



Human Rights Report & Modern Slavery Statement 2025/26



JOHN LEWIS | WAITROSE

WORKING IN PARTNERSHIP FOR A HAPPIER WORLD

Our business

Reflections from our Chairman

As a purpose-driven business, owned by our employees and built on democratic principles, the John Lewis Partnership occupies a unique and special place in British retail. Our 65,000 Partners and 22.8 million customers rightly expect us to lead with our values. It is a responsibility we embrace, working tirelessly to act with integrity.

I am delighted to report that 2025/26 has been a landmark year of progress and impact, specifically in advancing our commitments to human rights. While the global landscape remains complex, our commitment to our purpose - Working in Partnership for a Happier World - has never been more evident or more effective.

This year, we reached some significant milestones. I am proud to share that we have exceeded our ambitious 2025 Livelihoods target - to improve the livelihoods of more than 200,000 workers by the end of 2025 - by supporting over 206,000 farmers, workers, and community members since 2022. This achievement is a testament to the dedication of our teams and the power of our collaborative model.

Furthermore, we celebrated the 20th Anniversary of the Waitrose Foundation. What began as a pioneering idea in South Africa has grown into a global force for good, now operating across 10 countries. The Foundation continues to be at the heart of our ethical ambitions in Waitrose, championing climate resilience and sustainable livelihoods.

Our commitment to fair trade also strengthened further this year. We met our goal to close the living wage gap in our banana supply chains two years ahead of schedule, and we achieved our ambition of sourcing 100% Fairtrade or Rainforest Alliance certified cocoa for all Waitrose own-brand products. These are not just statistics; they represent tangible improvements in the lives of workers across the globe.

As we look to the future, we remain focused on navigating the evolving human rights landscape with the same principled approach that has defined the Partnership for over a century.

I would like to extend my deepest gratitude to our Partners, customers, suppliers, and NGO partners. It is through your collective effort that we continue to build a supply chain that is not only resilient but also a source of hope and opportunity. We remain committed to our mission, making continuous improvements and striving every day for a fairer, happier world.



Jason Tarry

Chairman



Our Partnership

The John Lewis Partnership is the UK's largest employee-owned business and parent company of our two retail brands, John Lewis and Waitrose, which are owned in trust by over 65,000 employees (who are Partners in our business). You can find out more about our business in our [Annual Report and Accounts 2026](#).



Our Purpose

Working in Partnership for a happier world

Our Partnership is an ongoing experiment to find happier, more trusted ways of doing business, for the benefit of us all. We work together to create a successful business and a fairer, more sustainable future for Partners, customers, suppliers and communities.

Our Partnership is owned entirely in trust by Partners which means we are more than employees; we share knowledge, power and profit. Our Purpose inspires our principles, drives our decisions and acts as our guide.

Happier People

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

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 Partnership Council, the Partnership Board and the Chairman.

Happier World

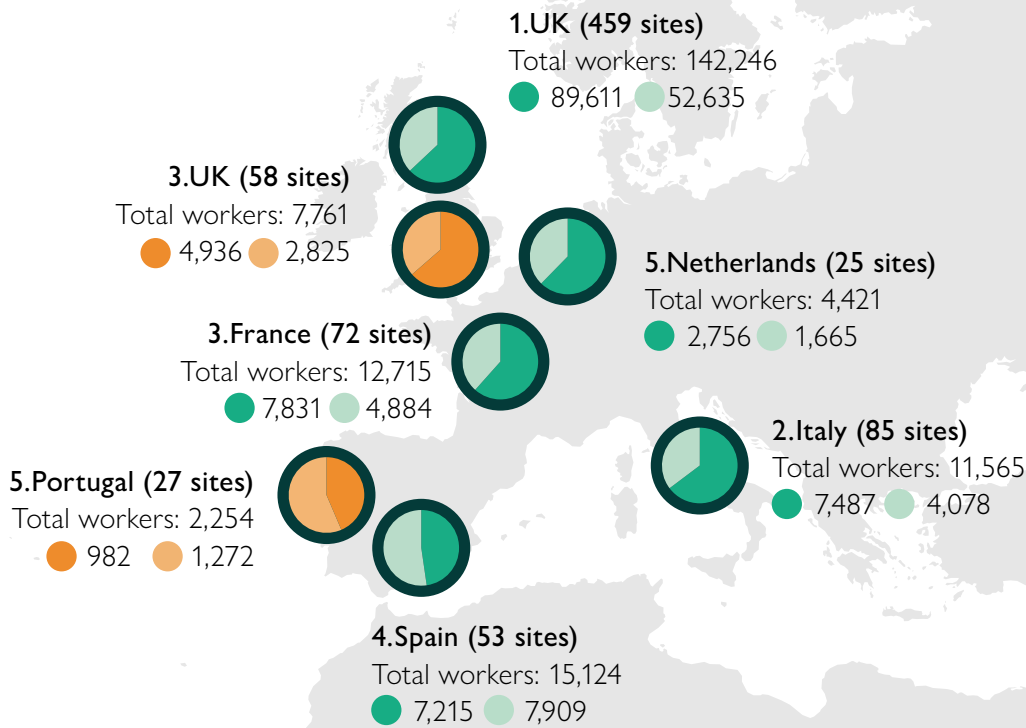
We champion the role our Partnership can play in advancing the happiness of the communities we work with and the wellbeing of society. We build trusted business relationships, acting with integrity and doing what's right. We take responsibility for our impact on the planet. We work tirelessly to protect and restore nature, creating a more sustainable future for generations to come.

Our Own Brand Supply Chain

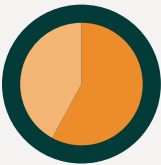
Our businesses source a wide variety of products globally through an extensive network of direct and indirect suppliers. This network is made up of thousands of sites, large and small, which specialise in activities ranging from manufacturing and craftsmanship to farming. The map reflects our top sourcing countries by number of tier one sites (i.e. primary production site) for Waitrose and John Lewis as of January 2026.

Transparency of our supply chains is important to the Partnership and we continue to work on increasing visibility. An updated list of our Tier 1 sites has been uploaded to the Open Supply Hub and [our website](#). This list is refreshed biannually.

* Tier 1 is the final processing, point of assembly and key manufacture before delivery to John Lewis Partnership



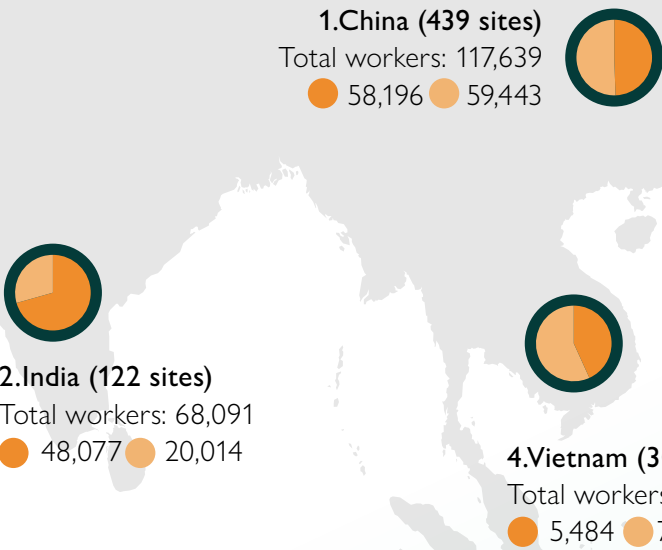
Top five Tier 1* (T1) sourcing countries



John Lewis
Total sourcing countries: (T1) 36
Total T1 sites: 829
Total workers: (T1) 322,660
Male: 186,853 Female: 135,807



Waitrose
Total sourcing countries: (T1) 53
Total T1 sites: 892
Total workers: (T1) 269,634
Male: 155,379 Female: 114,255
figures up to January 2026



Governance

Governance of supply chain human rights programmes in the Partnership is part of our wider ethics and sustainability governance and is overseen by the Partnership's Ethics & Sustainability Committee (ESC). The terms of reference for the Committee state that its purpose is to "assist the Partnership Board in fulfilling its responsibilities for setting the Ethics & Sustainability (E&S) strategy in accordance with the Partnership's Purpose and Values and ensuring that E&S strategy is embedded into the Partnership's operations."

The ESC comprises the Chairman, the Deputy Chairman (who is the Chair of the Committee and a Non-Executive Director), an additional Non-Executive Director, an Elected Director, two External Independent Members and the Chief Financial Officer. The Managing Directors who are responsible for John Lewis, Waitrose and New Businesses, and the Director of Ethics and Sustainability, also attended meetings in 2025/26. The two External Independent Members assist the Committee to ensure that an external perspective is maintained, and that the Partnership's approach remains relevant and stretching.

Nina Bhatia, Managing Director of New Businesses, has accountability for human rights and responsible sourcing across our Partnership. A half-yearly ethical compliance update is provided to the ESC, with the Committee holding to account those responsible for delivery in operational teams. The Ethics and Sustainability team also deliver an annual briefing paper on key human rights topics to the ESC and alert them to more serious breaches of our policies. Ethical sourcing performance is also monitored via our risk management framework. For further information on this framework, please refer to our [Annual Report and Accounts 2026](#).

Reflections from our Director of Ethics & Sustainability

Upholding fundamental human rights and delivering on our core purpose of "Working in Partnership for a happier world" means we must constantly evolve our approach. In a year marked by intense global volatility, we have maintained a balanced and responsive framework that protects the dignity of workers across our supply chains. I am proud of our ongoing commitment and tangible actions, illustrated in the pages that follow.

This year we updated our internal Human Rights Framework for the second year running, equipping our buying and technical teams with guidelines for day-to-day sourcing decisions. In parallel, following a comprehensive review of our Human Rights Policy, we clarified our requirements for heightened due diligence within high-risk and conflict-affected regions. We continue to welcome the rigorous external perspective and challenge provided by our Ethics & Sustainability Committee, including from John Morrison, which ensures our long-term strategy remains stretching and ambitious.

Celebrating the Waitrose Foundation's 20th anniversary this year, we scaled our impact to 240 projects across 10 countries, directly benefiting over 88,000 farmers, workers, and community members. Through our Global Strategic Fund, we invested £1m to help more than 33,000 individuals build climate resilience, and we have committed a further £1m to water security and sanitation initiatives starting in 2026/27. Combined with our wider sourcing commitments, these programmes were critical in allowing us to exceed our milestone target by improving the livelihoods of more than 206,000 workers, smallholders, and community members since 2022. I am immensely proud of this progress that wouldn't be possible without the long-term relationships we have built with our suppliers.

We also supported improvements to workplace conditions through our Better Jobs initiatives, focusing on workplace inclusivity, health and gender equality. A major highlight was meeting our living wage commitment for banana supply chains two years ahead of schedule through industry alignment. To better protect workers in less visible tiers, we partnered with The Centre for Child Rights and Business to deploy our homeworker initiative.



Looking forward, preparing our business and supply base for regulatory changes, including the incoming EU Forced Labour Regulation, will guide much of our focus. We have also formally reclassified 'geopolitics and conflict zones' from an evolving risk to a salient human rights risk, ensuring our due diligence framework remains equipped for volatile regions. Industry collaboration remains central to this agility; as an active member of the Seasonal Workers Scheme Taskforce and the Ethical Trading Initiative, among others, we are dedicated to driving industry-wide change.

To our Partners, suppliers, and all who work alongside us: your dedication is what makes this work possible. I am deeply appreciative of your continued commitment and thank you for your contributions.

Marija Rompani

Director of Ethics & Sustainability

Policies

The ambition of our Human Rights Programme is to enable everyone in our supply chain to realise their fundamental human rights. We are committed to respecting the rights of those who grow, pick, pack, make and transport our goods, or provide services into the Partnership. This commitment also extends to the communities in which we operate, in line with John Spedan Lewis's founding vision.

As part of our ongoing governance process, our policies are reviewed on a regular basis and updated where needed. If there have been no interim updates, we have a formal review at least every two years.

Policy framework

Human Rights Policy	Purpose Sets out our commitment to human rights. Scope Our own operations and all parties which supply goods or services to the Partnership.	The John Lewis Partnership's Human Rights Policy maintains a strong commitment to respecting human rights. This includes promoting safe working conditions, fair treatment for workers, inclusive grievance procedures and promoting a strict prohibition on worker-paid recruitment fees. The Human Rights Policy was comprehensively reviewed in 2025 and the refreshed policy clarifies existing requirements for heightened due diligence in conflict-affected and high risk regions.
Responsible Sourcing Code of Practice	Purpose To ensure decent working conditions in line with basic human rights. Scope Suppliers of goods and services including branded and own brand suppliers in all sourcing countries.	The John Lewis Partnership's Responsible Sourcing Code of Practice (RSCOP) sets out our commitment to workers' rights and our expectations of our suppliers regarding issues such as pay, working hours and child labour. It is based on the Ethical Trading Initiative (ETI) Base Code and relevant Conventions of the International Labour Organization (ILO).
Ethical Compliance Policy	Purpose To ensure decent working conditions in line with basic human rights. Scope Tier 1 factories supplying John Lewis and Waitrose own brand products. Tier 2 sites supplying Waitrose with fresh produce. Sites supplying Waitrose Foundation products Selected Goods Not For Resale Suppliers	Our Ethical Compliance Policy sets out how in-scope supply chains must demonstrate that they meet our RSCOP and how we monitor compliance. These sites demonstrate compliance by completing self-assessment questionnaires and, where applicable, undergoing subsequent inspections. The due diligence process surrounding the policy enables us to identify gaps in understanding or application of our RSCOP, and to determine where suppliers and sites will benefit from our support in upskilling and capability building. In 2025 more detailed homeworker implementation provision was finalised and introduced to relevant suppliers, prior to full incorporation into our Ethical Compliance Policy.

Our Human Rights Programme

Our Human Rights Programme sits within the ‘People in Supply Chains’ area of our Ethics & Sustainability strategy. It takes a clear three-stage approach. The first stage, **Strong Foundations**, focuses on core due diligence to ensure all suppliers and sites adhere to our Responsible Sourcing Code of Practice (RSCOP) at an absolute minimum. The second stage, **Taking Action**, addresses broader human rights risks and drives systemic change through capacity building programmes - to improve the understanding and application of our policies - and collaboration with suppliers and industry initiatives. In the third stage, **Improving Livelihoods**, our programmatic activity supports workers, smallholders, and communities to achieve sustainable improvements in their livelihoods.

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Our ambition 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.

STRONG FOUNDATIONS
Ensuring basic working conditions are being met in line with RSCOP

TAKING ACTION
Addressing broader human rights risks

IMPROVING LIVELIHOODS
Creating a happier world through improving the livelihoods of people within and communities around our supply chains

Monitoring and due diligence of suppliers against our standards

Capacity and capability building in key supply chains

Partner training in business practices influencing human rights

Industry initiatives and collaborations

Transparency and reporting against targets

Strong Foundations: Basic working conditions

Identify, assess and monitor

Our human rights work is built upon our fundamental monitoring and risk assessment processes. As a minimum, we expect that working conditions for those within supply chains which supply our Partnership comply with our RSCOP. We prioritise our risk assessments based on the level of associated supply chain risk – including country of origin, industry and product type – and the level of influence and impact we are able to have on a particular supply chain.

Businesses supplying into John Lewis and Waitrose are required to engage with the Sedex platform for our compliance programme. All sites in scope (see policy framework, page 6) are required to complete a Self Assessment Questionnaire (Sedex SAQ). This helps us to determine the requirement for and frequency of subsequent SMETA audits.

To support salient risk identification, our Human Rights Team has been developing a dashboard combining key human rights risk metrics and commercial data. Next year we will finalise the dashboard and support key commercial teams to use it. The dashboard will help commercial teams to evaluate human rights risks in key sourcing locations, assess human rights sourcing decisions and understand how much we spend in higher risk regions.

Audits

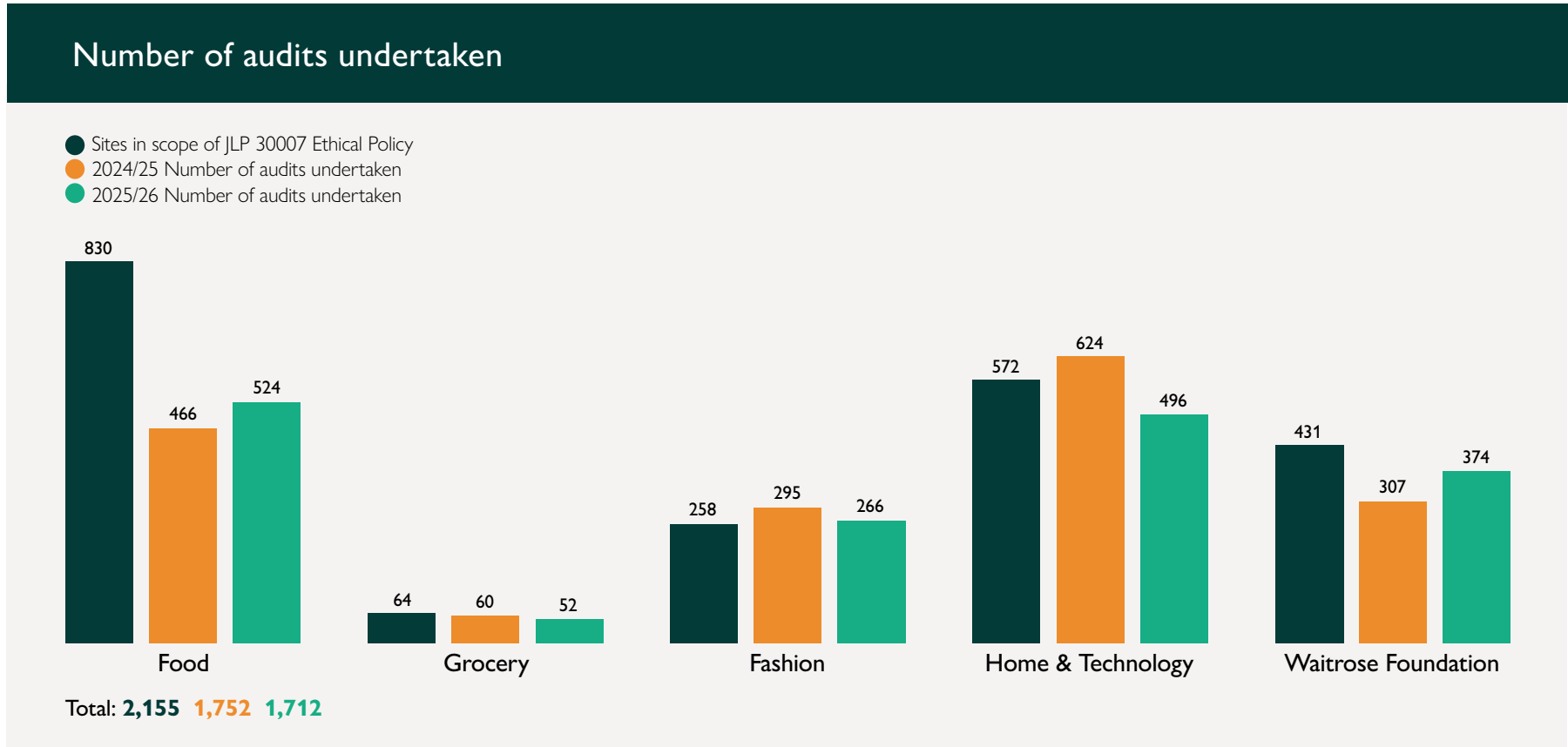
Our Ethical Compliance Policy requires sites to carry out third party audits at a frequency determined by their risk rating. Full details of our approach can be seen on the [People in Supply Chains](#) section of our website. These may be unannounced or semi-announced (within a three week window), unless otherwise agreed in writing with the Partnership Human Rights Team.

Waitrose own-brand fresh produce Tier 2 sites and Waitrose Foundation farms were brought into the scope of the Ethical Compliance Policy in 2023. In 2025/26 we continued to work closely with suppliers to ensure compliance and support positive change in Tier 2.

This year we began reporting internally on our Tier 2 fresh produce compliance. All fresh produce suppliers are required to provide details of their lower-tier suppliers that supply into Waitrose and we monitor

compliance on a monthly basis. Next year we will leverage this improved visibility to conduct targeted risk assessments and develop bespoke engagement strategies for higher-risk Tier 2 sites, ensuring our ethical compliance policy extends further down the supply chain.

Following the introduction of Collaborative Action Required (CAR) findings as part of the latest SMETA methodology update, this year we have continued to monitor issues raised. Next year we will use these insights to update our Ethical Compliance Policy, which will bring CAR findings into scope of the policy and help ensure that we remain in line with the industry standard. CARs are complex and long-term in nature. To support our suppliers with compliance, we have commissioned an expert to assess several suppliers' understanding of CARs, the challenges they face in remediating issues, and how and where the Partnership can support.



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Visibility checks

Our Hong Kong Sourcing Office conducts visibility checks at factories in the Partnership’s supply chain in China, Vietnam and Malaysia. The purpose of the programme is to understand where a factory’s situation may have changed over time, and how that might impact on ethical risk (such as wage payments, worker welfare, subcontracting, etc.) and to assist factories to improve working conditions through onsite support.

Since the programme launched in autumn 2022, we have carried out visibility checks at 524 factories across China, Vietnam and Malaysia, which includes approximately 96% of the current sites in China.

Over the last three years, we have identified some key areas for focus, and implemented factory programmes for long term improvement in recruitment and employment practices, including issues on wages and working hours. We will continue to work closely with our suppliers on improvement measures.

Effectiveness

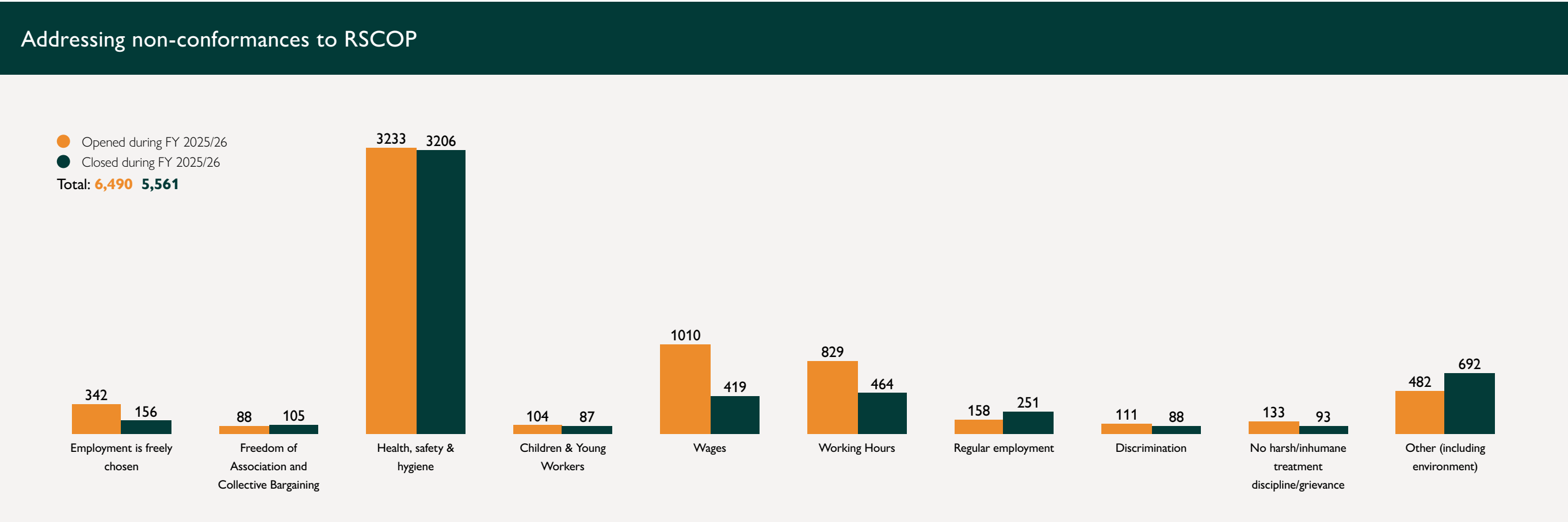
The effectiveness of our work can be demonstrated in part through the closure of issues identified in the audit process. A majority of non-conformances (NCs) identified through audits related to health, safety and hygiene. Incidents related to wages and working hours were also common. We recognise these issues are easier to assess through audit than issues such as discrimination and forced labour, which often require more detailed investigations.

We support suppliers in their continuous improvement through the closure of NCs. While this can sometimes be relatively straightforward, some cases can require support and guidance from our teams and, occasionally, external expertise to find the best solution for employers and workers.

In 2025/26 we recorded 6,110 NCs across Tier 1 sites, and a further 380 NCs in Waitrose Foundation supply chains, giving a total of 6,490

NCs. This compares to 4,169 NCs opened during the previous year, an increase of 56%. The increase is attributable to several factors. Notably, in September 2024, Sedex introduced their updated SMETA 7.0 methodology, which provided more prescriptive benchmarks for auditors regarding the interpretation of the ETI Base Code, new collaborative action required (CAR) findings, and a mandatory assessment of a site's management systems, policies, and procedures.

While the transition to SMETA 7.0 contributed to a 56% increase in identified NCs this year, our sites maintained a high closure-to-opening ratio of 86%. This means that for every 100 new NCs opened this year, sites successfully closed the equivalent of 86. This ensures that even with a higher bar for compliance, the vast majority of findings are being addressed within the same reporting cycle. Our supply chain demonstrated remarkable resilience by successfully resolving 5,561 NCs - the highest volume of closures on record and a 16% increase compared to 2024/25.



Key raw materials

Tea

In our Assam tea supply chain we have continued to partner with Fairtrade and other industry stakeholders to implement our new sourcing model as reported **last year** in our modern slavery statement, which better supports the unique complexities of the Assam region including challenging working conditions and low wages. We have maintained our commitment to paying the Fairtrade Minimum Price and Premium, and have provided additional investment to support our producer partners to address certification compliance requirements. Furthermore, we have supported improvements to suppliers' policies and their effective implementation, as well as training for Fairtrade Premium Committees and workers to advocate for their rights and needs. Over the next year we will continue to provide additional investment and support with compliance gaps.

Cotton

We're pleased that, in 2025/26, 91.6% of the cotton used in our own-brand products met the Better Cotton Initiative, Global Organic Textile or Global Recycled standards (an increase of 9.2 percentage points from 2024/25). We're continuing to build on our work by driving even greater traceability through our supply chain.

In 2025, John Lewis became the first brand to source Physical BCI Cotton from Egypt, helping to drive improvements on farms, in areas such as health and safety. As reported last year, in 2024 we commissioned a Human Rights Impact Assessment (HRIA) of the Egyptian cotton industry with support from Partner Africa. The issues highlighted in the assessment are complex and systemic, meaning change is slow and requires careful navigation. Based on this assessment we partnered with The Centre for Child Rights and Business (The Centre) to review our human rights due diligence management systems in cotton. We also funded the development and delivery of child labour prevention and remediation materials and courses for Egyptian cotton farmers by The Centre.

Cocoa

In 2025 we achieved our ambition to source 100% Fairtrade or Rainforest Alliance certified cocoa across all own label products. Both certification schemes incorporate requirements to respect human rights throughout the supply chain, with a strong emphasis on eradicating on-farm child labour. Child labour remains an endemic issue in cocoa with an estimated 1.5 million children engaged in cocoa-related labour in West Africa.¹

Starting in 2024, we have been partnering with Tony's Open Chain for nine of our own-brand chocolate bars. This industry leading initiative is underpinned by five sourcing principles that aim to create a more sustainable and transparent cocoa supply chain by addressing some of the most salient issues in the sector: child labour, farmer poverty, and deforestation. The Fairtrade cocoa in the products is segregated and fully traceable, and the farmers who have produced it received a Living Income Reference Price that can help them to achieve a living income.

For the October 2024 - September 2025 cocoa season (which fell across the Partnership's 2024/25 and 2025/26 financial years) with Tony's Open Chain, Waitrose positively impacted an estimated 851 cocoa farmers by sourcing segregated cocoa beans through the model. A key element of the model is the Child Labour Monitoring and Remediation System (CLMRS), which enabled partnering cooperatives to identify 3,448 cases of child labour, 41% of which involved girls, across Cote d'Ivoire and Ghana.² In response, remediation activities were implemented to provide essential support, including school kits or bicycles, as well as access to vocational training and mentorship.

¹. NORC Child Labour in Cocoa report (2020)

². Tony's Open Chain Impact Report 2024/25 (p90)



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Wild caught fish

The Responsible Fishing Vessel Standard (RFVS) is a voluntary programme certifying high standards of vessel management and safety systems. The RFVS includes expectations around crew safety, employment rights and wellbeing. We are championing a pilot in the south west of England by sponsoring a number of vessels to participate in the RFVS programme. Our ambition is that vessel owners will share their experiences of the certification process with others to encourage an increased uptake in the future.

To help ensure the long-term viability of the UK’s Nephrops (also known as scampi) sector, a Fishery Improvement Project (FIP) has been implemented by the fishing industry. The FIP established a Social Responsibility Group to review and address human rights in the fishery, including recruitment and welfare. An HRIA, co-funded by Waitrose and a wider group of industry stakeholders including public body Seafish was commissioned. We anticipate that research will conclude in 2026/27 and will provide valuable insights on human rights issues in the sector.

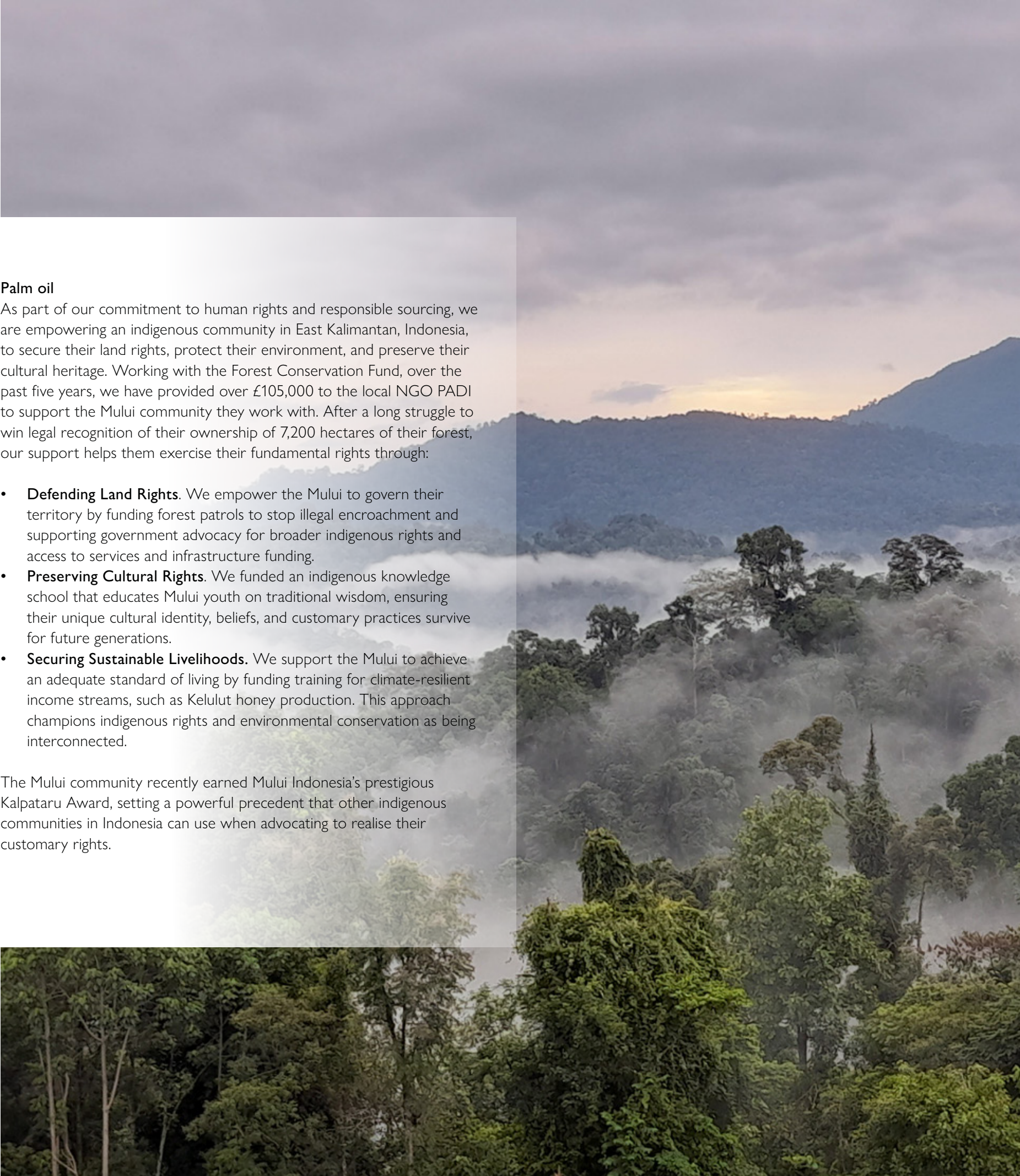
In 2025, we concluded a HRIA to assess the working conditions experienced by fishers on board longline tuna vessels within our South Korean supply chain. This assessment also examined the impact of the South Korean government’s ‘Implementation Plan for Migrant Fishers on Distant Water Fishing Vessels’ (referred to as ‘the Plan’). In partnership with our supplier, New England Seafood International, and Sainsbury’s we are developing an action plan to address the findings and drive improvements.

Palm oil

As part of our commitment to human rights and responsible sourcing, we are empowering an indigenous community in East Kalimantan, Indonesia, to secure their land rights, protect their environment, and preserve their cultural heritage. Working with the Forest Conservation Fund, over the past five years, we have provided over £105,000 to the local NGO PADI to support the Mului community they work with. After a long struggle to win legal recognition of their ownership of 7,200 hectares of their forest, our support helps them exercise their fundamental rights through:

- **Defending Land Rights.** We empower the Mului to govern their territory by funding forest patrols to stop illegal encroachment and supporting government advocacy for broader indigenous rights and access to services and infrastructure funding.
- **Preserving Cultural Rights.** We funded an indigenous knowledge school that educates Mului youth on traditional wisdom, ensuring their unique cultural identity, beliefs, and customary practices survive for future generations.
- **Securing Sustainable Livelihoods.** We support the Mului to achieve an adequate standard of living by funding training for climate-resilient income streams, such as Kelulut honey production. This approach champions indigenous rights and environmental conservation as being interconnected.

The Mului community recently earned Mului Indonesia’s prestigious Kalpataru Award, setting a powerful precedent that other indigenous communities in Indonesia can use when advocating to realise their customary rights.



Salient Human Rights Risks

Our human rights risks

How we identify salient risks

Given the diversity and global reach of our supply chains, we must consider a broad range of human rights for the many people involved. To prioritise our focus areas, we take a rights-centred risk-based approach to identify our salient human rights issues, which aligns with the UN Guiding Principles on Business and Human Rights (UNGPs). To inform our annual saliency analysis and ongoing due diligence we use a range of sources and approaches to help identify current and potential human rights issues. Saliency analysis is prioritised based on most severe risk to workers and communities and level of associated risk, including country of origin, industry and product type. Inputs that inform our approach include supplier data, desk-based research, HRIAs, enhanced due diligence assessments, participation in industry forums, insights from organisations including Ethical Trading Initiative (ETI) and Food Network for Ethical Trade (FNET), and engagement with key stakeholders like NGOs, trade unions, other brands and Government bodies. These channels help us determine the scale, scope and remediability of human rights risks in our supply chain and prioritise our subsequent actions.

Human Rights Framework

Recognising the evolving human rights environment and the need to continue supporting our Partners to make business decisions based on human rights risks in the supply chains of goods or services, we updated our internal Partnership Human Rights Framework for the second year running. It equips Partners across the business with a deeper understanding of how to assess and address risk, and guides business decisions through clarity on lines that must not be crossed.



Our human rights issues

At the end of 2025/26 we reassessed our salient human rights risks using a structured framework based on risk to people. We determined that forced labour, gender inequality and discrimination, child labour, health and safety and homeworking remain salient human rights risks for the Partnership and that geopolitics and conflict zones had moved from an evolving risk to a salient one. Our analysis indicated that climate risks at work and land rights remain evolving salient risks. The nature of salient risks and our understanding of them has evolved over the course of the year.

2025 witnessed the most state-based conflicts globally since the end of World War II.¹ As a result of the current scale and range of conflicts globally we have updated our Human Rights Policy to require heightened due diligence in conflict-affected areas. We have provided further guidance to Partners via our Human Rights Framework (see page 12).

Although a lot of data points toward health and safety issues in the workplace, we typically see these issues managed and resolved directly at the site level through our established ethical compliance management process (see page 9).

Changing climate patterns may impact on both the health and safety of people in our supply chains and their ability to sustain income. The saliency analysis resulted in a recognition that more data is required to understand the nature, scale and severity of climate risks at work in the Partnership’s supply chain. We plan to gather this data and re-evaluate the saliency of the risk in 2026/27.

1. Global Peace Index



Taking Action: Address, Mitigate & Remedy

CASE STUDY

Seasonal Workers in the UK

Industry collaboration is needed to tackle some of our most complex human rights challenges. An example of this within the UK is the Seasonal Workers Scheme (SWS), which continues to receive negative reports of human rights issues related to debt bondage, high fees paid by migrants to access work and poor working conditions.

The SWS came into operation in 2019 and in 2025 43,000 visas were made available for workers in the UK's fresh produce sector, via approved licensed labour operators. An additional 2,000 visas were provided for the poultry sector. A Taskforce, comprising retailers, growers, suppliers, scheme operators, and industry associations, was established in 2023 to develop practical actions to address the ongoing human rights challenges being seen. Waitrose continues to be an active Taskforce member. 2025 activity has focused around the Taskforce's three workstreams:

- Worker education, communication, grievance mechanisms and remediation
- Due diligence and good practice during recruitment and on farm
- Improving worker finances

Ensuring that growers and workers are educated on the scheme, recruitment best practice and grievance handling has been a key focus of the work of the Taskforce in 2025. Prior to the UK horticulture season commencing nine good practice and update roadshows on the updated SWS scheme were delivered, attended by 425 growers, recruitment scheme operators, retailers and other businesses. 92% found the training and post-training toolkit useful. A further 9 online workshops were delivered by ACAS focused on grower grievance prevention and management.

To improve workers' understanding of the scheme and their experiences whilst in country, the Taskforce collaborated with International Organization for Migration (IOM). Collaborative activities have included delivering cultural awareness training to growers and farm supervisors, social media campaign for workers to raise awareness of recruitment scams and a pre-departure orientation module for workers on gender-based violence and preventing sexual harassment.

The Just Good Work app for UK horticulture was further developed throughout the year. The app facilitates communication with potential workers at the earliest stages of recruitment and throughout employment and educates them on their rights and where to access support in the sector. In 2025 there were 45,000 users, including 19,000 new jobseekers and workers who accessed information via the app in their own language. In-season, the Taskforce commissioned an Independent Worker Survey to help identify and respond to any human rights challenges. Findings from the survey will be published in 2026.

Reducing financial risk for workers remains a key priority of the Taskforce. Taskforce and the UK government Department for Environment Food and Rural Affairs jointly commissioned an independent study into the Employer Pays Principle (EPP) in the SWS, which was published in summer 2025. The EPP states that no worker should pay to secure a job and the study assessed four pathways to achieving this. The findings of the study informed collaborative cross-sector discussions over the course of two in-person roundtable events in the autumn, attended by Partnership representatives, to evaluate the viability of the pathways identified in the study. The Taskforce has elected to scope the implementation of the 'Safeguarding Pot/Hardship Fund' model as a next step.



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 Forced labour

Last year, in our saliency issues reporting, we highlighted that we recognise State Imposed Forced Labour (SIFL) as a specific risk. In 2025 we have worked with expert organisations like Global Rights Compliance, to broaden our understanding of the context of SIFL in global supply chains. We have subsequently strengthened the emphasis of this risk in our updated internal Human Rights Framework. We have run training for eight Partners across technical and leadership roles to build understanding of this risk across the business.

Wages

Living wage commitment in bananas
Bananas remain a top-selling product and also are a high-risk product from ethical and environmental perspectives. Wages in the banana sector are low, and farmers and workers are increasingly affected by changing climate and weather patterns.

In 2026 we achieved our commitment to close the living wage gap in our banana supply chains, two years earlier than planned. This is as part of the IDH (The Sustainable Trade Initiative) Banana Retail Commitment on Living Wage.

Starting in 2026, Waitrose bananas will become part of the Waitrose Foundation. While maintaining their Fairtrade certification, these bananas will contribute to the Foundation's mission of improving worker livelihoods and establishing sustainable global supply chains. With this new partnership, over 2p of every £1 spent on bananas will go to the growing communities, which is over and above the Fairtrade Minimum Price and a Fairtrade Premium. The projects which will benefit the local communities include; climate change adaptation, enhancing food and water security and improving soil fertility, which are collectively chosen by individual committees.

 Child labour

Child labour is forbidden by law in most countries, however, risk still remains across many supply chains where social or economic factors may drive children into work. Where issues are identified we aim to work collaboratively with our supply chain partners to address this following our **Child Labour Remediation Best Practice** guidance. This past year, either through audits or factory visits, we have identified two cases of child labour.

In 2023, we became members of The Centre for Child Rights and Business (The Centre) to support our work in this area. Over the past three years The Centre has provided us with an annual feedback report which outlines our efforts and progress. It assesses areas such child labour remediation policy and procedure, detection, and accountability.

In 2025 The Centre commended our proactive approach to identifying risks and supporting remediation across our supply chain, whilst also providing helpful recommendations for continuous improvement. Our score for 2025 was 40.5 which was 1 point lower than the previous year. The Centre observed that the Partnership “continued its child labour prevention and remediation efforts, maintaining a proactive approach to identifying risks and supporting remediation across its supply chain. The company demonstrated continued commitment through the publication of an updated child labour remediation policy, prompt case reporting, support for rapid assessment processes and ongoing engagement with suppliers and other stakeholders throughout remediation. Efforts to strengthen visibility within the homemaker supply chain in Bangladesh also reflect a broader commitment to identifying risks in less visible parts of the supply chain.” (see page 17)



Responsible recruitment of migrant workers

Our Human Rights Policy prohibits our suppliers using worker-paid recruitment fees and, as previously reported, we recognise the importance of working towards the Institute for Human Rights and Business Employer Pays Principles, which states no worker should pay to secure a job. Unfortunately through our due diligence we know that globally there are too many instances where workers can pay high recruitment fees, and often migrant workers are most commonly affected.

Migrant labour recruitment - Thailand

Migrant workers in Thailand's seafood processing sector are vulnerable to exploitation, ranging from debt bondage and passport confiscation to unsafe working conditions and restrictions on freedom of movement. In 2025 we entered the second year of an enhanced due diligence programme in Thailand focused on mitigating modern slavery risks for 1,234 workers, including 378 migrant workers from Myanmar, Cambodia, and Laos, across shared supply chains. We co-fund the programme alongside another retailer and Waitrose supplier World Wise Foods.

The programme maintained its three core objectives: ensuring fair and transparent recruitment via the Employer Pays Principle, establishing gender-sensitive employment practices, and enhancing worker voice. Key activities included ongoing monitoring of migrant worker recruitment and developing an assessment tool for walk-in worker guidelines, which were then promoted to industry partners. The gender-focused work involved conducting additional gender focus groups with 71 workers and providing

gender equality training to 150 workers. To amplify worker voice, annual worker surveys were conducted with 515 workers across three sites in Thailand, covering topics such as excessive overtime. The results indicated a higher level of worker satisfaction.

Beyond the core objectives, additional monitoring was implemented, focusing on health and safety, working hours, and contracted labour. The programme also conducted detailed analysis at Thai sites to understand the prevalence and drivers of working hours greater than 60 per week. Actions regarding contracted labour included mapping across all sites and conducting independent interviews. The programme is currently finalising the year three work plan, set to run from April 2026 to March 2027.

Fishing

Our previous Human Rights Reports have highlighted the challenging conditions faced by workers in the fishing industry. In particular, there are concerns about forced labour in the fish processing sector, debt bondage, and poor treatment of migrant fishers. Fish is an important category for Waitrose, and we have continued to focus our attention on driving improvements in this sector, especially in the UK. In 2022/23 we funded a series of films to educate migrant fishers on their rights in the UK, and in 2024/25 we funded Just Good Work to introduce the Just Good Work app into the fishing sector. We have continued to support this important work in 2025/26 by providing funding for an outreach worker to build awareness of the app among Filipino migrant fishers.

We have also increased the breadth of our efforts to educate migrant workers about their rights by funding scoping work to expand the **IKAN app** into the Indonesian-South Korean recruitment corridor. IKAN app

was developed by the Indonesia Ocean Justice Initiative, FiftyEight and Stanford and Tufts Universities. IKAN empowers migrant workers in the fishing industry to understand and document whether the terms of their contracts are met. It also enables recruiters, vessel owners and companies to understand where abuse may be happening in their supply chains, and provides a way for governments and civil society to increase transparency and accountability.

In the UK, we have co-funded an ongoing HRIA of the nephrops fishing sector ([see page 11](#)).

Manufacturing in Malaysia

In previous reports we have discussed our efforts to work with our Malaysian supplier to strengthen responsible recruitment management systems. The manufacturing sector in Malaysia has a heavy reliance on migrant workforce and there have been multiple reports on their vulnerability and risks of exploitation. Since supporting our supplier with training on responsible recruitment processes and the importance of the Employer Pays Principle, we learnt of the supplier initiating migrant labour recruitment fee remediation support. Having undertaken an independent due diligence assessment of the remediation, we found that reimbursement was made by the employer and all 71 workers engaged in the assessment indicated satisfaction in the remediation.



CASE STUDY

Homeworking



Homeworkers are typically informal, subcontracted labourers who produce goods or services directly from their homes or small local workshops rather than in a traditional factory. The Partnership acknowledges and welcomes the presence of homeworkers in the supply chain, but recognises that working conditions in homeworking situations can be poor and our visibility often limited.

Our work on homeworking in 2025, in partnership with The Centre, focused on three core areas: developing a global risk assessment tool, finalising and launching new policy and corresponding guidance, and delivering capacity building training.

- **Global Risk Assessment Tool Development.** The objective was to increase understanding of the prevalence and nature of homeworking risks in the Partnership's global supply chains and prioritise follow-up activities. The Centre supported in the development of our Global Homeworker Identification Tool, utilising three key risk categories: contextual risks (sourcing country), product risks (materials, processes), and supplier risks. The tool was tested in product categories where the use of homeworkers had either been confirmed, or was suspected. These included handwoven baskets, wooden storage boxes/tabletop, rugs, handwoven furniture, and seasonal/handicraft items. The process has helped us consider the connection between product material, composition, direct supplier capabilities and craftsmanship as identification indicators. However, it also highlighted some challenges regarding the reliability of audit data (which is a snapshot in time) for assessing certain indicators and obtaining consistent visibility in certain parts of the supply chain.
- **Policy and Guidance Finalisation.** The 'Managing Homeworking Standards: Guidelines for the supply chain' outlines a six-step due diligence approach: Plan, Know, Act, Track, Communicate, and Remediate. It is a practical tool to define and promote decent working conditions for homeworkers.
- **Capacity Building and Training Rollout.** The Centre developed content for two separate online training sessions for the Partnership's internal teams and suppliers. An internal training session was delivered to relevant Partners across Sourcing, Buying, and Quality & Technical, focusing on the new policy, the supply chain identification tool, and guidelines for managing decent work. Supplier training promoted the new policy and practical guidelines.

In addition to the above activities, we had the opportunity to work with The Centre on a targeted assessment of the role of female homeworkers within our woven basket supply chain in Bangladesh - a seasonal line in Waitrose. This group includes many mothers of children with disabilities who rely on the flexibility of homeworking to balance essential caregiving with income generation. The assessment aimed to ensure that our standards and worker well-being are upheld within these decentralised production settings. It was also an opportunity to learn

more from the supply chain and the homeworkers of their work and needs. The assessment involved extensive field research, including site visits to several homeworking communities and the primary manufacturing facility.

Homeworking provides a vital economic lifeline, offering flexible employment that empowers women and supports their families. The assessment confirmed that participation is voluntary and that homeworking provides a supportive environment for families managing complex care needs.

The complex nature of the supply chain highlighted a need for clearer communication and more formalised governance structures for workers based outside of traditional factory settings. While providing essential income, the assessment identified opportunities to refine payment models to better support a pathway toward a living income for homeworkers. The report noted environmental factors, such as jute particles impacting air quality and ergonomic challenges associated with traditional weaving postures, that required attention to protect long-term health. While families prioritised education, the assessment recommended more robust monitoring to ensure clear boundaries between the home and the workspace, ensuring children remain protected from production activities.

Our suppliers have taken a very positive, proactive approach to respond to the assessment findings in collaboration with their local partners to implement sustainable improvements which we are supporting them on.

To drive wage improvement and financial empowerment, a phased approach to enhance pay rates, moving toward a living income, was developed. This includes exploring the introduction of transparent payment tracking and formal pay slips to ensure workers have clear visibility of their earnings.

Furthermore, investments have been made to improve the working environment. This included upgrading ventilation in community workspaces and providing ergonomic equipment—such as specialised seating and storage—designed locally to reduce physical strain and improve air quality.

Improvement plans continue; training for community coordinators to enhance the monitoring of work areas is planned, with a view to enhancing safeguarding. This ensures that the welfare of children is prioritised and that the benefits of homeworking do not come at the expense of family well-being.

The Partnership remains committed to driving improvements for homeworkers in our supply chain and assessing how our sourcing practices can continue to support communities while providing a safe, fair, and transparent environment.





Gender and discrimination

Gender-based violence and harassment

Evidence suggests that gender-based violence and harassment (GBVH) is one of the most prevalent human rights violations and business-related risks in almost all supply chains. It is also well established that GBVH is notoriously hard to trace and evidence. This has led us to collaborate with the ETI and other members on two key streams of work focussed on GBVH.

The first was the Gender Responsive Action Community (GRACE). This was a working group of member companies, facilitated by the ETI and an expert practitioner, to identify, prevent, mitigate and account for the risks of GBVH in supply chains, by using a gender responsive approach to human rights due diligence. In particular the focus was to understand, help identify and respond to cases of GBVH. Over a series of workshops we explored best practice, how to apply it to our supply chains through practical tools and exchange and collaborate with peers. The learning from this initiative has helped to identify areas for improvement in our wider due diligence approach. In particular it has helped inform and guide action across our projects in India and China under Better Jobs.

See [page 22](#) for more details.

The second was the Gender Action In Agriculture Initiative (GAIA), which delivered a set of principles to systematically address GBVH in commercial agriculture and fishery supply chains. The GAIA principles were created through extensive engagement with buyers, suppliers, producers, workers and their representatives, trade unions, civil society, multistakeholder initiatives, government institutions, specialised agencies, and academic experts. Over 90 stakeholders, including local producers, workers and their representatives, and civil society organisations, were engaged over a 15-month process, focused on Kenyan commercial agriculture (tea and flowers) and South African citrus sectors. Online workshops and surveys were conducted to engage with further stakeholders in global food, farming, and even fishery supply chains. This helped ensure the principles are globally applicable, reflecting the widespread risk of GBVH across sectors and regions.



Grievance mechanisms and whistleblowing

Effective grievance mechanisms are crucial for upholding human rights in global supply chains. Too often workers in supply chains lack accessible avenues to raise concerns. Grievance mechanisms provide a channel for workers and communities to seek remedies for adverse impacts and serve as an early warning system, enabling proactive risk management.

Workers in our supply chains are encouraged to raise any workplace issues they have via site-based grievance mechanisms, or alternatively to use external resources such as hotlines hosted by Stronger Together and Unseen’s Modern Slavery Helpline. Many of the collaborations named in this report also enable us to receive information on any grievances raised in our supply chain and cases are managed in line with our internal whistleblowing process.

We recognise that diverse channels and methods are needed, that can be adapted to the local context and to specific risks and vulnerabilities. These can include third party digital tools and hotlines, worker representation via workplace committees and trade unions, and industry initiatives like the International Accord. Each has a role, and effectiveness can vary. Here we share updates on initiatives from 2025/26 that have sought to assess, introduce or strengthen grievance mechanisms.

Assessing workers’ needs, Bangladesh

In 2025, the Partnership collaborated with Global Worker Dialogue (GWD) to launch a 10-week worker voice pilot across Gazipur and Savar in Bangladesh. This initiative aimed to secure real-time, credible insights into the daily lives, sentiments, and aspirations of the people who make our products. To ensure safety and build genuine trust, GWD engaged 300 workers (50% men, 50% women) through off-site recruitment and weekly interviews conducted away from the workplace. This methodology moved beyond traditional audits to establish a continuous, trusted dialogue with workers. The project utilised the Partnership’s Better Jobs framework to evaluate seven key elements: voice, growth, reward, security, job design, respect, and health and well-being. Key findings indicated:

- All pay met the legal minimum, but there still remains a gap between monthly earnings (including overtime) and the living wage for the industry and region.
- Workers identified respectful treatment by supervisors and good relationships with colleagues as more critical to their daily well-being than wages alone.
- Although 87% of workers confirmed that grievance mechanisms exist, actual usage remains low (6%), often due to concerns regarding anonymity and fear of retaliation.
- 100% of workers expressed concern regarding heat stress, with 22% reporting heat-related health issues at work, highlighting the urgent need for consistent cooling and hydration policies.

The pilot successfully tested a worker feedback model that has given us more direct insights into current sentiments. As we have done historically, direct worker data will inform our approach to strengthening grievance mechanisms and our future engagement plans within the Bangladesh supply chain.

We are also an active member of the International Accord in Bangladesh, which incorporates a worker grievance mechanism, for more information ([see page 21](#))

Canal Foros, Spain

To address the particular vulnerabilities of migrant workers, for the third year we have supported grievance mechanisms in Spain through the Spanish Ethical Trade Forums project, [Canal Foros](#). The project, a confidential, free and anonymous grievance mechanism, was implemented at six Waitrose supplier sites in Spain, covering 3,906 workers in 2025. In addition to receiving cases, Canal Foros supports the review, investigation and joint remediation of cases where required. We will continue to support this initiative over the next year.

Seasonal Workers Scheme, UK

The Partnership has committed funding, alongside five other retailers, to launch a hotline for workers in the UK’s horticulture sector. The hotline, delivered via the Seasonal Workers Scheme Taskforce ([see page 14](#)) and Unseen ([see page 21](#)), is due to launch before the start of the harvest season in May 2026.

Ensuring effective and accessible grievance mechanisms remains a priority for the Partnership. We recognise that multiple approaches are necessary to accommodate diverse contexts and worker vulnerabilities. Moving forward, we will continue to strengthen existing mechanisms, explore innovative solutions, and collaborate with partners to address systemic barriers. Our ambition is to contribute to an environment where workers feel able to raise concerns without fear of reprisal.

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Grievance mechanisms usage

Where cases are reported, we work collaboratively, with other brands and retailers where possible, as well as other stakeholders, to understand more about the issue and reach a resolution that works for all parties.

In 2025/26 there were 73 reports from whistleblowers at sites from which we source products, an increase from the 26 reports in FY 2024/25. The increase is primarily due to a substantial growth in the number of cases referred by the Unseen Business Portal and the International Accord and the inclusion for the first time of data from the Canal Foros mechanism (see page 19 below).

This uptick in reports via Unseen may reflect broader national trends in UK exploitation, alongside heightened awareness and more robust data-sharing practices between businesses. As for the increase in International Accord cases, this is likely down to the expansion of the worker complaint mechanism to receive non-occupational safety and health issues and increased confidence in the reporting mechanism.



Grievance mechanisms and whistleblowing								
	2025/26		2024/25		2023/24		2022/23	
Contact method	Cases	Countries	Cases	Countries	Cases	Countries	Cases	Countries
UNSEEN business portal	16	UK	5	UK	5	UK	2	UK
Local MP	0		0		0		0	
Media	1	South Korea and China	4	UK, Jordan	2	UK	3	UK, Greece
Trade unions/Industry bodies	0		1	UK	0		0	
Issara	0		0		47	Malaysia, Thailand	25	Thailand
Sedex/Audit company	1	Thailand	0		0		1	China
Direct letter from a whistleblower	1	UK	2	Bangladesh	0		0	
ETI / Other NGO	0		2	UK, Pakistan	5	China, Kenya, Thailand, Turkey	4	UK, Sri Lanka
Direct from tier 1 supplier	2	Cambodia, Canada	2	UK, Maldives	6	Ireland, Kenya, UK	6	UK, China, Thailand
Direct from authorities	0		0		0		0	
International Accord	19	Bangladesh	8	Bangladesh	13	Bangladesh	6	Bangladesh
Alerted by other retailers	1	UK	2	UK	1	UK	0	
Canal Foros	32	Spain						
TOTAL	73		26		79		47	

Collaborations

ETI

As members of the Ethical Trading Initiative (ETI) since 2011, we remain active contributing members, finding new opportunities for collaboration each year. Our Responsible Sourcing Lead has also been a non-Executive Board Member, as one of four corporate representatives, since December 2023.

Over the last year, we participated in ETI initiatives across its membership convening groups, namely GAIA, which delivered a set of principles to systematically address GBVH in commercial agriculture and fishery supply chains (see page 18), GRACE, a programme to identify, prevent, mitigate and account for the risks of GBVH in supply chains, by using a gender responsive approach to human rights due diligence.

Food Network for Ethical Trade

Over the course of the last year, we continued to be active members of the Food Network for Ethical Trade (FNET), which brings together food suppliers and retailers to tackle common supply chain challenges and reduce collective burden on suppliers. A particular focus has been on driving stronger collaboration with our peers via the Retailer Alignment group, which has facilitated the identification and assessment of opportunities to collaborate on programmatic work. FNET also facilitates working groups to investigate alleged human rights issues in shared supply chains, under their UK Food Supply Chain Serious Incident Escalation and Management Protocol.

International Accord

John Lewis has been a signatory of the International Accord since its inception in 2013 to improve factory building safety in Bangladesh. In January 2023, we also became a signatory of the Pakistan Accord to ensure worker health and safety standards in our garment and textile supply chains in Pakistan. In 2025 we supported the landmark expansion of the Bangladesh Worker Complaints Mechanism to include broader human rights issues beyond building safety. At the same time we saw that the Pakistan Accord was extended and continued to scale factory coverage. These developments reflect our own commitment to a legally binding and worker-centric approach to due diligence.

At the end of 2025/26, we had 16 active apparel factories in Bangladesh, all of which were registered on the International Accord programme and who actively participated in their site audits and any follow-up action plans. There are 11 sites in Pakistan who have registered on the Accord programme.

Modern Slavery Intelligence Network (MSIN)

The Partnership was one of the founding members of MSIN, a non-profit group established in 2020 in response to Operation Fort, one of the UK's largest modern slavery investigations. MSIN's goal is to share information within the UK food industry to identify patterns and trends of modern slavery and use this knowledge to disrupt traffickers. Stop the Traffik operates the intelligence-sharing platform, which assists in identifying trends that can be used to inform member actions. MSIN continues to focus on improving both the quality and quantity of intelligence processed.

Spanish Ethical Trade Forums (Asociación Foros De Comercio Ético)

In 2025/26 we continued our membership of the Spanish Ethical Trade Forums Association (ETFA), which celebrated its 10th anniversary. ETFA facilitates meetings, capacity building, working groups and projects to improve working conditions in the Spanish agri-food sector. They bring together key stakeholders from across the supply chain to promote a model based on social, economic, and environmental sustainability. In pursuit of this objective, EFTA developed a wide range of technical guidance for supply chain participants, including a temporary accommodation guide and checklist launched in 2018 and updated in 2025. We continued to support the ongoing rollout of ETFA's grievance mechanism Canal Foros (see page 19).

Seafood Ethics Action Alliance (SEAA)

We continued to participate in the Seafood Ethics Action Alliance (SEAA), a forum for collaboration between retailers and seafood businesses aiming to strengthen human rights due diligence in global seafood supply chains. This past year we have collaborated with other industry partners to investigate issues that have been raised. 2025 was SEAA's final year of operation under the fiscal sponsorship of UK public body Seafish and we plan to support SEAA's transition to a new home in 2026.

The Centre for Child Rights and Business (The Centre)

The Centre helps companies navigate child rights and human rights due diligence in over 30 countries. The Centre has been an invaluable partner in our child labour remediation efforts (see page 15), on child labour, delivering assessments of potential incidents in our supply chain and building supplier's capacity to prevent child labour. We have also partnered with them to deliver training in the Egyptian cotton sector (see page 10).

Unseen

We joined Unseen as a business member in 2019. As an organisation that specialises in supporting victims of human trafficking and forced labour, their UK Modern Slavery & Exploitation Helpline (see page 20), is one of the channels in which labour abuse cases can be brought to our attention. Unseen Business Hub enables cases to be raised anonymously and facilitates joint action with other industry stakeholders where investigation and remediation is required.

FiftyEight

FiftyEight combine research and actionable data with technological solutions to address worker exploitation and harmful forms of child labour. We fund them to deliver the Just Good Work app in the UK's horticulture as part of our work with the Seasonal Workers Taskforce (see page 14) and fishing (see page 16) sectors.

Improving Livelihoods

Our human rights programmes aim to improve the livelihoods of workers in our supply chains. We had a target to improve the livelihoods of more than 200,000 workers by the end of 2025.

We are delighted that, through interventions such as the Waitrose Foundation, Fairtrade, Tony's Open Chain, and Better Jobs projects in China and India, we have exceeded this target, helping improve the livelihoods of over 206,000 farmers, workers and community members since 2022.

Better Jobs

In 2019, we launched our Better Jobs survey to gain a deeper understanding of the worker experience within key supply chains. The survey insights are then used to develop action plans that drive improvements for both workers and their employers. We continue to build on these early projects, focusing on China, India and the UK. For more details on the earlier phases of the Better Jobs programme, [see our website page](#).

China

In 2025/26, the Better Jobs China Programme transitioned from its earlier resilience-building pilots into two programmes: Holistic Health and Inclusive Workplace Culture.

1. Holistic Health: Advancing Women's Health, Respect, and Voice

Building on the success of previous years, the programme identified four new factories to join the women's health project to deepen health awareness across a wider population.

Key activities:

- **Participatory onsite workshops:** These sessions moved away from lecture-style learning, encouraging workers to share personal experiences regarding health, family, and workplace challenges.
- **Integrated digital learning:** A comprehensive health handbook was developed, and tailored articles were published via WeChat, serving as a permanent, searchable knowledge repository.
- **Sensitive topic, safe spaces:** The training surfaced critical discussions on previously unspoken issues, such as sexual harassment and domestic violence.

Outcomes:

- **Shift to holistic wellbeing:** Workers moved from a symptom-focused perception of health toward a broader recognition of physical, psychological, and social wellbeing.
- **Intergenerational ripple effects:** Participants demonstrated a high willingness to share their learning with family members and peers, extending the impact beyond the factory floor.
- **Increased self-efficacy:** 100% of participants reported improved confidence in their health understanding, with a shift toward seeking reliable, intentional knowledge sources over casual online searching.

2. Inclusive Workplace Culture

The four factories that participated in the 2024/25 health project furthered their commitment by joining Phase 2, which focused on Diversity, Equity, and Inclusion (DEI) and Family-Friendly Workplace initiatives.

Key activities:

- **Communication training:** Workshops were conducted on unconscious bias and non-violent communication to mitigate biases and improve inter-departmental dialogue.
- **Direct management-worker dialogue:** Onsite sessions were held to co-create solutions for core pressures, specifically financial stress, time constraints, and caregiving responsibilities.
- **Self-affirmation workshops:** Workers were encouraged to identify personal strengths and recognise their value, culminating in the creation of factory "Achievement Walls" to sustain a culture of recognition.

Outcomes:

- **Improved awareness:** The programme successfully identified that while many workers faced high family pressure, 53.9% were initially unaware of existing supportive workplace policies, leading to targeted transparency improvements.
- **Management commitments:** Dialogues led to concrete commitments, including adjusting production schedules during school holidays and organising information sessions on local education policies.
- **Improved employee stability:** In participating sites, these interventions contributed to noticeable shifts in morale, with one site reporting a decrease in turnover and a significant rise in employee satisfaction.

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India

Last year, we shared the findings of our baseline study with the Society for Labour and Development (SLD) across three key suppliers. This research identified a significant trust deficit; while workers were aware of grievance channels, few utilised them due to fears of reprisal. These insights informed our initial training for 87 workers and 25 managers on GBVH. Building on these foundations, we have acted to deliver structural change by:

- **Strengthening redressal:** Formal training has increased worker understanding of Internal Complaint Committee roles from 10% to 45%.
- **Formalising accountability:** We have established factory-level Memorandums of Understanding (MoUs) to ensure shared responsibility for gender-responsive practices.
- **Social Dialogue:** 100% of participants in our trust-building sessions found them relevant to improving management-worker relations.

In 2026, we will focus on institutionalising these gains through continued capacity building and training, implementing the “Safe Circle” model and introducing a Worker Trust Index to measure real-time shifts in worker confidence regarding management action and workplace safety. The “Safe Circle” approach involves establishing a network of worker representatives across all production lines who can provide early detection of GBVH risks and immediate support.

UK

Subsequent to the relaunch of the UK Better Jobs initiative in 2024, this past year we have focused on a renewed concept; facilitating deep-dive workshops for John Lewis suppliers in the UK. Developed in partnership with the Institute for Employment Studies (IES) and IPA (Involvement and Participation Association), we hosted two collaborative workshops, one on flexible working and the second on the Employment Rights Bill (ERB). The former was a practical exploration of flexible working specifically within UK manufacturing. The workshop covered legislation, benefits, challenges, and opportunities related to flexible working. A particular focus was placed on actionable solutions for implementation, with a view to enhancing productivity, attracting talent, and improving employee well-being.

The ERB workshop, with input from a legal firm, provided horizon scanning and practical information on the UK government's ERB and its implications for employers and supply chains. The session covered critical legislative topics, including: new day-one rights for unfair dismissal; changes to collective redundancy processes; the introduction of a new right to guaranteed hours, detailing the current and expected position on shift notice and compensation; and increases in, and simplification of, trade union rights.





The Waitrose Foundation

The Waitrose Foundation (the Foundation), our livelihood improvement supply chain programme, continues to deliver a positive impact for people in our fresh produce and flowers supply chains. Last year the Foundation delivered 240 projects in 10 countries, benefitting 88,013 farmers, workers and community members.

The Foundation continued to scale up successful ongoing initiatives, such as the microloans in East Africa, early childhood development centres and youth capacity building in Southern Africa. In addition, the Foundation supported the launch of new multi year initiatives, such as an enterprise and entrepreneurship programme in Ghana.

A particular highlight of the year was celebrating the 20th anniversary, where the programme began, in South Africa. 250 delegates from farms, suppliers and Waitrose reflected on the impact that has been achieved and the future ambition of the Foundation.

To celebrate the 20th anniversary, a commemorative fund was launched, with the first recipient being the Simotwet school in Kenya, a project to redevelop and refurbish a school for students with additional needs, servicing the communities of our vegetable and flower farm workers. For further details on the work of the Foundation, please visit our [website](#) and latest report.



Waitrose Foundation Global Strategic Fund

The Waitrose Foundation committed to invest a £1m Global Strategic Fund into climate resilience initiatives by 2025, supporting farmers and workers to better adapt to changing climates, thus ensuring the security of their livelihoods.

The eight programmes that make up our Climate Resilience commitment, which is part of the Global Strategic Fund, made good progress, with six now completed, and the final two due to be completed during 2026/27. We have invested £1m across nine countries, directly benefitting 33,000 Foundation farmers, workers and community members to become more climate resilient. A range of projects have been delivered to meet local needs, which include community access to water, income

diversification (e.g. bee keeping), energy efficient agricultural inputs for smallholders, climate smart agriculture training and the clearing of alien invasive trees to sustain community access to water.

In 2025/26 we also announced the next phase of our Global Strategic fund: investing a further £1m in water, sanitation and hygiene (WASH) and water security initiatives. Recognising that this theme is highly pertinent to our Foundation partners, and critical to improving livelihoods, the Foundation will start making investments against this fund in 2026/27.

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Training is an important element of our Human Rights Programme. By supporting our Partners (employees) and suppliers with up to date and relevant training we aim to reduce incidences of modern slavery and human rights abuses in our supply chain.

Last year we expanded our sponsorship of Stronger Together to include the new UK Apparel and General Merchandise Programme. Working alongside industry peers, we are providing our UK suppliers with tools, training, and audit methodologies to embed fair work standards and robust due diligence, ensuring supply chains remain free from exploitation.

As a result of expanding our membership from Waitrose to also include John Lewis as well last year, we held three training sessions for suppliers and Partners. 18 Technical colleagues were trained on Modern Slavery and 11 Commercial colleagues were trained on Modern Slavery and Purchasing Practices. Beyond this six suppliers were trained on Modern Slavery - spotting the signs, responding to cases, and preventing recurrence.

We have a target for 25% of eligible UK sites in our Waitrose supply chain to have in-date Stronger Together Modern Slavery training and 10% of eligible UK sites to have in-date Responsible Recruitment training. Both targets have been achieved this past year. Tackling Modern Slavery in UK Business has been completed by 43.06% of eligible sites, and Introduction to Responsible Recruitment has been completed by 37.90% of eligible sites (up from 26.97% in 2024/25).



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Changing regulatory landscape

2025/26 saw the passing into law of the UK Employment Rights Act, which included provisions that came into force immediately and others that will be phased in over time. The Partnership has driven awareness of the new law among our supply base by hosting a collaborative workshop with the IES and IPA for suppliers (see page 23).

In Europe, negotiations on the EU Omnibus, which will determine the final scope of the Corporate Sustainability Reporting Directive and Corporate Sustainability Due Diligence Directive, continued in 2025/26. The EU Regulation on Prohibiting products made with Forced Labour came into force in December 2024 and has a 3-year grace period until it begins to apply. Ensuring the Partnership and our suppliers are prepared for these changes will be key.

Addressing broader issues

Egyptian cotton

We plan to build on the work done with the Centre in 2025/26 to deliver child labour training in the Egyptian cotton sector by identifying, and delivering on, ways to expand the reach of the programme.

South Korean tuna

We will continue to pursue opportunities to work collaboratively with suppliers, fishing companies, industry peers and civil society organisations to improve the recruitment and working conditions of migrant fishers in the South Korean tuna industry.

Homeworking

We will continue to roll out our policy and practical guidance on Management of Homeworking to our supply base. To support this we will also be undertaking a couple of deep dive assessments in the same way as reported on page 17, to build visibility across the supply base, support improvements but also to celebrate the skill and craft of homeworkers.

UK horticulture

We will continue to support collaborative work to ensure the rights of migrant workers in the UK’s horticulture sector are respected by funding and actively participating in the Seasonal Worker Scheme.

UK fishing

In partnership with businesses, civil society and unions, we will explore opportunities to advocate for an adequate visa scheme for migrant fishers in the UK fleet and for resourcing of law enforcement while at sea. This builds on our work advocating for the removal of transit visas in the industry in 2022 and 2023.



Who we work with

- Our business
- Governance
- Policies
- Our Human Rights Programme
- Strong Foundations: Basic working conditions
- Salient Human Rights Risks
- Taking Action
- Improving Livelihoods
- Training
- Looking forward
- Who we work with**
- Legal statement



Legal statement

This report outlines the steps John Lewis Partnership has taken during the financial year ending 31 January 2026 to protect the rights of workers in our operations and the supply chains of goods and services provided to our business.

Based on the areas recommended by the Home Office, we include disclosures on the following:

- a. Organisation structure and supply chains (see pages 3-4)
- b. Policies in relation to slavery and human trafficking (see page 6)
- c. Due diligence processes (see pages 8,9 and 12)
- d. Risk assessment and management (see pages 12-13)
- e. Key performance indicators to measure effectiveness of steps being taken (see pages 8,9 and 20)
- f. Training on modern slavery and trafficking (see page 25)

This group statement of John Lewis Partnership plc (the parent company) has been published in accordance with the Modern Slavery Act 2015 (the Act), and also covers its subsidiaries John Lewis plc and Waitrose Limited. This report and statement has been approved by the Board of John Lewis Partnership Plc on 28th July 2026 and signed on its behalf by:



Jason Tarry
Chairman

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Incorporated and registered in England and Wales
under Company No. 238937