

# Waitrose Foundation Annual Report 2022/23



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# Chair's Statement



The Waitrose Foundation embodies how we are 'working in Partnership for a happier world'. This report demonstrates what makes us unique and the collective impact we can have with our farm partners. We remain the only retailer with a dedicated supply chain initiative that invests directly into improving the livelihoods of smallholder farmers and workers.

The importance of the Foundation has never been greater. Farmers and workers are out of the COVID-19 pandemic, with lockdowns lifted but following that the war in Ukraine has seen production prices rise globally. We are now seeing more extreme impacts of climate change which leads to ongoing challenging farming conditions. To start to address some of these issues and support the most vulnerable in our Foundation supply chains, this year we announced we would invest £1 million in Climate Resilience Programmes by 2025.

We have much to be proud of over the past year, and have seen some great successes. We have delivered 181 projects, supported over 59,000 farmers and workers, and generated £2.2m to invest back to our farm partners. We can't do any of this alone though, and so I want to extend a big thank you to all of our farm partners, suppliers and implementation partners for their ongoing support to the Waitrose Foundation and I am looking forward to the year ahead.

**CHARLOTTE DI CELLO**

Chair  
Waitrose Foundation Global Board

**181**  
Projects  
Delivered

**963**  
active members of  
**132** Foundation  
Worker Voice  
Committees

**59,913**  
Farmer and Worker  
Beneficiaries of  
Foundation  
Projects

**461**  
Foundation  
farms in 10  
countries

## 2022 at a glance

**£2.2m**  
generated  
for the  
Foundation

**£240,000**  
committed to  
Global Climate  
Resilience  
Programmes

**207**  
products sourced  
from Foundation  
farms

**15**  
Importer Partners  
and 49 Exporter  
Partners





## Foundation overview

Creating better livelihoods for workers and their families, stronger communities and sustainable supply chains for Waitrose and supply partners

“Regarding the new school, students had to travel seven kilometres each morning and the same to return home in the evening. That was a real struggle. The impact of the new school will be very positive - previously many children quit school because of the distance involved. Once the school has been established, these difficulties will be just a distant memory.”

Ousman Sow, N'Guelakh Peulh Village, Senegal

The Waitrose Foundation is our supply chain initiative, launched in 2005 with the ambition of improving livelihoods and creating better opportunities for those who grow, pick and pack our produce. Through collaborative action, the Foundation aims to ensure a sustainable future for agriculture in some of the most vulnerable rural communities globally, whilst strengthening the resilience of our horticulture supply chains.

Each time a customer purchases a product with the Waitrose Foundation label, a portion of the sale is invested back into the community where that product was sourced. We are currently offering over 200 Foundation-labelled products in store such as berries, citrus, grapes, stone fruit, 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 who have the knowledge and expertise of how to best meet the needs of their local community. 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.

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. A key stakeholder are worker committees who advocate for the needs and priorities of their communities we work in and are instrumental in the project delivery.

SINCE 2005 WE HAVE:

Generated over  
**£19 million**  
to invest in  
workers in our  
supply chains

Delivered over  
**1,700**  
community-led  
projects

# Our Human Rights Programme

The ambition of our Human Rights Programme is to enable everyone in our supply chain to realise their fundamental human rights. We believe that championing worker voice and building strong supply chain relationships creates lasting value for those we work with, the John Lewis Partnership, and the delivery of our Purpose - working in Partnership for a happier world.

Across our supply chain we expect partners to demonstrate their commitment to human rights through compliance to our [Responsible Sourcing Code of Practice](#). Across the supply base we undertake ethical audits to ensure that our core requirements are met. We also use this information along with sector data and insights to collaborate on projects to address broader risks and improve human rights. Beyond this, we deliver leadership programmes,

such as the Waitrose Foundation to ensure workers have the voice and capacity to drive improvements to their livelihoods<sup>1</sup>.

The Waitrose Foundation currently operates in fresh fruit, flower and vegetable supply chains in Southern, East and West Africa, as well as Costa Rica, all of which have high human rights risks associated. These include low wages and sustainable incomes, freedom of association, child labour, health safety and wellbeing as well as gender discrimination. The Waitrose Foundation delivers capacity building projects and activities in order to address the salient human rights risks identified where we can have the best impact and influence. This programme complements the other programmes and activities within our human rights strategy. To read more about these, see the [Human Rights Report and Modern Slavery Statement](#).



<sup>1</sup> 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

# Waitrose Foundation Programme Framework

## THE FUNDS RAISED SUPPORT TWO TYPES OF PROJECT:

### Global Strategic Projects (approximately 15% of investment)

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

In 2020-2021 the fund delivered a COVID-19 response and resilience campaign across each of the Foundation regions. From 2022-2025 the fund will deliver projects that improve livelihoods through climate adaptation, thus building climate resilience.

### Country and Farm Level Projects (approximately 85% of investment)

At a regional level, smaller scale projects are chosen 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 delivery partners with the regional Foundation investment.

## OUR COUNTRY AND FARM (WORKER VOICE) PROJECTS ARE THEMED AROUND 5 FOCUS AREAS:



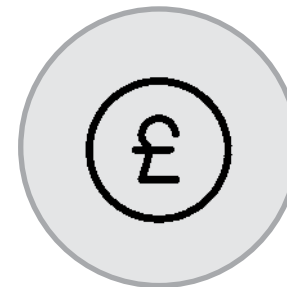
Health and Wellbeing



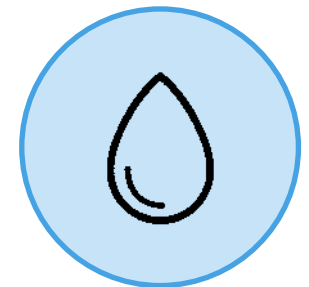
Environment



Education



Economic Empowerment



Water and Sanitation

# Governance



## Global Board

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

## Country Steering Groups

To ensure that local operations are managed effectively we coordinate country steering groups in each region. These are chaired by Waitrose 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 963 farm workers that hold worker committee positions and receive regular capacity building training.

## Governance review

Last year we undertook a review of the strategic purpose and composition of the four regional steering committees that Waitrose chairs, and also introduced 12 new members. This was to ensure that we had the best combination of skills, experience and representation, which included introducing independent experts to provide an external perspective.

We have also enhanced our safeguarding practices to better protect the communities in which we operate. This has involved working with industry experts to update our policies and procedures to ensure they are sector-leading. We have also created and delivered a bespoke training programme to our Global Board and country steering groups. We will continue to communicate and promote a safeguarding culture across the Foundation's operations.

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



Our commercial partners are critical to the success of the Foundation. We are currently working with 461 farm partners, 49 export partners and 15 import supplier partners. All partners contribute in kind to the operations of the Foundation and support project delivery. The import partners also contribute financially to the Foundation.

As part of our stakeholder engagement, nearly 70%<sup>3</sup> of the Foundation's import supplier partners reported that partnering with the Waitrose Foundation has led to their supply chain being more resilient. Evidence from supplier partners include the Foundation's role in bringing supply chain actors together, the building of stronger, more long-term relationships and the heightened sense of pride amongst farmers, factory staff and community. Other observations include a sense of achievement in co-delivering the programme and ongoing motivation during the tougher times throughout the Covid-19 pandemic.

3. Based on 13 responses from import supplier partners representing 87% of Foundation sales



# Global Strategic Projects

## Completing our Covid Response Programme

Throughout 2020 and 2021, the Global Strategic Fund invested over £530,000 in a COVID-19 response campaign in each of the ten countries in which the Foundation operates. This benefitted approximately 45,000 workers and their communities. The range of projects included food parcels, personal protective equipment and sanitation, hardship funds, livestock support, agricultural inputs and mental health support.

Some COVID-19 response activities continued into 2022 in South Africa. Due to the success of the first phase of the mental health and wellbeing programme, this was repeated and will continue to run as a country programme in the future. Last year the project supported 125 participants to better manage mental health challenges as a collective. The provision of additional personal protective equipment and stationery packs to 3,355 students using the on-farm early learning facilities. This investment supported continued education whilst operational costs have been impacted by the pandemic.

Recognising emerging risks and challenges within Foundation supply chains, since 2022 the Global Strategic Fund now focuses on improving livelihoods through climate resilience projects and has committed to investing £1 million by 2025. So far, we have committed £240,000 worth of programme funding in East and West Africa.

## Improving Livelihoods in Kenya and Tanzania

The first global fund investment will target 4,500 workers and smallholders with climate resilience initiatives across our Foundation farms in East Africa. There is a strong need for the Foundation's support, as the start of 2023 has seen Kenya suffer from devastating droughts which have severely impacted food security and agricultural yields. The project addresses three key areas; providing climate change adaptation and mitigation measures (such as tree crop nurseries, renewable energy sources, reforestation and afforestation); the delivery of sustainable alternative livelihood activities to reduce deforestation; and increasing access to finance (through training, capacity building and the provision of financial tools). So far the programme has delivered the needs assessment and some initial training and it will continue into 2024.

Last year we reported that we were partnering with the Foreign, Commonwealth and Development Office (FCDO)'s Work and Opportunities for Women (WOW) programme. The partnership [researched](#) the current impacts of climate change on women workers and potential future impacts of net zero strategies on women workers in horticulture supply chains. Our partnership has developed and the WOW programme now provides additional support to enhance gender-focussed activities within the Climate Resilience programme. This will include

gender-sensitive needs assessments, strengthening women's leadership opportunities through training and working with women's groups to strengthen financial literacy and security.

“The research WOW and Waitrose conducted together over the past year has demonstrated that women play a central but often invisible role in global supply chains, whilst also experiencing disproportionate impacts of climate change. Through our partnership we are seeking to make progress in advancing the economic empowerment of women in Kenya's flower industry whilst contributing towards a more resilient supply chain.”

**Foreign, Commonwealth & Development Office**



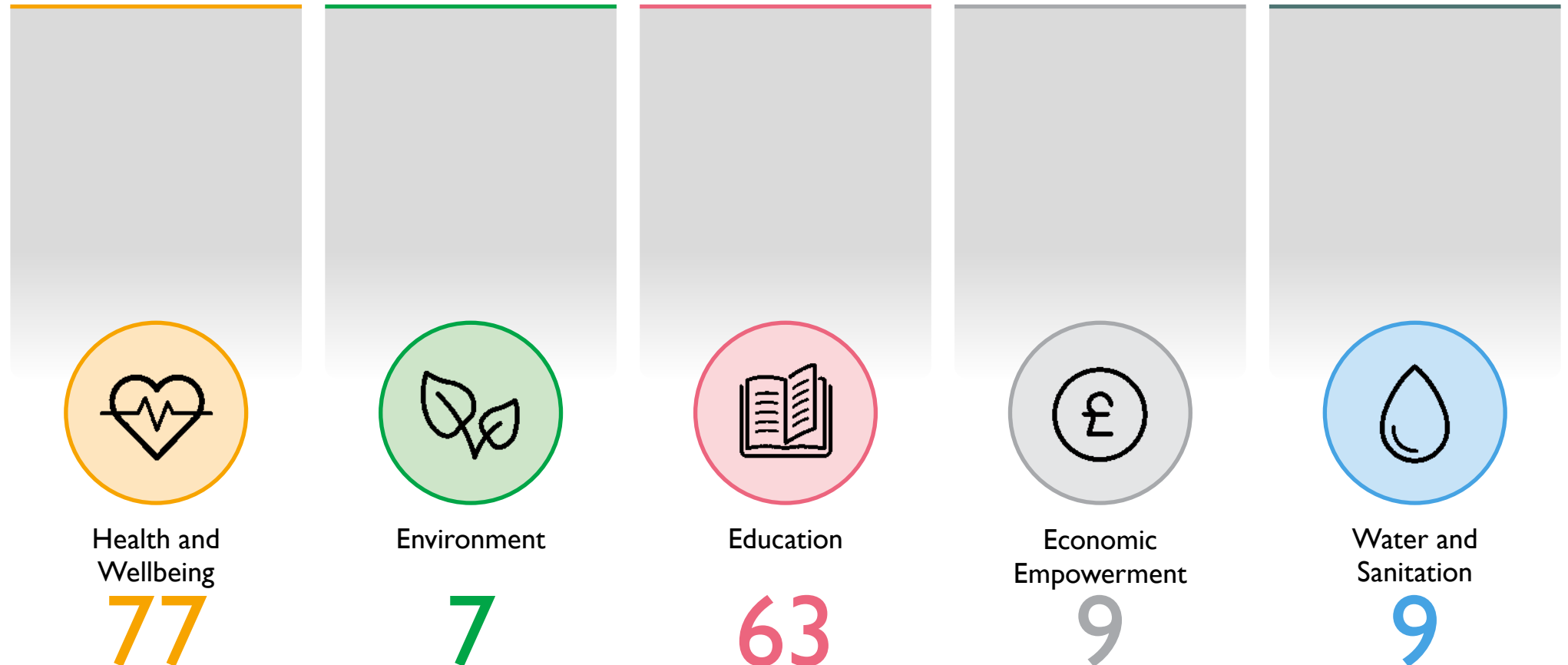
### **Supporting Women and Youth with Climate Resilience in Senegal**

Senegal has been facing extreme climatic conditions including droughts and increased temperatures. The government does not have comprehensive climate change legislation and many Senegalese do not connect the changes in weather patterns with global climate change. As such, using weather information has become integral to farmers' decision-making and farming practices. Access to knowledge, inputs, and up to date climate information is a major barrier for farmers to adopt climate-smart agricultural practices, particularly for women and youth in rural communities.

This programme will engage and recruit participants, provide training on climate-smart agriculture through a Train the Trainer model across farming communities, deliver bespoke digital learning tools, supply climate-smart agricultural inputs and facilitate exchange visits between farming communities.

# Regional Worker Voice Projects

Over the past year we have delivered 14 country programmes and 165 local worker voice programmes. These were made up of:





## Southern Africa

IMPLEMENTATION PARTNER: WAITROSE FOUNDATION SOUTHERN AFRICA



**W**aitrose Foundation Southern Africa is the largest Foundation region and generates approximately half of the funds accrued for the programme. Over the past year our regional partner, Waitrose Foundation Southern Africa delivered (or continued the delivery of) 137 worker-led farm projects, and 15 regional projects across more than 400 farms.

The majority of the projects delivered last year were healthcare (73) and education (56) focussed, which responded to priority needs across the region. These needs have been exacerbated by the COVID-19 pandemic which impacted on-farm capacity and the effectiveness of committees. Some of the training programmes to respond to this are outlined in the Training section on [page 20](#).

### **Improved Understanding of Reproductive Health for Women and Girls**

Across the region there is a limited understanding of reproductive health amongst young women and a lack of access to sanitary products, which leads to absences at work and at school. Workshops were delivered in Foundation regions to 88 women workers and their teenage daughters to challenge myths around sexual health and provide reusable sanitary towels. The workshops improved participants' understanding of family planning and parenting as well as self care.

### **Providing Internet Connectivity for Farm Workers and Nurseries**

Over the past few years the Foundation has supported 90 on-farm nursery schools through a variety of different projects such as nutrition training, compliance to government requirements, personal protective equipment throughout COVID-19 and improved facilities to better support children's education and enable parents to continue work on farms. The next phase of our support is to provide internet access and technical support to improve educational opportunities for children and workers. The project is underway and overcoming various infrastructural complexities such as number of providers and geographical proximity of centres.

## SOUTHERN AFRICA (continued)

### Pathways to Employment for Young People

Youth unemployment is a key social challenge in the region with nearly half of learners starting school not finishing. In partnership with the South Africa Department for Education and the local non-government organisation (NGO) Cape Town Community Chest, the Waitrose Foundation has been delivering the Year Beyond Programme. The programme supported 21 unemployed young people with work experience at local schools assisting teachers and running after school clubs. They were supported by mentors (some of whom were from Waitrose Foundation farms) for weekly training and reflection sessions. Of the 21 programme participants, 19 have found employment so far.



### Improving Incomes through Environmental Initiatives

The Foundation has supported a range of environmental management projects at Haygrove Farm that have an economic impact on local communities. This included the removal of alien (non-native) vegetation and replacing it with an indigenous plant nursery which uses less water, as well as the establishment of a small goat herding business. This has enabled 492 people to benefit from additional income opportunities for the relatives of farm workers.

# East Africa

IMPLEMENTATION PARTNER: FARM AFRICA

The Waitrose Foundation in East Africa works with 12 Foundation farms in the region and over 20,000 farmers and workers. The Foundation delivered 13 worker voice projects in 2022 as well as the regional Emerging Leaders training ([see p20](#)) and the Climate Resilience Programme from our Global Strategic Fund. The project activity last year benefited over 11,952 farmers and workers as well as over 63,000 community members.

Later this year we will be undertaking some research into living incomes, in order to better understand the gaps to achieving them as well as which Foundation projects have contributed the most to improving incomes and in-kind benefits. We plan to apply these learnings across other Foundation regions.

## Tambuzi Tree Nursery

The Foundation supported the establishment of a tree nursery which provides affordable tree seedlings, offering workers and their communities a diversified income whilst improving their local environment which is facing the impacts of climate change. Over 3,000 seedlings have been sold, mostly to workers at Tambuzi.

“We get most of our seeds locally and at a very low price. We collect mango seeds from the market, buy passion fruits and dry the seeds and we get others from the forest. The tree nursery has opened up the workers' minds to start their own businesses. They have learnt that one can diversify their income stream by doing other things during their free time.”

**Nahashon Ndiritu, the Waitrose Committee Chair.**

## EAST AFRICA (continued)



## Improving Agricultural Practices and Output

Outgrowers (a network of smallholder farmers who supply buyers) have previously faced a lack of access to finance to invest in farming technology and inputs, as well as access to water due to irrigation demands in the area, both of which affect the quality and quantity of crop they can produce. The Waitrose Foundation worked with outgrowers to identify gaps and supply equipment including crates, water pumps and pipes, drip lines, motorised sprayers and water tanks. The drip lines provided use one tenth of the water that flood irrigation does (whilst also not depending on rains or government water supply) and has a significant impact on farmers production each season.

Our monitoring data indicates that 50% of farmers in the area are reporting improved yield due to more productive farms and environmentally positive techniques.

## Providing Clean and Affordable Energy

Farm workers, typically women, spend between 30 minutes and an hour each day collecting 10 kilograms of firewood. This has a notable impact on their health (as harmful smoke is emitted), their time (as during peak season they have to work overtime or leave home early) and the environment. The Foundation has invested in 540 gas units for homes, providing affordable clean energy for workers and their families, whilst having significant social and environmental benefit.

### Okolea

Access to credit has been an ongoing need identified by workers on Foundation farms, as instant loans are not easily available, especially for temporary workers typically met with high interest rates. Our Okolea programme has been running since 2019, and is now offered at eight farms to both permanent and temporary workers. In total, we have provided 58,423 loans to the value of £1.16m, as the low interest fund continues to revolve. Over the past year, we have provided 3,253 loans to the value of £394,797. The majority of loans are being invested in education (supporting workers pay school fees upfront reduces the drop-out rate of pupils whereby fees can't be paid) and income generation activities to support their business, such as Charity and Beatrice:

“ I took a loan worth Ksh 30,000 from Okolea and started small scale poultry rearing at my home. I am already reaping profits from the project. ”

**Charity, Flamingo Ibis**

“ From the Okolea loan obtained, I bought two oxen. This has reduced labour costs in my farm as I use the oxen for ploughing. I will fetch some good cash when I decide to sell them for beef. ”

**Beatrice, KHE Ontilili**

# Ghana

IMPLEMENTATION PARTNER: BLUE SKIES FOUNDATION

Over the past year we have completed eight Waitrose Foundation projects in Ghana: two education projects and six water and sanitation projects which have supported our pineapple, mango and coconut growing communities.

One of the main Foundation projects has been the completion of a Social Impact Study, in partnership with Blue Skies, Albert Heijn and the University of Northampton. The study quantified that the Foundation's investment of \$150,000 in 2021 provided a social return of \$1m, mostly within education, health and wellbeing. This year, we will be prioritising actions to further improve the Foundation's impact in Ghana

## School Farm Competition

This programme has been running since 2015 (now with co-funding from the Komos Innovation Centre (KIC) and Mastercard Foundation) and aims to inspire young people to pursue careers in agriculture. Last year, the competition reached over 3,000 students and 120 teachers in 60 local schools. The project brings considerable benefit for both the students benefiting from training on cultivating vegetables, and the schools who are generating revenue from the farm produce to invest in teaching and learning materials and sports jerseys, as well as financing renovation and repair works.

## Bio-Toilets

This project provided 12 biogas toilets and water collection system for handwashing for the Fotobi community which includes 3,400 farmers, teachers and school children. The toilet connects to an off-grid appliance that turns organic waste from the system (as well as food scraps and animal manure) into cooking gas that can be used by the community. Through the installation of toilets it is expected to reduce water-borne diseases, particularly cholera.

## Pokrom Community Water

The Pokrom community relied on wells since they do not have access to the main water grid and struggle to get enough water for households, which in turn resulted in health challenges for the community. The Waitrose Foundation funded the drilling, procurement and installation of two 25,000L polytanks that are used as a reservoir for the storage of water. As a result these provide a continuous water supply to 1,750 residents in the local area.

# Senegal and The Gambia

IMPLEMENTATION PARTNER: UNITED PURPOSE



Our work in Senegal and The Gambia has evolved to deliver the projects over a three year timeframe, which allows the farms to develop larger scale programmes and will deliver greater impact to over 12,000 workers and their communities. With the new project cycle and subsequent improved ways of working, more time was taken last year to re-train the worker committees, conduct refreshed needs assessments amongst the farms, and to plan the projects with local stakeholders.

In Senegal, we have begun the delivery of projects within three Foundation farming communities. Education was a key need identified, with project activities set to include the redevelopment of school facilities in three communities including sanitation blocks, roof repairs and fencing to keep wild animals away and create a safe learning environment for approximately 4,000 students. Over the coming years, the Foundation will also develop a maternity ward and undertake reforestation activities to improve knowledge on environmental management.

In November 2022 the Partnerships Ethics and Sustainability Director (and Foundation Global Board member), Marija Rompani visited the Foundation in Senegal and The Gambia to see the Foundations operations in action and hear from producers who have benefitted from the projects.

In The Gambia we are delivering a livelihood improvement programme that will include the facilitation of microloans, the delivery of financial education courses for workers and the provision of solar lamps that will improve security for workers travelling to the farm in the early morning, especially during harvest season. In the local school we are providing practical experience in basic agricultural practices through a school farm, teaching children the practicalities of farming as a business and the importance of the industry to The Gambia.

“Waitrose helped us by supporting us to grow baby corn. They gave us seeds, and helped us sow them. Our irrigation drips were broken, the water pipes were also broken. What we earned from the garden we bought new pumps with. I had tomatoes, and when I sold them [it helped me] and my children who are all in school. After paying for their school fees, I bought more seeds to grow tomatoes and aubergine.”  
**Isatou Barrow, Outgrower**

## Costa Rica

IMPLEMENTATION PARTNER: FRUKTUS FOUNDATION



Costa Rica is a key pineapple sourcing region for Waitrose and the Foundation has been running here since 2018.

Over the past year, an updated needs assessment was carried out and highlighted workers' interest in healthcare. To support emerging needs, temporary mobile clinics are being set up in the farms to provide free skin cancer and kidney disease consultations, both of which are priority health needs in Costa Rica and require early detection. Furthermore, the need is heightened due to less government healthcare support and access to medical specialists in the region. Once complete, the 1,300 workers will have undertaken an examination.

Financial management was also identified as a priority theme, with a high proportion of households reliant on credit and increasing cost of living pressures. Financial education workshops are being delivered to support 100 Foundation workers to better budget and reduce debts.

Prior to these projects we delivered 'Stronger Together', an empowerment programme. Estefania, a trainee in the HR department took part in the programme and as part of the course developed a rainwater harvesting project around washrooms, which is now being implemented across the farm. Estefania reflected how she has more confidence in her ideas and will be pursuing more studying in the future.

“I understood that where there's a will, there's a way and I learned that what one wants or thinks is impossible, can be achieved.”

# Training and Capacity Building

Across each of the regions the Foundation supported workers, committee members and those holding managerial responsibilities with capacity building programmes to strengthen their skills and competencies.

In Senegal and The Gambia, training was delivered to 45 worker committee members on enhanced mechanisms to capture worker voice feedback, as well as the development of needs-based community projects.

In Kenya and Tanzania, 700 farmers, workers and their families across five farms took part in Leadership for Life training, delivered in partnership with Emerging Leaders. The training developed financial literacy skills, supporting participants to better save and budget, as well as empowering them to set up income generating activities to improve domestic income and build a more resilient future.

Abdi, a security guard at a flower farm in Kenya took part in the Emerging Leaders training last year. Afterwards, he supported his wife, a small-scale kale and spinach trader, to diversify her stock to boost her earnings through buying tomatoes, onions and potatoes to sell at the local shopping centre.

“My wife's income has now increased from Ksh 1,500 (£10) to Ksh 6,000 (£40) per month after she introduced other commodities. Now my wife helps me to buy food and clothes for our children. She does not ask me for money.”

In South Africa, a range of training programmes have been delivered over the past year, building on their success in previous years. These have included Worker Committee Development (to 87 people), Project Coordinator Development (to 19 people) and People Management for Line Managers (to 147 people). The Worker Committee and Project Coordinator training enhances the capacity of committees, improves the representation of workers needs and impact of projects proposed.

Nosindiso, a berry farm worker, has benefitted from the People Management training course that she took last year. She reflected how the leadership training boosted her confidence and by engaging with the committee she has delivered solar panel and income diversification projects for workers. Her expertise was recognised earlier this year in a recent promotion to Junior Production Manager and now Nosindiso is eager to build her career and experience in agriculture.

“Because the industry is male dominated, there were many challenges on farm level. As a young black woman, I did not get the respect from the agricultural workers when I started, but slowly, it changed.”



# Key challenges

## Environmental Pressures

As captured in last year's report, unpredictable climates across each of the Foundation's farming regions make for unfavourable and fragile agricultural conditions and farmers are continuing to face the impacts on their livelihoods. We will continue to utilise our Global Strategic Fund through our Climate Resilience Programme to respond to the challenges.

## Economic Pressures

Linked to the environmental pressures as well as external factors, the past year has seen enormous economic pressure on supply chains impacting project delivery but more importantly farmers and workers. Inflation globally has increased the cost of living which contributes to the widening of living income gaps. In East Africa, 50% of farmers are reporting increased yields due to improved agricultural practices, however only 7% are reporting that their total income is sufficient to cover the basic needs for themselves and their families. We will continue to deliver the most targeted and impactful programmes that build capacity and financial literacy as well as improved incomes and in-kind benefits.

## Project Planning and Delivery

We know through working with our implementation partners that in order to deliver successful projects, we need to have engaged and empowered worker committees, clear ways of working and effective worker voice mechanisms. In some farms we recognise the need to improve these in order to benefit the project implementation. We will continue building the capacity of committees, and have started a refreshed training programme in East Africa.

# Learnings

## VALUE OF PARTNERSHIPS

The Foundation holds partnerships with a range of organisations including the Foreign, Commonwealth and Development Office who support our work in East Africa and South Africa's Department of Education, both of which have provided financial support to deliver specific programmes. We recognise the importance of these partnerships in sharing expertise and stretching the impact of our work through our common ambition. We will continue to explore how these partnerships can support the Foundation.

## MONITORING & EVALUATION (M&E) DATA

Last year we implemented a new M&E framework to better understand our value and identify opportunities for improvement. The data collection process has been impacted by M&E resource constraints as well as a lack of project activity due to planning cycles. Next year we will further harmonise the process and methodology.

## ALIGNMENT WITH ENVIRONMENTAL PRIORITIES

As we take action on our net zero ambition through our decarbonisation plan, as well as setting a Science Based Target for Nature, we recognise the need to progress both environmental and human rights priorities in unison and mitigate any potential unintended consequences.

## 2022 Targets

### TARGET

### RESULT

We aim to positively impact the lives<sup>4</sup> of 80,000 workers and community members through our 2022 programme activity



We directly impacted the livelihoods of 59,913 farmers and workers through our programme activity and indirectly the livelihoods of 80,890 Foundation community members

By January 2023, we will train a further 10 worker committees



We have provided training to 1007 people<sup>5</sup> through Foundation training programmes

By October 2022, we will implement a revised Monitoring, Evaluation and Learning framework, and train each implementation partner on the new format. The framework will include quantitative 2025 targets and indicators to assess and measure impact against the Foundations ambition



We launched a new Monitoring and Evaluation framework with output and outcome indicators, as well as targets for 2030, which gives sufficient time to deliver key Foundation interventions to meet those targets

By December 2022, we will invest over £100,000 from our Global Strategic Fund in to innovative climate-related programmes enabling farmers and workers to better manage the effects of climate change



We have so far agreed on £240,000 worth of Global Strategic Fund investment in two regions and committed to investing £1 million by 2025

By December 2022 nine Waitrose Foundation farm sites/packhouses will participate in the John Lewis Partnership's Better Jobs programme and workers will have had the opportunity to take part in the programme survey



607 workers from 14 growing sites/packhouses on Waitrose Foundation farms have participated in the Better Jobs programme

4. In our new Monitoring and Evaluation framework we will be measuring against improved livelihoods as this is a truer reflection of the Foundation's ambition and impact. This is part of our overall commitment to improving the livelihoods of 200,000 workers in our supply chain by 2025

5. In our new Monitoring and Evaluation framework, we will be measuring the number of people trained, as this gives a more accurate reflection of the Foundation's impact

## 2023 Targets

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

We will provide training and capacity building to 900 individuals

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

## Strategic Priorities

In order to meet the ambition of the programme, as well as wider human rights strategy and Partnership Plan, the Foundation's priorities for the year include:

- Enhancing our data collection and management, utilising compliance data, monitoring data and conducting additional research to improve our data-led decision making
- Promoting first class governance through engaged and effective worker committees and country steering groups with ongoing championing of worker voice
- Using the Foundation as an innovation hub, piloting and projects that tackle systemic issues and future proof our supply chains
- Profiling the success of the Foundation to our customers, wider stakeholders and the industry, showcasing its role in delivering our Partnership Purpose

# Financial Summary 2022-23

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 £2.217m income for the year to 30 January 2022, a decrease of £0.182m from the year to 28 January 2021.

## SUMMARY BY REGION

REGION	YE JAN 23	YE JAN 22	YOY
Southern Africa	1,240	1,454	(214)
East Africa	710	633	77
Senegal/ Gambia	95	124	(29)
Costa Rica	32	43	(11)
Ghana	140	145	(5)
<b>TOTAL</b>	<b>2,217</b>	<b>2,399</b>	<b>(182)</b>

## SUMMARY BY PRODUCT

PRODUCT	YE JAN 23	YE JAN 22	YOY
Berries	79	129	(49)
Blueberries	130	168	(38)
Cherries	11	12	(1)
Grapes	196	247	(51)
Stonefruit	116	116	1
Avocados	22	43	(21)
Citrus	457	481	(24)
Top fruit	179	193	(13)
Pineapples	32	43	(12)
Vegetables	189	269	(80)
Prepared fruit	140	145	(5)
Wines	19	18	1
Flowers	603	485	118
Mango	0	3	(3)
Salads	12	0	12
Figs	9	12	(4)
Passionfruit	22	34	(13)
<b>TOTAL</b>	<b>2,217</b>	<b>2,399</b>	<b>(182)</b>



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