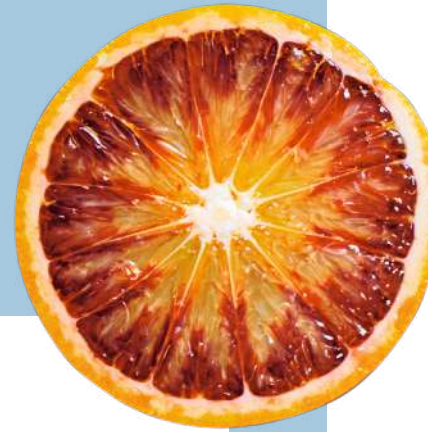
1,364 households
had access to financial
products (e.g. microloans)

2,719 households had access
to potable clean water for
drinking, sanitation and hygiene

1,482 households had
access to safe and hygienic
sanitation facilities

SOUTHERN AFRICA

IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTH AFRICA



Total number of
Foundation growers

417

Total number of
farmers and workers

131,942

Countries
in region

South Africa, Zambia,
Zimbabwe & Namibia

Total number of
beneficiaries of Country
and Worker Voice Projects

46,577

Total number of
Foundation Country and
Worker Voice Projects

199

Total number
of Foundation
labelled products

83

Foundation product
categories

Apple, apricot, avocado, blackberries, blueberries,
cherries, figs, grapes, lemons, mandarin and
clementine, nectarine, orange, passionfruit,
peach, pear, plums, raspberries and wine

Southern Africa is the largest Waitrose Foundation region, where all fresh fruit sourced from South Africa is part of the Foundation programme. It is also the longest-running region - the Foundation started in South Africa in 2005. In 2025, we will be recognising 20 years of the Foundation, with some growers partnering with us for the duration of the programme.

Being the largest region, the Waitrose Foundation Southern Africa delivered the majority of the Foundation's Country Programmes. These are delivered across multiple farms throughout the year to achieve impact at scale. Many of these are training programmes that are designed to build capacity and resilience amongst farm workers (more information on these can be found in Training on p.23).



SOUTHERN AFRICA



EDUCATIONAL DEVELOPMENT

Access to education is a common project theme in Southern Africa. Across the Foundation farms there has been an identified need from worker committees to support the on-farm early learning facilities for workers' families, as currently 32% of the country are unemployed. The youth (15-34) remain particularly vulnerable in the labour market as unemployment of youth stands at 44%. Over the past year, 63 educational development projects have taken place across Foundation farms, which have provided improved access to educational facilities for 4,379 girls and boys. Examples of these include:

Operational Support for Education Centres

The Foundation supported 65 on-farm after school learning centres to meet the government requirements to operate. These include safety, teacher-child ratio, nutrition, educational material and curricula. This results in improvements to the sustainability and quality of education.

Nutrition

Our nutrition programme has continued to scale up across Foundation farms to address challenges of malnutrition, stunted growth, and development. Nutrition workshops are delivered to provide guidance on culinary skills and healthy eating, which can be practised at school and home. Karsten, one farm that has benefitted from the programme, now delivers the Karsten Feeding Project, where they grow their own vegetables on farm, teach children about nutrition and feed 99 children.

Infrastructure

Across several Foundation farms we have funded infrastructure to improve access to education. For example, the Nootgedacht Aftercare Centre benefitted from building renovations, the Dasdrif farm is benefitting from a new bus shelter to protect children from rains and extreme heat, and Hexview farm is benefitting from a wheelchair ramp to provide access to the library for disabled community members.



HEALTHCARE SERVICES

Healthcare services was the most common project theme amongst Foundation worker committees in 2023, recognising that remote farming communities face a barrier in accessing health care. In total, we delivered 92 projects which provided improved access to health services to 13,570 workers and improved access to wellbeing services to 6,352 workers. Examples of these include:

Eye Testing at WK Beukes

The Foundation provided free eye tests to 113 workers, and glasses to 31 of those tested. Offering this service contributed towards improved confidence and wellbeing of workers on the farm.

Mobile Health Worker at Verdun

The Foundation has supported the funding of a community health-worker who visits the farm to provide care and medication at a reduced cost. 270 workers have benefitted from health assessments and screenings. Additionally, outreach days are delivered to improve awareness of topics such as family planning, contraception and pap smears.



WATER SECURITY

Workers in the Aussenkehr community in Namibia face significant challenges in accessing potable water. Due to limited water points, many workers have to travel across the village to fetch water for their daily needs. The Waitrose Foundation has supported the installation of 11 additional water points in the community. The water points provide local access to safe drinking water, with an automated card system for water billing. The project engaged the worker committee and local stakeholders, and following completion, it has been handed over to the local village for ongoing management.



EAST AFRICA

IMPLEMENTATION PARTNER: FARM AFRICA



FARM AFRICA

Last year we undertook research into the reported cost of living and how the Waitrose Foundation has helped improve household incomes. The study indicated that, on average, the cost of living had increased by 23% over the past year (2021-2022) and at the point of completing our research, a cost of living gap of 35% existed. The most significant expenditure was food, education, debt repayment and housing. Beyond improving livelihoods across our five project themes, the most significant Foundation projects to have a direct attribution on improving household incomes included food parcels, bursaries, microloans and liquid petroleum gas. This year, we will work with Farm Africa to implement recommendations that support future Foundation projects to improve incomes and share these across other regions.



Total number of Foundation farms

45

Total number of farmers and workers

36,102

Countries in region

Kenya & Tanzania

Total number of beneficiaries of Country and Worker Voice Projects

70,186

Total number of Foundation Country and Worker Voice Projects

26

Total number of Foundation labelled products

40

Foundation product categories

Broccoli, Beans, Peas, Baby Corn & Flowers

EAST AFRICA

SCALING UP OUR MOST SUCCESSFUL PROJECTS

Across the region we have scaled up projects once they have demonstrated benefit and proven impact across multiple farms. Over the past year, we have grown our microloans project, increased the use of energy efficient cookstoves and provided more farming equipment for smallholders:



Okolea microloans

Throughout 2023 we have invested an additional £50,000 into our microlending programme to offer low interest credit to workers, and disbursed £706,750 worth of loans to 4,805 workers. Since we started the microloans programme in 2019, we have disbursed 13,678 loans worth more than £1.6m. The fund continues to revolve as loans are repaid.

Energy Efficient Cookstoves

Last year we reported on the distribution of 540 liquid petroleum gas canisters to provide clean and affordable energy, which saves time and money collecting fuel, and improves health as users are not inhaling toxic fumes. This year, we have scaled up the programme to deliver a further 7,536 energy efficient cooking units, such as gas or biofuels. In total, we have delivered 10,964 units through worker voice projects.

Outgrower farm equipment

Outgrowers (smallholder farmers who are contracted to supply to our farm partners) have continued to be supported by Foundation projects. Over the past year, we provided bee farming starter kits, solar irrigation, drip irrigation, charcoal coolers and motorised sprayers to save water, improve their yield, and ultimately improve their income. 78% of outgrowers reported that their yield has increased due to more productive farms, up from 50% the previous year.



FOOD SECURITY

The Foundation supported the construction of two fish ponds with the capacity to carry 1,500 fish. Once they are ready for harvest, they will be supplied to 450 workers at a subsidised price. This project will improve workers nutrition, provide a long term sustainable protein offer and an additional source of income to workers involved in the fish pond management. This also follows on from the Emerging Leaders training programme that was previously delivered in 2022 and supported by the Foundation. This programme supported workers to start viable business ventures to diversify household incomes, which is how the fish pond project was established.

EAST AFRICA

SOLAR LAMPS

The cost of energy has significantly increased for workers between August 2022 and January 2024, resulting in many workers switching to kerosene lamps that are cheaper to run. However, these are associated with health concerns due to their particulate emissions and harmful gases. In response to this, the Foundation has purchased solar lamps to enable 5,000 permanent and seasonal workers to access quality and affordable household lighting. Our improved incomes research (see page 14) suggests that the solar lamps also save the workers £5 per household per month.



IMPROVING ACCESS TO EDUCATION

The Foundation continues to support a range of education projects in Kenyan farming communities. Last year, we delivered nine projects across four flower farms that benefitted 2,682 students. These included:

School infrastructure

The Simotwet School at Karen Roses was refurbished to provide an improved learning environment for children that have additional needs. The closest school for additional needs is 65 km away, so the

refurbishment of the school will save households travel and boarding fee costs.

Laboratory

At Flamingo Naivasha, the Foundation funded the development of a junior laboratory that 322 students will benefit from using.

Bursaries

17 students benefited from Bursaries at Primarosa to cover higher education tuition fees.





GHANA

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION

Total number of
Foundation farms

01

Total number of
farmers and workers

3,815

Total number of
Foundation Projects

08

Total number of
beneficiaries of Worker
Voice Projects

34,787

Total number
of Foundation
labelled products

05

Foundation product
categories

**Mango, Coconut
& Passionfruit**



The Waitrose Foundation in Ghana is run as a tripartite programme with Blue Skies Foundation and the Albert Heijn Foundation. Since partnering in 2009, we have delivered over 100 projects in the region. Across 2023 we delivered six education projects and two water & sanitation projects.

In 2022, we conducted a social impact study which highlighted several opportunities for increasing the impact of the Foundation in Ghana. In 2023, in line with some of the recommendations in the study, we embarked on an initiative to take a more holistic approach to funding projects. We plan to report on this initiative next year.



GHANA

SCHOOL FARM COMPETITION

As reported on in previous years, the annual School Farm Competition project, designed to ignite youth interest in agriculture, has been scaled up over the past 10 years, now reaching over 200 schools and 13,000 students per year. Schools grow crops and share progress updates, evidencing good agricultural practices, community engagement and sustainability plans for the chance to win awards at the end of each school year. Due to the successful growth and wider interest in the programme, last year it was handed over to a start-up incubation hub to further scale the initiative.



DAMANG JUNIOR HIGH SCHOOL

Foundation funds supported the Damang Junior High School to transition from a dilapidated wooden structure to a robust cement block structure, featuring three classrooms, a staff common room, head teacher's office, and storage area. This new facility, complete with standard roofing, electrical fittings, and plastering, has enhanced the learning environment, increasing the access to education to 382 students.



ADU KOFI SOUZO TEACHERS ACCOMMODATION

Located in a coconut growing region, the community had a population of 900 with one public school. Previous accommodation was of poor quality, which made it difficult for the community to retain teachers who were posted to the region, as many left before their third term. The Foundation developed new accommodation with four bedrooms, piped water and an electricity connection which will help to ensure teachers remain at the school and so will provide ongoing access to education for 263 children.

SENEGAL & THE GAMBIA

IMPLEMENTATION PARTNER: UNITED PURPOSE

Total number of
Foundation farms

04

Total number of
farmers and workers

6,170

Total number of
Foundation Projects

14

Total number of
beneficiaries of Worker
Voice Projects

10,019

Total number
of Foundation
labelled products

08

Foundation product
categories

Beans, sweetcorn
& salad onions



As highlighted in last year's reports, our four growers in Senegal and The Gambia are delivering programmes across a three-year duration, and we have made good progress with these in the past year. 14 of the 19 scheduled projects are in progress or have been completed. So far they have directly benefited 10,019 farmers, workers and community members.

SENEGAL & THE GAMBIA

IMPROVED ACCESS TO EDUCATION

In Senegal, the primary school enrolment rate is 74% and the completion rate is 60%. Barriers to completion include fees, distance to school, poor transport networks, a lack of teachers, and the need for children to earn income to support households. Girls are more likely to stop attending school than boys. In response to this, our farming committees in the north of Senegal are prioritising education for young people through a range of initiatives:



- The communities surrounding our sweetcorn grower have benefited from a new classroom block, improving access to education and an improved learning environment. Toilet facilities are being replaced and once completed, WASH (water, sanitation and hygiene) training will be delivered for the children.

- The communities around our salad onion grower have individually benefited from improved fencing in school facilities to improve safety from wild animals and sanitation blocks. Reforestation activities and training is now planned for the coming year.

“The new classrooms are magnificent. If they had not been built, many students would have abandoned school as there was no room for them in the existing space. Some pupils walk 8km in the sun and dust to attend school.”

Village Chief, N’Guélakh



IMPROVED STREET SAFETY AND LEARNING ENVIRONMENTS

At nightfall having only torches and kerosene lamps available led to concern in the community around the increasing incidence of crime and animal attacks. The Foundation helped transform key routes to and from farms by installing 200 solar power street lights within the community.

In The Gambia, the Nemakunku community school (which provides education to 3,000 students) has benefitted from various improvements over the past year, including a newly surfaced playground and sports area, as well as a school garden to introduce students to growing fruit, vegetables and other plant species.

The increased cost of living remains challenging for farm workers. Later this year, a new microfinance programme will begin which will provide revolving credit to farm workers, taking the learnings from our programme in Kenya.

IMPROVED COMMUNITY HEALTHCARE

The maternal death rate in Senegal is 261 per 100,000 births, compared to 13 in the UK, and this risk is greater in rural areas with ill-equipped health centres. The communities surrounding our bean grower proposed a refurbishment to their maternity facility which services seven surrounding villages. It now includes new beds, chairs and medical supplies such as luminescent blankets for newborns.



“Before, we women lived in total worry and I even know women who had aborted just because stress, the worry of giving birth in difficult conditions, dominated their thoughts. You could previously come to the maternity ward without even finding a bed [...] But thanks to the project, we are now psychologically at ease during childbirth because we now have real delivery tables with all the equipment we need before and after the birth. We also have very well equipped rest rooms [...] No woman in the village could imagine that our suffering would very quickly be alleviated by the Waitrose Foundation which is currently saving the lives of several women and children [...] throughout this area and brings a smile to all the beneficiary populations.”

COSTA RICA



IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION

Total number of
Foundation farms

01

Total number of
farmers and workers

1,483

Total number of
Foundation Projects

03

Total number of
beneficiaries of Worker
Voice Projects

1,411

Total number
of Foundation
labelled products

02

Foundation product
categories

Pineapple



The Foundation delivered three projects in Costa Rica over the past year, each of which were introduced in last year's report following the needs assessment.

FINANCIAL EDUCATION WORKSHOPS

Foundation farm workers indicated that cost of living pressures have had a significant impact on household incomes. The Foundation has so far delivered three workshops, benefitting 76 workers to better understand ways to budget more effectively, save money and reduce debt.



COSTA RICA

SKIN CANCER CLINIC

Since COVID-19, there has been reduced support for government health services and a scarcity of specialists in certain areas, with farm workers in rural regions having less access to healthcare specialists in general. The Foundation funded a temporary clinic to support 1,300 workers to access free skin care examinations. 65 workers required additional treatments which were provided for free. In addition to the screenings, the provision of sun cream and awareness raising campaigns were delivered to workers and the local community..



“Now I am more aware and take care of myself with the use of sunscreen because I like to practise sports under the sun, so the doctors gave me a bracelet that measures solar radiation and tells me when I should seek shade to avoid further exposure.”

Juan Calderon Esquivel



KIDNEY DISEASE CLINIC

Non-traditional Chronic Kidney Disease is recognised within our Costa Rican growing communities as an increasing concern alongside the rising temperatures and heat stress. The Foundation supported a mobile clinic that collected blood and urine samples from 1,350 workers. 36 workers are now benefiting from additional healthcare services as a result of the screenings. Similar to the skin cancer clinic, awareness raising workshops were delivered in local schools to share prevention strategies amongst the community.

TRAINING & CAPACITY BUILDING

Various worker voice and global strategic projects include training as part of the project. Over 2023 this has included training in financial literacy, climate resilience, water and sanitation and the use of energy efficient cookstoves. Beyond this, our Implementation Partners deliver training courses across each region to build capacity and resilience.

CAPACITY BUILDING IN SOUTHERN AFRICA AND KENYA

Waitrose Foundation Southern Africa have continued to deliver their successful training projects (Worker Committee, Project Coordinator and People Management training) that have supported 307 people in the past year to make their worker committees more productive and effective. The worker committee training has been enhanced through co-creating resources with Emerging Leaders, who the Waitrose Foundation has previously partnered with in Kenya.

In addition to the training in Southern Africa, 221 workers and management representatives from 13 Waitrose Foundation committees in Kenya were trained in identifying farm needs and developing project proposals.

PERSONAL HEALTH AND WELLNESS

Across Southern Africa, a range of health and wellness programmes are delivered to a collective of farms, addressing country-wide needs. Two pilot projects, the Emotional Health programme (a network for individual support with mental health) and the Substance Abuse programme (mentoring for struggling farming communities) proved successful and will scale up. Three established projects continue to be delivered across Foundation farms; Psychological Resilience, Reproductive Health and Women and Youth Development. 568 people have benefitted from these courses throughout 2023/24.



KEY CHALLENGES & LEARNINGS



ENVIRONMENTAL PRESSURES

Volatile climates in Foundation countries have continued to lead to challenging environmental conditions. In July 2023, our Foundation farms in South Africa experienced destructive flooding, which led to the Steering Group reallocating financial resources to a flooding response fund across six farms in the region. Additionally, unseasonal rains in Kenya delayed the distribution and planting of seedlings for our climate resilience programme. We will continue to support Foundation growers through targeted measures with our Global Strategic Fund as well as offering support in times of crisis or emergency.



ECONOMIC PRESSURES

Following on from the economic pressures as mentioned in the 2022/23 report, inflation has continued to increase the cost of living globally and widen pre-existing living wage gaps. Our monitoring and evaluation data indicates that the percentage of workers whose total income is sufficient to cover all needs is low. We will continue to learn from our monitoring and evaluation outcome data, as well as other research studies. Over the next year we will be implementing an action plan in East Africa in response to our cost of living research. This will include sharing best practice from recent food security and income generation projects as well as reviewing our microloans programme.

SOCIAL AND POLITICAL PRESSURES

Across many Foundation regions, government support for certain public services has reduced in recent years in response to worsening economic pressures (such as healthcare in Costa Rica or education in Southern Africa). As such, the nature of Foundation projects has been subsidising government services that would have been sought elsewhere. Additionally, earlier this year, national elections in Senegal led to widespread demonstrations which slowed Foundation delivery on farms. There are also elections due in other Foundation countries later this year.



ONGOING ENGAGEMENT OF FOUNDATION STAKEHOLDERS

We recognise that a number of different stakeholders are required to deliver the Foundation. Exporter partners and worker committees have to balance the right level of engagement with their stakeholders. This has proven more challenging as the Foundation has grown in size in recent years. Furthermore, it requires ongoing resource to establish and train worker committees. We will prioritise addressing this over the next year through enhanced worker committee and exporter re-engagement via our Implementation Partners.

PROJECT PLANNING AND DELIVERY TIMELINES

Due to the timeframes between projects being designed and signed off, in some cases, significant inflationary increases over this period impacted the budgets and procurement process. Where necessary, we have reviewed the sign off process to avoid future instances of agreed projects needing additional approvals to cover necessary, but increased, costs. Furthermore, some projects that involved training elements took longer than anticipated due to the time required for recruitment of trainers. We have factored this into project planning going forward.



SAFEGUARDING



We have worked to improve our safeguarding practices across all Foundation regions. Last year the Global Board signed off an enhanced safeguarding policy that goes further to protect people, in particular children and at-risk adults, from harm or maltreatment caused in the course of the delivery of work undertaken by the Foundation. All Foundation stakeholders, including governance boards, implementation partners, and third parties are required to sign a Code of Conduct, outlining their commitment to the Policy.

The Global Board and regional Country Steering Groups have benefitted from tailored training courses to outline their responsibilities in approving projects with necessary safeguards in place, as well as the Human Rights Team being trained in responding to safeguarding cases.

Implementation partners are now required to report on safeguarding cases on a quarterly basis. We intend to learn from any data trends and strive for excellence in safeguarding by publishing data on the themes that emerge.

TARGET

RESULT

1 ▶

We will improve the livelihoods of **60,000** farmers and workers through the delivery of Waitrose Foundation programmes



Our programme activity benefitted **65,307** farmers and workers and **101,042** wider community members

2 ▶

We will provide training and capacity building to **900** individuals



We provided training and capacity building to **528** men and women in committee participation and skills. Further to this, we provided training to **438** men and women in social development in South Africa, and an additional **4,350** farmers on climate resilience in Kenya

3 ▶

We will have invested or committed to investing **£500,000** of the Global Strategic Fund in Climate Resilience Programming



We committed to investing a further **£656,000** to our Global Strategic Fund on top of the original investment of **£115,000** in 2022. In total, we have committed **£771,000** to date.

2023 TARGETS

2024

TARGETS

1 ►

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

2 ►

The Foundation's training programmes (capacity building and social development) will reach 750 beneficiaries

3 ►

The Foundation will have 900 active worker committee members across 80 committees

4 ►

Over 75% of committee members (global average) report greater self confidence in participating in a committee

STRATEGIC PRIORITIES



The Foundation will continue to play an important role in the JLP Human Rights Strategy and wider Partnership Purpose. Beyond supporting our implementation partners to reach the 2024 targets, the Foundation will focus on:

- Expanding the Foundation into new product categories in fresh produce.
- Supporting implementation partners to increase the number of active worker committees across Foundation farms, through enhanced engagement and committee training.
- Continuing to develop our monitoring and evaluation data capabilities, building on the baseline data collected in 2023.
- Further embedding our culture of safeguarding across the Foundation, through training to worker committees and improved channels to report cases.
- Increasing the visibility of farm level ethical compliance as part of our Foundation governance.
- Improving the customer awareness of the Foundation through labelling, customer engagement and planning for the 20th anniversary.
- Exploring collaboration opportunities with the Leckford Estate, our Waitrose Farm, stretching the impact of the climate resilience programme.

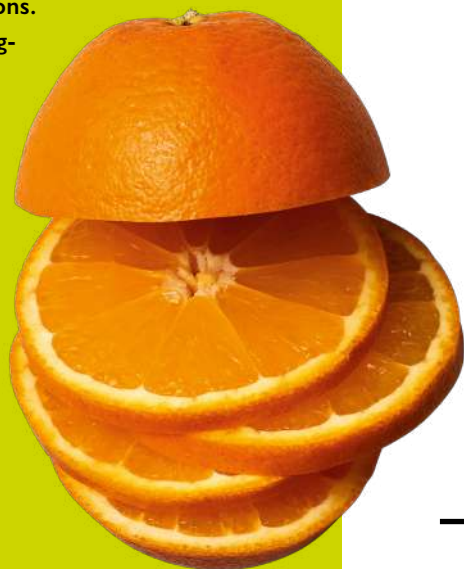
FINANCIAL SUMMARY

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 ring-fenced by Waitrose to be used for projects in our supply chain, as set out in this report.

The Foundation generated **£2.44m** income for the year to 28 January 2023, an increase of **£0.227m** from the year to 30 January 2022.



Summary by region (£000s)

REGION	YE JAN 24	YE JAN 23	YOY
Southern Africa	1,410	1,241	169
East Africa	747	710	38
West Africa - Ghana	140	140	0
West Africa - Senegal / Gambia	118	95	22
Central America	30	32	(2)
TOTAL	2,445	2,217	227

Summary by product (£000s)

PRODUCT	YE JAN 24	YE JAN 23	YOY
Berries	186	79	107
Blueberries	197	130	67
Cherries	11	11	1
Grapes	194	196	(2)
Stonefruit	106	116	(11)
Avocados	25	22	3
Citrus	483	457	27
Top fruit	177	179	(3)
Pineapples	30	32	(2)
Vegetables	197	189	7
Prepared Fruit	140	140	0
Wines	14	19	(5)
Flowers	652	603	48
Salads	16	12	4
Figs	13	9	4
Passionfruit	4	22	(18)
TOTAL	2,445	2,217	227



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