

PERFORMANCE

PERFORMANCE SUMMARY

This is a summary of our performance across all of our commitments shown as Achieved, Progressing, Behind or Not achieved.

ECONOMIC

PAGES 14-16

	NOT ACHIEVED	BEHIND	PROGRESSING	ACHIEVED
REPORTING AND TRANSPARENCY				
Integrated reporting				ACHIEVED
Financial models				ACHIEVED
Plan A innovation programme				ACHIEVED
Leadership				ACHIEVED
Transparency**			PROGRESSING	
WHAT WE SELL				
Products with Plan A qualities**			PROGRESSING	
M&S food nutritional content				ACHIEVED
Integrate health and sustainability food labelling				ACHIEVED
Defining Plan A products				ACHIEVED
Clothing & Home Sustainable Learning Products**			PROGRESSING	
HOW WE SELL				
Integrated Plan A marketing**	NOT ACHIEVED			
Plan A marketing				ACHIEVED
Identifying Plan A products				ACHIEVED
My Plan A				ACHIEVED
Meet Your Producer website				ACHIEVED
Eat Well				ACHIEVED
Promoting healthy food**				ACHIEVED
SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT				
 				

KEY

	ACHIEVED
	PROGRESSING
	BEHIND
	NOT ACHIEVED

ENVIRONMENTAL

PAGES 17-23

	NOT ACHIEVED	BEHIND	PROGRESSING	ACHIEVED
CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS				
Carbon neutral operations**				ACHIEVED
Logistics carbon footprinting				ACHIEVED
Multi-channel retail footprint				ACHIEVED
Store refrigeration – emissions**		BEHIND		
Store refrigeration – replacing HFCs		BEHIND		
ENERGY CONSUMPTION & SOURCING				
UK and ROI energy efficiency (1)				ACHIEVED
UK and ROI energy efficiency (2)**		BEHIND		
International energy efficiency**			PROGRESSING	
Store refrigeration – doors**				ACHIEVED
Renewable electricity**			PROGRESSING	
Small-scale electricity		BEHIND		
Bio-methane**			PROGRESSING	
TRANSPORT				
Fuel efficiency (1)	NOT ACHIEVED			
Fuel efficiency (2)**			PROGRESSING	
Nitrogen trailer trial				ACHIEVED
Reduce business flights				ACHIEVED
WASTE				
No waste to landfill – operations**				ACHIEVED
Food waste**		BEHIND		
Customer clothes recycling**		BEHIND		
Textile recovery R&D				ACHIEVED
Circular economy opportunity				ACHIEVED
Circular economy policy				ACHIEVED
PACKAGING				
Environmentally efficient food packaging	NOT ACHIEVED			
Using packaging to reduce food waste				ACHIEVED
Packaging recycling partnerships				ACHIEVED
Reduce Clothing & Home transit packaging (1)	NOT ACHIEVED			
Reduce Clothing & Home transit packaging (2)		BEHIND		
Reduce home delivery packaging				ACHIEVED
WATER				
Water usage**		BEHIND		
SUSTAINABLE BUILDINGS				
Extend construction initiatives**			PROGRESSING	
Top 50 store climate adaptation**				ACHIEVED
Store development assessments				ACHIEVED
Environmental leasehold clauses (1)				ACHIEVED
Environmental leasehold clauses (2)				ACHIEVED
International Sustainable Learning Stores	NOT ACHIEVED			
Benefits of sustainable stores				ACHIEVED
Building Information Modelling (BIM)				ACHIEVED
Embodied carbon in buildings			PROGRESSING	
Off-site construction				ACHIEVED
Number of Plan A shop fit items			PROGRESSING	
SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT				
   				

** Assured by DNV GL

ACHIEVED

64

PROGRESSING

25

BEHIND

11

NOT ACHIEVED

6

SOCIAL

PAGES 24-28

SUPPLY CHAIN

PAGES 29-33

	NOT ACHIEVED	BEHIND	PROGRESSING	ACHIEVED
EMPLOYMENT AND DIVERSITY				
Employee diversity**				██████████
Working flexibly			██████████	
EMPLOYABILITY PROGRAMMES				
Youth employment at M&S**				██████████
Youth employment outside M&S**				██████████
Marks & Start**				██████████
Marks & Start International**			██████████	
TRAINING AND DEVELOPMENT				
UK and ROI retail skills			██████████	
UK and ROI retail skills for new Customer Assistants			██████████	
Succession planning				██████████
UK and ROI Plan A skills				██████████
International Plan A skills				██████████
International Plan A capacity			██████████	
Responsible leadership				██████████
HEALTH AND WELLBEING				
Wellness				██████████
Extend access to Plan A health information				██████████
Extend employee health services				██████████
Nutritional labelling – employee cafés				██████████
COMMUNITY				
Annual store fundraising				██████████
One day's paid volunteering		██████████		
Property development community plans				██████████
Supporting charities			██████████	
International UNICEF				██████████
Partnership benefits				██████████
Global Community Programme**			██████████	
Sieff Award				██████████
SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT				

	NOT ACHIEVED	BEHIND	PROGRESSING	ACHIEVED
POLICY				
New Global Sourcing Principles**				██████████
FOOD				
Sustainable food factories**				██████████
M&S Farming for the Future (1)				██████████
M&S Farming for the Future (2)**				██████████
Food supply chain skills				██████████
Food sustainable key commodities			██████████	
RSPB and Butterfly Conservation projects				██████████
Zero deforestation**			██████████	
Responsibly farmed fish**				██████████
CLOTHING & HOME				
Energy efficiency at top 100 clothing suppliers				██████████
Leather tanning and dyeing**			██████████	
Chemicals and effluent management in dyeing**				██████████
Zero hazardous discharges**				██████████
Removing microbeads				██████████
Clothing & Home living wage				██████████
Supply chain fair wage**				██████████
Supply chain training				██████████
Clothing supply base list				██████████
Sustainable cotton (1)				██████████
Sustainable cotton (2)**				██████████
Sustainable wood**				██████████
Clothing & Home traceability**				██████████
PROPERTY AND CONSTRUCTION				
No waste to landfill – construction				██████████
Ethical assessment of property suppliers				██████████
SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT				

PERFORMANCE



ECONOMIC

Our commitments on the social and environmental impacts of the products we sell and provide transparency about. Then performance is shown as Achieved, Progressing, Behind or Not achieved.

REPORTING AND TRANSPARENCY

INTEGRATED REPORTING

ACHIEVED

AIM

By our 2016 reports, we will have adopted the principles of the International Integrated Reporting Council's (IIRC) Integrated Reporting Framework.

See [2016 Plan A Report](#)

FINANCIAL MODELS

ACHIEVED

AIM

By 2015, we will assess a range of different methodologies for translating social and environmental impacts into financial models and publish our conclusions on their suitability for future use by M&S.

See [2015 Plan A Report](#)

PLAN A INNOVATION PROGRAMME

ACHIEVED

AIM

By 2015, we will launch a platform to highlight the major technical Plan A challenges that we want to address. Each year we will publish the top innovation challenges we face and work with others to find solutions.

See [challenges.marksandspencer.com](#)

LEADERSHIP

ACHIEVED

AIM

From 2015, we will report on an expanded leadership role alongside other businesses to enable further progress including working with the IGD, Movement to Work, World Economic Forum and Consumer Goods Forum.

See [2015 Plan A Report](#)

TRANSPARENCY**

PROGRESSING

AIM

By 2015, we will consult with our customers and stakeholders to identify what information they consider to be important about where and how M&S products are produced and by 2020 we will respond by improving the information available.

PROGRESS

This year, we added new content about our Food, Beauty and Home suppliers along with information about Freedom of Association to our interactive supply chain map at [interactivemap.marksandspencer.com](#)

We improved our human rights content and consequently, M&S was the best ranked retailer and second company overall in the inaugural Corporate Human Rights Benchmark, published in March 2017 and second in the Fashion Revolution Transparency Index published in April 2017. We also provided more information about animal welfare and fish sourcing. We published 24 new posts on our Plan A blog, including videos of our 2016 Plan A Stakeholder event. See [marksandspencer.com/plana](#)



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WHAT WE SELL

PRODUCTS WITH PLAN A QUALITIES**

PROGRESSING

AIM

To have at least one Plan A quality in all M&S Clothing & Home and Food products by 2020.

PROGRESS

As of April 2017, based on the volume of items sold worldwide, 79% of M&S products have at least one Plan A quality (last year 73%).

This includes 81% of M&S food products (last year 73%) and 68% of Clothing & Home products (last year 69%). The calculation differs from last year because some products have been moved into the Food category.

M&S FOOD NUTRITIONAL CONTENT

ACHIEVED

AIM

To review and improve the nutritional content of M&S food by 2015. (We will continue to report on progress against the UK Government's Public Health Responsibility Deal.)

PROGRESS

In the Plan A section of our website at marksandspencer.com/plana we will publish annual updates on subjects previously reported through the UK Public Responsibility Deal. The highlights this year include information about our expanded front of pack health labelling, calorie information on beers, wine and spirits, and the introduction of vitamin D into all 'Food on the Move' sandwiches.

INTEGRATE HEALTH AND SUSTAINABILITY FOOD LABELLING

ACHIEVED

AIM

Integrate healthy eating advice with social and environmental sustainability messages by 2015.

See 2015 Plan A Report

DEFINING PLAN A PRODUCTS

ACHIEVED

AIM

By 2015, we will publish details of how we define and measure Plan A product qualities, identifying hotspots and details of our collaborations.

See 2015 Plan A Report

CLOTHING & HOME SUSTAINABLE LEARNING PRODUCTS**

PROGRESSING

AIM

Trial and evaluate at least two Clothing & Home Sustainable Learning Products or services each year from 2015.

PROGRESS

This year, we launched the first products in our Skin Kind jewellery range, which are designed to be extra kind to sensitive skin along with Super Hydrate Day Cream made with managed supplies of naturally foraged borage (Starflower) and blackcurrant seed oils.



** Assured by DNV GL

PERFORMANCE ECONOMIC CONTINUED

HOW WE SELL

INTEGRATED PLAN A MARKETING**

NOT ACHIEVED

AIM

By 2015, we will integrate Plan A information into how we market and communicate the M&S brand.

PROGRESS

During the year, we integrated Plan A messages into several of our marketing campaigns. We referred to sustainable sourcing policies in our autumn 2016 TV advertisements and in the random acts of kindness and £500 store charity donations linked to our Mrs Claus Christmas Campaign. We also displayed Plan A messaging at Clothing & Home till points in our 82 largest UK stores.

We ran separate Plan A campaigns for Shwopping, Breast Cancer Now, Macmillan Cancer Support's World's Biggest Coffee Morning, Shelter, Fairtrade Fortnight and the 'Thanks-a-million' Sparks Card celebration. Our Sparks Card now has 5.6 million members and 93% of them have chosen a charity to receive 1p for every transaction they make. In 2016/17 the card helped to raise £1.8m for charities. That's £2.4m since its launch in 2015.



PLAN A MARKETING

ACHIEVED

AIM

Run a continuous programme of Plan A marketing communications, to encourage customers to take action (up to 2015).

See 2015 Plan A Report

IDENTIFYING PLAN A PRODUCTS

ACHIEVED

AIM

Develop mechanisms to help our customers identify products with Plan A qualities online to encourage their purchase by 2015.

See 2015 Plan A Report

MY PLAN A

ACHIEVED

AIM

Engage three million M&S customers in Plan A activities using a range of online channels by 2020.

See 2016 Plan A Report

MEET YOUR PRODUCER WEBSITE

ACHIEVED

AIM

Extend our Meet Your Producer website, linking products with producers, to include overseas suppliers, including wine suppliers by 2015.

See 2015 Plan A Report

EAT WELL

ACHIEVED

AIM

By 2015, we will make our Eat Well sunflower food labelling 'work harder', increasing the levels of awareness and recognition by customers enabling the choice of a healthier diet.

See 2015 Plan A Report

PROMOTING HEALTHY FOOD**

(NEW) ACHIEVED

AIM

By 2017, we will work with key external stakeholders to develop and launch a range of healthy food initiatives to meet the needs of our customers.

PROGRESS

This year, we've worked with many different stakeholders, including Coeliac UK, the Vegetarian Society and the British Nutrition Foundation, to address portion control. We conducted customer research that highlighted how health is now a priority for our customers, with many of them actively looking for healthy options. At the start of 2017, we linked the M&S Sparks Card to our healthy eating campaign by offering a 10% discount on all Eat Well products. See our commitment on M&S food nutritional content for further examples.

PERFORMANCE



ENVIRONMENTAL

Our commitments on the environmental impacts of M&S operations, including greenhouse gas emissions, energy usage, transport, waste, packaging, water and sustainable buildings. Then performance is shown as Achieved, Progressing, Behind or Not achieved.

CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

CARBON NEUTRAL OPERATIONS**



AIM

We will maintain carbon neutrality for M&S operated activities worldwide until at least 2020.

PROGRESS

To the best of our knowledge, we're still the only major retailer in the world with carbon neutral global operations.

This year, to reflect best practice, we've published our Group emissions using both the traditional Location method (national grid averages) and the newer Market method (allowing for renewable tariffs, bio-methane and other market instruments). We've achieved carbon neutrality again, through a combination of reductions, procuring renewable energy, and purchasing and retiring high quality carbon offsets. As a signatory to the United Nation's Climate Neutral Now initiative, we procured 10% of the offsets retired for 2016/17, through the Clean Development Mechanism (CDM) process. For more information see: climatenutralnow.org.

In 2016/17, our Location method emissions were 526,000 tonnes CO₂e, down by 28% on 2006/07 (732,000 tonnes CO₂e). Around 30,000 tonnes of the reduction achieved in 2016/17 was due to lower UK grid factors.

Our Market method emissions were 221,000 tonnes CO₂e, down by 70% on 2006/07 (732,000 tonnes CO₂e). Per sq ft of salesfloor this is equivalent to a reduction of 76%. Full disclosure of M&S climate risks can be found by registering as a user at cdp.net. More detailed data by source covering several years can also be seen at: marksandspencer.com/plana

M&S CO₂e emissions

	PLAN A BASELINE 2006/07 000 T CO ₂ E	UK LEGAL BASELINE 2013/14 000 T CO ₂ E	LAST YEAR 2015/16 000 T CO ₂ E	THIS YEAR 2016/17 000 T CO ₂ E	ACHIEVEMENT ON 2006/07
Location method (using national grid averages)					
Direct emissions from operations (SCOPE 1)	246	168	182	185	-25%
Indirect energy emissions from operations (SCOPE 2)	394	340	328	293	-26%
Total scope 1 and scope 2 emissions	640	508	510	478	-25%
Other indirect emissions including waste, business travel and energy and fuel (SCOPE 3)	92	59	56	48	-48%
Total Location method emissions	732	567	566	526	-28%
Total Location method emissions per 1,000 sq ft of salesfloor	46	30	29	26	-43%
Market method (using contracted energy supplies and other instruments)					
Direct emissions from operations (SCOPE 1)	246	168	176	173	-30%
Indirect energy emissions from operations (SCOPE 2)	394	38	35	0	-
Total scope 1 and scope 2 emissions	640	206	211	173	-73%
Other indirect emissions including waste, business travel and energy and fuel (SCOPE 3)	92	59	55	48	-48%
Total Market method emissions	732	265	266	221	-70%
Total Market method emissions per 1,000 sq ft of salesfloor	46	14	14	11	-76%
Carbon neutrality					
Carbon offsets purchased and retired	0	265	266	221	-
Total net emissions	732	0	0	0	-
Total net emissions per 1,000 sq ft of salesfloor	46	0	0	0	-

Emissions are shown in compliance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard Revised and have been calculated using revised carbon conversion factors published by BEIS in June 2016. For international electricity, 2016 IEA scope 2 and 2015 DECC/DEFRA scope 3 factors have been used. Additional refrigeration gases are drawn from Bitzer Report 18. This includes all activities where we have operational control. It excludes all non-metered premises and shopping service contract supplies. Renewable electricity tariffs have been calculated in accordance with the March 2015 WRI/WBCSD GHG Scope 2 Guidance on procured renewable energy. We have also added a conservatively estimated 2006/07 baseline for our International operations based on 2013/14 data. International direct emissions have been estimated for 2016/17.

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PERFORMANCE
ENVIRONMENTAL CONTINUED

CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS CONTINUED

LOGISTICS CARBON FOOTPRINTING



AIM

Complete a study of the carbon impact of our end-to-end logistics footprint in order to identify hot spots and publish the results by the end of 2015.

See 2016 Plan A Report

MULTI-CHANNEL RETAIL FOOTPRINT



AIM

Commission research to better understand the carbon footprint of our multi-channel retail operations in the UK and internationally by 2016. Use the findings to develop a plan to improve our overall carbon efficiency by 2020.

See 2016 Plan A Report

STORE REFRIGERATION – EMISSIONS**



AIM

Reduce UK and ROI store refrigeration gas carbon emissions by 80% by 2020.

PROGRESS

This year, our emissions from UK and ROI refrigeration and air-conditioning were 56,000 tonnes CO₂e. Allowing for increases in store footage, emissions were down 67% at 3.1 tonnes CO₂e/1000 sq ft (2006/07: 9.4 tonnes). Although this represents modest year-on-year progress, it's behind where we planned to be.

UK and ROI store refrigeration and air-conditioning emissions
in tonnes CO₂e per 1,000 sq ft

2006/07 Actual	2015/16 Actual	2016/17 Actual	2020 Target	Achievement on 2006/07
9.4	3.5	3.1	1.9	-67%

STORE REFRIGERATION – REPLACING HFCS



AIM

To use carbon dioxide in all new UK and ROI refrigeration system installations and replace HFCs by 2030.

PROGRESS

Thirty seven M&S stores now have HFC-free CO₂-based 'trans-critical' refrigeration systems, which are now our standard specification for all new-build stores. We've also continued to work in partnership with the Consumer Goods Forum to develop HFC-free gases which could be retrofitted into existing equipment.

Refrigeration and air-conditioning gases used in M&S UK and ROI stores

HCFC	1%
HFC	70%
HFO	0%
Other natural fluids and gases	29%

ENERGY CONSUMPTION AND SOURCING

UK AND ROI ENERGY EFFICIENCY (1)



AIM

Improving energy efficiency in UK and ROI stores, offices and distribution centres by 35% per sq ft by 2015.

See 2015 Plan A Report

UK AND ROI ENERGY EFFICIENCY (2)**



AIM

Improving energy efficiency in UK and ROI stores, offices and distribution centres by 50% per sq ft by 2020.

PROGRESS

This year, we improved total energy efficiency across our stores, offices and warehouses by 39%, to 35.1 KWh/sq ft compared with 2006/07 (57.4 KWh/sq ft).

Store energy efficiency was +38% at 42.3 KWh/sq ft, compared to (67.9 KWh/sq ft) in 2006/07. Gas usage included in our calculation has been adjusted using standard degree days to reflect changes in the number of cold days (44.2 KWh/sq ft before adjustment). This performance is slightly down on last year due to an increased proportion of new Food sales floor, which consumes more energy than Clothing & Home.

We improved energy efficiency in our warehouses by 41% at 15.7 KWh/sq ft compared with 2006/07: 26.4 KWh/sq ft. We improved energy use in our offices by 36% at 31.8 KWh/sq ft (2006/07: 49.4 KWh/sq ft).

UK and ROI Energy Efficiency

Total store, office and warehouse energy usage in KWh/sq ft

2006/07 Actual	2015/16 Actual	2016/17 Actual	2020 Target	Achievement on 2006/07
57.4	34.9	35.1	28.7	-39%



** Assured by DNV GL

ENERGY CONSUMPTION AND SOURCING CONTINUED

INTERNATIONAL ENERGY EFFICIENCY**

PROGRESSING

AIM

Improving energy efficiency in our international stores, offices and distribution centres outside of the ROI by 20% per sq ft by 2020 against a newly developed baseline.

PROGRESS

Last year we operated stores in 16 countries outside the UK and ROI, including a joint-venture business in India. Around a third of this international footage uses energy provided by a landlord and is outside our operational control. We've only included the energy and footage where we have operational control.

In 2016/17, we reduced our energy consumption by 9%, achieving 25.5 KWh/sq ft compared to 2013/14 (27.9 KWh/sq ft). Energy consumption in our International stores is much lower than in those in the UK and ROI as most don't sell chilled food and use heating and air-conditioning provided by a landlord.

We have four international warehouses. Their primary function is to support our UK business. These warehouses showed a 77% improvement in efficiency, due to changes in the way they use their footage.

International stores (outside of ROI)

Total store energy usage in KWh/sq ft

2013/14 Actual	2015/16 Actual	2016/17 Actual	2020 Target	Achievement on 2013/14
27.9	27.5	25.5	22.4	-9%

Internationally located warehouses

Total warehouse energy usage in KWh/sq ft

2013/14 Actual	2015/16 Actual	2016/17 Actual	2020 Target	Achievement on 2013/14
9	6.9	2.1^	7.2	-77%

^ The main reason for this improvement is the removal of a warehouse in Hong Kong from the data, due to its multi-user status.

STORE REFRIGERATION – DOORS**

ACHIEVED – LATE

AIM

By 2015, we will conduct a trial to retrofit doors on fridges in stores in the existing estate, then fully evaluate it, with recommendations for future roll-out.

PROGRESS

We are not reporting additional progress this year but plan to install further refrigeration energy efficiency measures during 2017/18.

RENEWABLE ELECTRICITY**

PROGRESSING

AIM

Ensure electricity purchased for M&S operated stores and offices in the UK and ROI is from renewable sources (up to 2020).

PROGRESS

This year, all electricity purchased for our stores, offices and warehouses in the UK and ROI came from green tariff renewable sources or on-site generation, or was supported by other market-place instruments. This is now the case for our worldwide operations, in line with our commitment to the RE100 initiative.

SMALL-SCALE ELECTRICITY

BEHIND

AIM

Ensure 50% of the energy used in our UK and ROI building operations comes from small-scale renewable sources by 2020.

PROGRESS

This year, we procured around 266 CWhs, equivalent to 40% of our annual usage, from small-scale generators through our electricity procurement contracts (last year 22%). However, when consolidated across the estate our contracts no longer match the total required by 2020.

BIO-METHANE**

PROGRESSING

AIM

Ensure 50% of gas used in M&S operated buildings in the UK and ROI comes from certified green bio-methane sources by 2020.

PROGRESS

In 2016/17, we purchased 64 CWhs of bio-methane gas, equivalent to 27% of our annual usage, (last year 15%). This reduced our Market-method reported emissions by 11,700 tonnes of CO₂e.

TRANSPORT

FUEL EFFICIENCY PART (1)

NOT ACHIEVED

AIM

Achieving a 35% improvement in fuel efficiency in our UK and ROI Food deliveries to stores by 2015.

See 2015 Plan A Report

FUEL EFFICIENCY PART (2)

PROGRESSING

AIM

Report on our progress to improve logistics fleet efficiency within a fast evolving logistics network.

PROGRESS

We're always looking for new ways to improve our transport vehicle fleets' overall efficiency and use them more effectively. Consequently, it's difficult for us to set targets that enable easy 'year on year' comparisons. We'll continue to report on our performance.

During the year, we improved fuel efficiency for our Food store deliveries by 10%, to 1,436 litres per store (last year 1,593 litres). We attribute this to a number of actions taken this year; for example, making deliveries to several new small M&S Simply Food stores in one journey. Our Clothing & Home store delivery fuel efficiency was unchanged at 7 litres of diesel for every 1,000 of product delivered.

In total, our fleets used around 31m litres of diesel (last year 30m litres), including red-diesel to power refrigerated trailers. This contributed 82,000 tonnes of CO₂e to our reported direct emissions.

** Assured by DNV GL

PERFORMANCE
ENVIRONMENTAL CONTINUED

TRANSPORT CONTINUED

NITROGEN TRAILER TRIAL



AIM

By 2017, we will conduct a 14-vehicle pilot to test nitrogen as a lower carbon refrigerant in our Food transport fleet.

PROGRESS

We completed a trial of nitrogen-chilled trailers at our Food warehouse in Hemel Hempstead. These trailers use nitrogen as an alternative to HFC gases and this can have a significant impact on the environment. However, unlike HFC gases, which are contained in the vehicle, the nitrogen system requires refilling every day. The trailers operated effectively but require further development.

REDUCE BUSINESS FLIGHTS



AIM

To reduce business flights by an average of 20% per UK employee by 2014.

See 2014 Plan A Report

WASTE

NO WASTE TO LANDFILL – OPERATIONS**



AIM

Maintain zero waste to landfill for M&S operations in the UK and ROI and report on the progress of our other international operations.

PROGRESS

In 2016/17, our UK and ROI operations once again recycled 100% of the waste generated in our stores, offices and warehouses (2008/09: 41%). Due to a supplier error, 25 tonnes was sent to landfill. Our total waste was down by 28%, to 83,000 tonnes compared with 116,000 tonnes in 2008/09.

This year, all our food waste was processed using anaerobic digestion, at locations certified to BSI PAS 110 – guaranteeing that all resulting materials are safe to use. At our stores in France, the Netherlands and Belgium, we generated an additional 634 tonnes of waste (last year 866) none of which went to landfill.

UK and ROI store, office and warehouse waste in 000 tonnes

	2008/09	2015/16	2016/17	Achievement on 2008/09
Total waste	116	80	83	-28%
Waste per sq ft of salesfloor (kgs)	7.7	4.7	4.7	-39%
Waste to landfill	69	0	0	-
% recycled in all forms^	41%	100%	100%	+59%

^Includes a wide range of recycling technologies with energy-from-waste as a last option

WASTE CONTINUED

FOOD WASTE**



AIM

Conduct a series of collaborative projects to review the causes of food waste across our supply chain and operations. By 2020, we plan to reduce food waste in our UK stores by 20% per sq ft against 2013/14. In addition, we will review opportunities to donate an increased amount of food to charities.

PROGRESS

In 2016/17, our UK retail food waste was 4.06 tonnes per 1,000 sq ft of food salesfloor, down 4% compared to 2013/14 and around level on last year.

UK M&S operated store retail food waste

	2013/14	2015/16	2016/17	2019/20 Target	Achievement on 2013/14
Tonnes of food waste per 1,000 sq ft of M&S operated food salesfloor	4.22	4.03^	4.06	3.38	-4%

UK M&S operated store retail food waste calculated by taking the total weight of unsold food collected and deducting averaged estimations for packaging, café and other types of waste. ^2015/16 data re-stated for improved accuracy.

By working with the Neighbourly social network, we ensured that nearly 600 charities benefited from the redistribution of 757 tonnes of surplus food (2014/15: 60 tonnes).

CUSTOMER CLOTHES RECYCLING**



AIM

To help our customers in the UK, ROI and internationally give clothes a second life by recycling 50 million garments by 2020 (from 2008).

PROGRESS

This year, our UK and ROI customers donated 3.4 million garments (last year 2.7 million) through our Shopping clothes recycling initiative, helping us raise an estimated £2m for Oxfam (last year £1.3m).

Annual clothes collections

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Number of garments in millions	3.2	1.8	3.0	3.0	3.8	4.0	2.8	2.7	3.4	27.8

We launched a similar clothes recycling and re-use scheme at our stores in Belgium, Czech Republic, France, Hong Kong, Hungary, the Netherlands, Poland and Slovakia and collected a further 119,000 garments. This brings our running total since 2008 to 27.8 million garments.

WASTE CONTINUED

TEXTILE RECOVERY R&D



AIM

We will conduct a two-year project with the University of Cambridge Institute for Manufacturing, funded in conjunction with Innovate UK, to investigate opportunities to increase the volume and value of textile recovery and will share the learning of this project publicly by 2016.

PROGRESS

This project, known as REDRESS, considered different options for reducing the environmental impact of clothing and culminated in November 2016 with a conference attended by more than 50 technical specialists. Research conducted through the project showed that customers are keen to retain flexibility of choice when choosing products and that learning skills to repair garments gave them a greater appreciation of clothing. As a result of the research, two possible commercial opportunities were identified.

CIRCULAR ECONOMY OPPORTUNITY



AIM

By 2016, we will have completed a detailed review of circular economy opportunities across all parts of the M&S business.

See 2015 Plan A Report

CIRCULAR ECONOMY POLICY



AIM

By 2016, we aim to publish a report outlining the political policy steps that we believe would accelerate the journey towards creating a sustainable circular economy.

See 2015 Plan A Report

UK and ROI used Christmas card recycling

	2015/16	2016/17	% change
Used Christmas cards (in tonnes)	251	123	-51%
Used Christmas cards (in singles)	10m	6m	-40%

PACKAGING

ENVIRONMENTALLY EFFICIENT FOOD PACKAGING



AIM

To use the most environmentally efficient forms of packaging systems throughout the supply chain to help reduce the overall carbon footprint of packaging and products by 2015.

PROGRESS

After making strong progress in 2013 and 2014, our overall packaging usage and the resulting carbon footprint, increased in 2015. We attribute this to several factors, including higher wine sales, which increased our packaging usage. As a result, we didn't make our planned contribution to WRAP's Courtauld Commitment 3 targets, but have re-committed to supporting WRAP's work through their new Courtauld Commitment 2025 targets.

USING PACKAGING TO REDUCE FOOD WASTE



AIM

By 2015, working with WRAP's Fresher for Longer initiative we will identify opportunities and make the necessary changes to help reduce food waste in the home by improving the design of our packaging and the guidance we give to customers. We will also work in collaboration with suppliers to reduce supply chain food waste using innovations in packaging.

See 2015 Plan A Report

PACKAGING RECYCLING PARTNERSHIPS



AIM

Work in partnership to help improve national levels of packaging recycling (e.g. Recycling Rewards, local authority partners, etc) by 2015.

See 2015 Plan A Report

REDUCE CLOTHING & HOME TRANSIT PACKAGING (1)



AIM

Reduce UK and ROI Clothing & Home transit packaging waste by 25% by 2015.

See 2015 Plan A Report

PERFORMANCE
ENVIRONMENTAL CONTINUED

PACKAGING CONTINUED

REDUCE CLOTHING & HOME TRANSIT PACKAGING (2)

BEHIND

AIM

Reduce Clothing & Home UK and ROI transit packaging by 30% by 2020 against a baseline of 2012.

PROGRESS

This year we used *31.0g transit packaging per item compared to *28.8g last year and *36g in 2012. This 8% increase compared with last year (-14% on 2012) resulted from our transporting more products in cardboard boxes in order to improve delivery vehicle efficiency and fuel use. Despite this, reductions to transit packaging have been achieved in 16 departments.

REDUCE HOME DELIVERY PACKAGING

ACHIEVED

AIM

Reduce UK and ROI home delivery packaging by 25% in weight by 2015.

See 2015 Plan A Report

UK & ROI clothes hanger re-use and recycling

	2016	2017	% change
Collected	103m	94m	-9
Re-used	64m (62% of collected)	57m (61% of collected)	-11
Recycled	39m (38% of collected)	37m (39% of collected)	-5

WATER

WATER USAGE**

BEHIND

AIM

To reduce water consumption in M&S operated buildings in the UK and ROI by 35% per sq ft by 2020 and report on the progress of our other international locations.

PROGRESS

During 2016/17, our UK and ROI store, office and warehouse water consumption was down 27% at 49 litres per 1,000 sq ft (2006/07: 67 litres per sq ft). This is slightly worse than last year which we believe is due to variations in billing. Our total UK and ROI usage was 1,179,558m³, down by 7% against our baseline (2006/07: 1,266,704m³). For our warehouses, we use the first available data as our baselines; 2007/08 for Food and 2009/10 for Clothing & Home.

Currently, we cannot report on water usage in any other international locations.

Total UK and ROI, store, office and warehouse water efficiency in litres per sq ft

Actual 2006/07	Actual 2015/16	Actual 2016/7	Target 2020	Achievement on 2006/07
67	46	49	44	-27%

* Calendar year data
** Assured by DNV GL

SUSTAINABLE BUILDINGS

EXTEND CONSTRUCTION INITIATIVES**

PROGRESSING

AIM

From 2014, we will trial and evaluate sustainability and lean (efficiency) initiatives in all major UK and ROI store development projects and integrate all those that are successful into at least 25 existing buildings in the UK and ROI by the end of the following year up to 2020.

PROGRESS

To ensure a stream of construction innovations, we continue to draw on ideas presented at external events, including the Dragons Den-style 'Big Innovation Pitch' held at the annual Ecobuild event. This complements our New Engineering Technology process.

This year we've continued to trial Waterblade on our taps and LED lighting in Clothing & Home sales floor areas. We extended the use of a new type of LED luminaire to 29 stores. These are special units designed to connect to existing fixtures in stores where traditional installation techniques are difficult. This allows us to upgrade lighting in older stores where we were unable to do so in the past.

TOP 50 STORE CLIMATE ADAPTATION**

ACHIEVED - LATE

AIM

By 2015, we will review possible adaptations to climate change at our top 50 UK stores. We will then develop a plan in collaboration with our landlords to agree which adaptations will be implemented by 2020.

PROGRESS

This year, we started using the Climate Change Adaptation and Resilience Tool previously developed as part of this commitment. We're using it as part of our new store approval process and it also forms part of a new climate change learning module.

STORE DEVELOPMENT ASSESSMENTS**

ACHIEVED - LATE

AIM

From 2015, all store development investment in excess of £10m will be assessed against the following criteria by the M&S Property Board:

- Future building climate change risk mitigation
- Full whole-life cost financial evaluation
- Appropriate building accreditation standard review

See 2016 Plan A Report

SUSTAINABLE BUILDINGS CONTINUED

ENVIRONMENTAL LEASEHOLD CLAUSES (1)

ACHIEVED

AIM

We will include environmental leasehold clauses covering energy, water and waste in all new UK relevant leases. For existing stores, we will promote co-operation with existing landlords and evaluate the results of that co-operation before implementing agreements for existing stores more widely in the future.

See 2016 Plan A Report

ENVIRONMENTAL LEASEHOLD CLAUSES (2)

(NEW) ACHIEVED

AIM

In 2016/17 we will launch a project to engage with our major landlords to promote better collaboration.

PROGRESS

This year, we launched a new project to engage with seven major landlords (accounting for 72 M&S stores), about energy efficiency in shared areas of shopping centres. The project identified the 11 least efficient locations and we're now investigating potential improvements.

INTERNATIONAL SUSTAINABLE LEARNING STORES

NOT ACHIEVED

AIM

By 2020, we will open a further five Sustainable Learning Stores in international territories outside of the Republic of Ireland.

See 2016 Plan A Report

BENEFITS OF SUSTAINABLE STORES

ACHIEVED

AIM

By 2016, we will complete a study into the health, wellbeing and associated commercial benefits of sustainable retail buildings. We will then apply the lessons learnt to M&S existing and new buildings where possible.

PROGRESS

This year we assessed all our UK stores against the World Green Building Council's framework for health, wellbeing and productivity in retail buildings. This showed that whilst customer and colleague satisfaction are closely related across all store formats, Outlet stores performed best. Using these findings, we plan to further investigate the physical characteristics that contribute to the highest levels of satisfaction.

BUILDING INFORMATION MODELLING (BIM)

ACHIEVED

AIM

By 2016, we will evaluate the use of Building Modelling Technology and make recommendations about how we can use it in the future.

No further progress. See 2016 Plan A Report

EMBODIED CARBON IN BUILDINGS

PROGRESSING

AIM

By 2020, we will reduce the embodied carbon in UK and ROI new store builds by addressing the carbon 'hotspots' of walls, ceilings and floors where possible.

PROGRESS

Embodied carbon is the amount of carbon emitted when materials such as steel, concrete, tiles and plasterboard are manufactured. Through our previous work we've concluded that the main construction embodied carbon hotspots we can influence are ceilings, walls and floors. We appointed Sturgis Carbon Profiling, a specialist consultancy, which has developed recommendations, including those covering the way we specify the shell of our stores and the use of lower carbon walls. We plan to trial one of these wall systems in a new store to be built at Rushden Lakes in Northamptonshire.

OFF-SITE CONSTRUCTION

ACHIEVED

AIM

By 2016, we will trial off-site construction methodologies for stores and shop-fit and make recommendations about its future use within M&S.

No further progress. See 2016 Plan A Report

NUMBER OF PLAN A SHOP FIT ITEMS

PROGRESSING

AIM

To ensure all new UK and ROI shop-fit items have at least one Plan A quality by 2020 (including increased recycled content, end of life M&S re-use, recyclability and embodied impacts).

PROGRESS

This commitment covers all new salesfloor items directly procured and specified by M&S, items which are evaluated against our best practice criteria for: lifecycle assessment, use of recycled material, responsible sourcing, volatile organic compounds (VOCs) and end-of-life resource use.

Based on the volume of new floor and wall items introduced this year, both had at least one Plan A quality. For other types of shop-fittings evaluated, 117 (99%) out of 119 items had at least one Plan A quality.

PERFORMANCE



SOCIAL

Our commitments on diversity, training, health and wellbeing, and community at M&S operations. Then performance is shown as Achieved, Progressing, Behind or Not achieved.

EMPLOYMENT AND DIVERSITY

EMPLOYEE DIVERSITY**

ACHIEVED

AIM

We will report on gender diversity in the UK, ROI and our wholly-owned businesses worldwide by 2015, we will aim for 30% female board members and 35% women in senior roles.

PROGRESS

As of April 2017, 30% of our Board and 41% of employees in senior management positions across our global business are women.

We remain a supporter of the 30% Club (for women Board Directors) and have been listed for the seventh year running as a Times' Top 50 Employer for Women. During the year, around 200 colleagues from across the business joined our Pride celebrations in London and Manchester. Working with Disabled Go, we also published detailed accessibility guidance for all our UK stores at disabledgo.com/marksandspenceruk

M&S Group gender diversity (including M&S operated locations and joint-ventures)

	Women employees	Women managers [*]	Women store managers	Women in senior management
2017	72%	61%	48%	41%
2016	72%	62%	49%	41%

^{*}Management is defined as people with first line supervisory responsibilities or professional and technical specialists.

M&S UK and ROI workforce gender diversity

	Women employees	Women managers [*]	Women store managers	Women in senior management
2017	72%	62%	49%	41%
2016	73%	62%	47%	41%

^{*}Management is defined as people with first line supervisory responsibilities or professional and technical specialists.

M&S UK workforce ethnic diversity

	Employees from ethnic minority backgrounds	Managers from ethnic minority backgrounds [*]
2017	11%	13%
2016	10%	13%

^{*}Management is defined as people with first line supervisory responsibilities or professional and technical specialists.

M&S UK and ROI workforce age and experience

% of total UK workforce	Employees aged 25 years and under	Employees aged 50 years and over	Employees aged 60 years and over	Employees aged 65 years and over	Employees with over 11 years' service
2017	23%	37%	12%	4%	29%
2016	21%	38%	12%	4%	30%

All data as of March 2017

WORKING FLEXIBLY

PROGRESSING

AIM

We will promote the principle of flexible working by improving support for line managers, ensuring the accessibility of part-time working and developing a 'smarter' way of working in our offices.

PROGRESS

Our definition for Smarter Working is 'Working in a way that delivers for our customer, suits me and my role and works for my team'. To help teams deliver Smarter Working we have four guiding principles, one of which is flexibility. Our IT teams are the first area of the business to move to smarter more flexible working.

UK and ROI employee turnover

	2015/16	2016/17	% change
Total	20%	17%	-3%
Unplanned	12%	11%	-1%

Global employee Your Say surveys results**

	2015/16	2016/17	% change
Participation	77%	80%	+3
Engagement score	78%	81%	+3
Plan A score	78%	82%	+4



EMPLOYABILITY PROGRAMMES

YOUTH EMPLOYMENT AT M&S**

ACHIEVED

AIM

By 2016, we aim to have offered support to 5,000 young unemployed people in the UK with 650,000 hours of training and work experience in order for 50% to find work within three months of their placement as part of our Make Your Mark and Marks & Start programmes.

See 2016 Plan A Report

YOUTH EMPLOYMENT OUTSIDE M&S**

ACHIEVED

AIM

By 2016, we aim to work with 100 of our suppliers and share best practice in order to open up more vocational training and work placement opportunities for young unemployed people. We aim to collaborate with other companies to encourage them to do the same.

PROGRESS

Having met last year's target to work with 100 suppliers (see 2016 Plan A Report), our Food suppliers offered a further 1,109 work placements this year (last year 1,393). Over 90% of the young people who completed the programme went on to find work.

MARKS & START**

ACHIEVED

AIM

Since the launch of Marks & Start in 2004, we aim to have helped 15,000 people from disadvantaged groups, including young unemployed people, single parents, people with disabilities and those at risk of being homeless, by offering work placements in our UK stores, offices and suppliers' factories by 2016. We're aiming for 50% to find employment within three months of completing their placement.

PROGRESS

In 2016/17, we offered Marks & Start work placements to 2,927 people through our partnerships with Gingerbread, Remploy, The Prince's Trust and Business in the Community. Of these, 1,503 were young unemployed people aged 25 years or younger. Over 65% of the individuals who completed the programme went on to find work.



MARKS & START INTERNATIONAL**

PROGRESSING

AIM

Starting in Greece and France in 2014 we will build our International Marks & Start programme. We will aim to have programmes set up in six countries by 2020.

PROGRESS

This year, 48 people undertook work experience placements at M&S stores in India, Greece, Poland and the Czech Republic. M&S suppliers in Bangladesh, Sri Lanka and India continued to provide work experience and employment opportunities for more than 300 people.

** Assured by DNV GL

PERFORMANCE SOCIAL CONTINUED

TRAINING AND DEVELOPMENT

UK AND ROI RETAIL SKILLS

PROGRESSING

AIM

Our learning and development programme responds annually to the operational needs of the business. As a minimum, we will continue to provide at least an average of 1.5 days of training per year on retail skills for our Customer Assistants up to 2020.

PROGRESS

This year, we provided each Customer Assistant colleague with an average of around 1.5 days' training, covering key compliance issues such as Fire Safety, Manual Handling, Emergency Management, Food Allergens and other topics. We introduced a new programme, 'making every moment special', (4 hours for retail managers and 2 hours for Customer Assistants) and improved till point and payment procedure. We trained wine advisers in our top 70 stores up to Wine and Spirit Education Trust level 2 certification and established regional centres of excellence for furniture and bra-fit.



UK AND ROI RETAIL SKILLS FOR NEW CUSTOMER ASSISTANTS

PROGRESSING

AIM

In addition to an ongoing learning and development programme for our existing Customer Assistants, we will also continue to provide an induction programme lasting up to six months for newly recruited permanent Customer Assistants up to 2020.

PROGRESS

Matching our performance last year, all new Customer Assistants receive minimum training of at least four weeks and if necessary up to six months, in order to acquire a range of technical, service and selling skills.

SUCCESSION PLANNING

ACHIEVED

AIM

By 2015, we aim to make internal appointments to 70% of our top 150 most senior vacancies.

PROGRESS

As of August 2016, 77% of appointments to our 120 most senior vacancies were made internally (20 internal appointments out of 26 vacancies). This figure included internal promotions and moves into a role at the same level.

UK AND ROI PLAN A SKILLS

ACHIEVED

AIM

By 2015, we will provide better information and a revised Plan A Champion job specification allowing our colleagues in the UK and ROI to improve their environmental and community skills.

See 2015 Plan A Report

INTERNATIONAL PLAN A SKILLS

(NEW) ACHIEVED

AIM

By 2017, we'll ensure knowledge of Plan A is embedded across our international business through providing a range of materials and forms of communication including, newsletters and conferences.

PROGRESS

This commitment is now achieved. This year, we updated our training materials again, including new content about our 'making every moment special' customer service initiative.

INTERNATIONAL PLAN A CAPACITY

PROGRESSING

AIM

By 2020, we will develop the capacity of our people to deliver Plan A locally in all the countries beyond the UK and ROI where we operate stores, using India as a pilot location.

PROGRESS

Our International operations already contribute to our performance updates about youth unemployment, community, gender diversity and energy management. During the year, we extended our Clothes Exchange initiative to cover our stores in Belgium, Czech Republic, France, Hong Kong, Hungary, the Netherlands, Poland and Slovakia. Our stores in India also launched their own version of Spark Something Good community volunteering.

RESPONSIBLE LEADERSHIP

ACHIEVED

AIM

To launch a valued based 'Fit to Lead the Future' leadership training programme aiming to have involved our most senior business leaders by April 2016.

See 2016 Plan A Report

HEALTH AND WELLBEING

WELLNESS

ACHIEVED

AIM

We will establish measurements and report on wellness for M&S employees by 2015 to supplement the more traditional measures of employee engagement, considering external best practice.

PROGRESS

Using data from our Your Say employee survey, our 2017 Wellness benchmarking measurement was 82%, up 4% on last year's 78%.

EXTEND ACCESS TO PLAN A HEALTH INFORMATION

ACHIEVED - LATE

AIM

By 2015, we will extend access to our health and wellbeing services and information to our International colleagues beyond the ROI. We will encourage our supply chain to share best practice and take a proactive approach in implementing it in their businesses.

See 2016 Plan A Report

EXTEND EMPLOYEE HEALTH SERVICES

ACHIEVED

AIM

By 2015, in the UK and ROI we will provide additional health services and policies to employees, including: encouraging healthy eating, promoting exercise and mental health awareness. We will provide support and advice tailored to the needs of an ageing workforce.

PROGRESS

We continued our calendar of health events and activities. This year, they included a two-week 'Dare to be yourself' inclusion and wellbeing programme in September-October 2016 as well as a New Year Wellbeing Challenge. More than 1,100 M&S colleagues took part in the challenge, which involved activities across seven areas of health including, diet, exercise and relaxation.

NUTRITION LABELLING - EMPLOYEE CAFÉS

ACHIEVED

AIM

Continue to improve nutritional labelling by making it easier for employees to manage their diet and extend it to include UK employee cafés (up to 2015).

See 2015 Plan A Report

2016/17 UK and ROI health and safety**

	RIDDOR INJURY RATE PER 100,000 EMPLOYEES			
	Fatal	Specified	Over 7 days	TOTAL
M&S UK retail	0	24.7	30.6	55.3
2015/16 HSE UK retail benchmark	0.11	55.1	207	262.2
^M&S NI retail	0	66.4	66.4	132.9
^M&S ROI retail	0	77.7	272.2	349.9
M&S warehouse	0	71.5	429.2	500.7
2015/16 HSE UK warehouse benchmark	0.59	350.9	1354	1,705.6

^ Subject to different reporting and support mechanisms

** Assured by DNV GL

COMMUNITY

ANNUAL STORE FUNDRAISING

ACHIEVED

AIM

Every M&S operated location in the UK and ROI will aim to make a positive difference to its local community by supporting local charities through fundraising and volunteering – aiming to raise £1m per year from 2015.

PROGRESS

This year, our stores, offices and warehouses raised £1.4m for local charities. All UK and ROI M&S operated locations can adopt a Charity of the Year through the Neighbourly social network, which enables them to connect directly with local charities.

This year, our Spark Something Good community programme visited a further seven cities: Bradford, Bristol, Exeter, Leeds, Leicester, Newcastle and Plymouth (making 12 in total) where over 4,000 volunteers have worked on more than 240 projects.

ONE DAY'S PAID VOLUNTEERING

BEHIND

AIM

We will play an active role in local communities by offering all our UK and ROI employees one day's paid leave to volunteer in their community. From 2015, we will aim for at least 5,000 volunteering days to be taken each year (up to 2020).

PROGRESS

Colleagues took over 2,900 paid volunteer days this year (last year 5,000). More than 1,000 colleagues helped in our Spark Something Good community days. The reduction compared with last year was due to the postponement of a major event.

PROPERTY DEVELOPMENT COMMUNITY PLANS

ACHIEVED

AIM

Develop and integrate a community engagement plan for major new UK and ROI stores and refurbishments to ensure positive and active relations are at the heart of the development and handover process by 2020.

PROGRESS

We've developed an M&S Construction Community Engagement Plan, covering all major new-build UK and ROI stores, and refurbishments that run for six weeks or more. It includes four main elements: meeting a defined level of performance in the Considerate Construction Scheme; having a written Community Plan applicable to each project; compliance with the M&S Community Guide; and participation in our youth unemployment programme. This year, a total of 27 construction projects took part and 26 of them met acceptable levels of performance. We're now looking at how we can improve the support we provide to our construction partners.

PERFORMANCE SOCIAL CONTINUED

COMMUNITY CONTINUED

SUPPORTING CHARITIES

PROGRESSING

AIM

Maintaining our corporate support for charities addressing a range of social and environmental issues, including helping to raise £20m by 2020 for Health and Wellbeing charities.

PROGRESS

This year, we helped to raise £6.9m for Health and Wellbeing charities (last year £5.25m). A total of £17.5m over four years towards our £20m target.

The new appeal, launched in 2015 with Breast Cancer Now to help prevent 9,000 cases of breast cancer a year by 2025, has raised £5.2m so far, including £2.8m this year (last year £2.4m). Fundraising activities included Breast Cancer Awareness Month, Fashion Targets Breast Cancer, Sparks Card donations and Charity Christmas cards.

For the seventh year running, M&S Cafés, Foodhalls and Simply Food stores participated in Macmillan Cancer Support's World's Biggest Coffee Morning, which together with activities throughout the year, raised £3.5m (last year £2.2m). This total included over £1m raised by M&S employees (last year £1m).

Community donations**

	2015/16 £m	2016/17 £m	% change
Cash	9.9	10.6	7
Time	1.7	1.8	6
In-kind	3.9	6.2	59
Total	15.5	18.6	20
Leveraged (additional funds raised from other sources as a result of M&S activities)	8.0	7.9	-1

PARTNERSHIP BENEFITS

ACHIEVED

AIM

To quantify and report on the wider benefits resulting from our social and environmental partnerships by 2016.

See 2016 Plan A Report

GLOBAL COMMUNITY PROGRAMME**

PROGRESSING

AIM

To establish a Global Community Programme in 2015 to benefit people in the key regions of the world where M&S products are sourced by 2020. Increasing the scale of existing activities and launching new social and environmental initiatives to strengthen the resilience of communities and security of supply by 2020.

PROGRESS

During the year, the M&S Global Community Programme covered 26 different projects in 14 countries. They directly benefited around 40,500 people, in addition to the 91,000 people helped in 2015/16 and 2014/16. Some of the most important projects, such as the Emerging Leaders partnership, are increasing in scale and being replicated in other countries such as Senegal, Ivory Coast and India. For further information, see: emerging-leaders.net

SIEFF AWARD

ACHIEVED

AIM

We will use the newly re-launched annual Business in the Community Sieff Award to recognise young business leaders who advocate sustainability.

See 2015 Plan A Report

INTERNATIONAL UNICEF

ACHIEVED

AIM

From 2014, our International stores and offices (excluding the Republic of Ireland) will help to raise £1m over three years (2016) to invest in education projects for some of the world's poorest children.

See 2016 Plan A Report



** Assured by DNV GL

PERFORMANCE



SUPPLY CHAIN

Our commitments on social and environmental issues in our supply chains. Then performance is shown as Achieved, Progressing, Behind or Not achieved.

POLICY

NEW GLOBAL SOURCING PRINCIPLES**



AIM

We will launch and communicate our updated Global Sourcing Principles which are strengthened to include Human Rights, gender equality, community, fairness and small farmers to all business suppliers during 2014, and provide an annual update on our progress on supporting our supply chain to meet this much higher standard.

PROGRESS

We updated the M&S Global Sourcing Principles again in 2016, and in addition to our ongoing programme of training and events, held a Human Rights And Modern Slavery Conference in February 2017. We used this event to launch a new Modern Slavery Toolkit for suppliers and business partners.

During the year, we also took part in the inaugural Corporate Human Rights Benchmark. We were rated as the best retailer and second best company overall. See business-humanrights.org

M&S FOOD SUPPLIER ETHICAL AUDITS 2016/17**

All direct M&S Food suppliers and our most important raw material suppliers are required to undertake ethical audits at a frequency determined by risk.

Continent	Supplier sites	Audited supplier sites	Workers at supplier sites	Audits	Improvements required	Improvements required per audit
Africa	11	2	9,438	2	11	5.5
Asia	44	25	40,316	25	282	11.3
Europe	807	206	206,633	210	813	3.8
North America	14	7	3,809	7	32	4.5
Oceania	8	8	29,461	8	46	5.8
South America	10	3	12,566	4	15	3.7
Total	894	251	302,223	256	1,199	4.7

Sites not audited in 2015/16 have previous recent ethical audits or are in the process of scheduling one for 2016/17.

Types of improvement required



- Health & Safety 54%
- Working hours 12%
- Regular employment 10%
- Wages 10%
- Other 14%

M&S CLOTHING & HOME SUPPLIER ETHICAL AUDITS 2016/17**

All direct M&S Clothing & Home suppliers are required to undertake ethical audits at a frequency determined by risk.

Continent	Supplier sites	Audited supplier sites	Workers at supplier sites	Audits	Improvements required	Improvements required per audit
Asia	971	844	812,372	844	2,408	2.8
Europe	236	170	64,061	170	370	2.1
Total	1,207	1,014	876,433	1,014	2,778	2.7

Types of improvement required



- Health & Safety 74%
- Working hours 11%
- Regular Employment 4%
- Wages 9%
- Other 2%

FOOD

SUSTAINABLE FOOD FACTORIES**



AIM

M&S food suppliers to implement a Gold/Silver/Bronze sustainability scorecard to improve human resources, environmental and efficiency performance. By 2020, 100% of product by volume will come from factories that have reached Silver level. We will also continue to measure and report on key sustainability indicators across all three frameworks which demonstrate higher performance and business benefits.

PROGRESS

As of April 2017, the proportion of M&S Food products provided by Silver level suppliers increased to 56% (last year 48%) as a result of the validated performance of 105 supplier sites. To achieve this standard, a site has to perform at Silver level or above, across three areas: human resources, environmental performance and resource efficiency. Four of these 105 supplier sites have been further validated at Gold level.

Out of all food supplier sites taking part, 70% now send no waste to landfill (last year 60%) and 54% have reduced both their water and energy usage per tonne of product, compared to last year.

** Assured by DNV GL

PERFORMANCE SUPPLY CHAIN CONTINUED

FOOD CONTINUED

M&S FARMING FOR THE FUTURE (1)



AIM

Through the M&S Farming for the Future programme we will define key sustainability hotspots by sector and develop plans to manage hotspots in each sector through producer and industry engagement. We will publish an annual report to report on progress and share our learning more widely from 2015.

See 2015 Plan A Report

M&S FARMING FOR THE FUTURE (2)**



AIM

Working with our partners, by April 2017 we will publish improved sustainability and animal welfare outcome measure standards for key M&S farmed raw materials including fresh meat, farmed fish, poultry, liquid milk and eggs. Once completed, from 2018, we will publish our year-on-year performance against these outcome measure standards.

PROGRESS

Working in partnership with our suppliers and the FAI Farms consultancy, we're developing a range of animal welfare and environmental indicators spanning 11 categories in total, see below:

Animal welfare	Environmental
Liveability (based on mortality)	Climate change (based on energy and carbon)
Disease	Land system change
Injury	Freshwater use
Mobility	Biodiversity loss
Behaviour	Nitrogen and phosphorus flows
	Chemical pollution

For more information, see marksandspencer.com/plana

FOOD SUPPLY CHAIN SKILLS



AIM

Launch initiatives by 2015 with educational organisations to provide the core skills required for the long-term success of the food supply chain.

See 2015 Plan A Report

FOOD SUSTAINABLE KEY COMMODITIES



AIM

By 2015, for our key global raw materials, we will have identified the major environmental/social hotspots, key mitigations to address them and will report on an annual basis our progress on increasing the proportion of purchasing from sustainable sources with the aim of achieving 100% by 2020. By 2015, we aim to source palm oil, soy, coffee, cocoa and Brazilian beef from locations that don't contribute to further deforestation.

See 2015 Plan A Report

RSPB AND BUTTERFLY CONSERVATION PROJECTS



AIM

Work in partnership with the RSPB and Butterfly Conservation over three years on a number of the farms that supply us to better understand habitat and maintenance requirements for wild birds and pollinators including bees and other species. We will share our findings publicly by 2017.

PROGRESS

In partnership with the RSPB and Butterfly Conservation, we've funded a three-year programme (running from 2014 to 2017) to help ten farms (each supplying different M&S food raw materials in different parts of the UK) to assess and improve support for birds, bees and other pollinators. Local RSPB and Butterfly Conservation volunteers have conducted annual assessments of the types and numbers of species found on these farms. Each farmer has received a report detailing the results along with suggestions about how habitats can be improved.

The second survey, completed in 2016, surveyed ten farms. It listed 89 species of birds, compared to 81 in 2014. These species included additional species of Marsh tit and Spotted flycatcher. Seven farms were surveyed for butterflies, moths and bees and although lower counts were recorded, this was considered to be due to a number of factors, including fewer farm surveys and possibly weather impacts.

** Assured by DNV GL

FOOD CONTINUED

ZERO DEFORESTATION**

PROGRESSING

AIM

Building on the substantial progress we've already made, and in recognition of forest protection as part of climate change mitigation, we're aiming to ensure zero deforestation from the use of palm oil, soy, cattle and paper materials in the production of M&S products by 2020. We will also publish our commodity-specific policies by April 2016.

PROGRESS

Last year, we published our sourcing policies for palm oil, soy, cattle and paper materials and these can be seen at: marksandspencer.com/plana

Our current progress as of April 2017 is summarised below:

Palm oil: In 2016/17, all of the palm oil used in M&S products was Roundtable on Sustainable Palm Oil (RSPO) certified. *90% was a mix of segregated and mass balance (last year: *92%) with the remaining 10% covered by the procurement of RSPO credits (previously known as GreenPalm certificates). Nevertheless, we know that some stakeholders believe that stronger safeguards are required and we're working with others to help our suppliers ensure zero deforestation.

Soy: Nearly all the soy used in M&S supply chains is in animal feed. We've communicated our standards for sourcing soy to our suppliers as part of an Animal Feed Code of Conduct. We remain members of the Amazon Soy Moratorium Customer Group and have commissioned research to improve our understanding of where soy is used in the supply chain. We also purchased 15,000 Roundtable for Sustainable Soy credits to support the transition to sustainable supplies.

Brazilian beef: We no longer source any type of beef from the Amazonian biome.

Brazilian leather: We already have sourcing policies and traceability assessments in place to ensure that none of the leather used in M&S products contributes to deforestation.

Paper materials: These are covered in more detail in our separate commitment on sustainable wood.

RESPONSIBLY FARMED FISH**

ACHIEVED

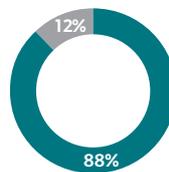
AIM

All M&S farmed fish and fish feed to come from the most responsible sources available by 2015.

PROGRESS

We've developed new standards for mussels, which are sea animals, but are farmed with human intervention. We've also published details of our farmed fish sourcing at: marksandspencer.com/plana

Wild fish sourcing**



- Sustainable practice applied or participating in a fisheries improvement project
- Working with WWF for improvement

This year, we committed to support the Seafish Responsible Fishing Scheme, which covers a range of best practices for employment, health & safety and avoidance of marine litter.

See seafish.org. We've published details about our fish sourcing at: marksandspencer.com/plana

CLOTHING & HOME

ENERGY EFFICIENCY AT TOP 100 CLOTHING SUPPLIERS

PROGRESSING

AIM

Continue to require our top 100 clothing factories to install energy efficient lighting, improved insulation and temperature controls, to reduce their energy usage by an estimated 10% by 2020. These are factories that have featured in a rolling top 100 between 2015 and March 2020.

PROGRESS

Having achieved our target of 100 suppliers between 2011 and 2015, we've now adopted 2015 as our new starting point. This year, 67 of our rolling top 100 clothing suppliers have installed energy efficient lighting, improved insulation and temperature controls (last year 54).

LEATHER TANNING & DYEING**

BEHIND

AIM

To source 50% of the leather used in M&S Clothing & Home products from suppliers who demonstrate continuous improvement against environmental industry based metrics by 2020.

PROGRESS

An annual supplier survey conducted in November shows that 27% of the leather used to make M&S leather products was sourced from Leather Working Group (LWG) rated tanneries this year (last year 28%). LWG standards were developed collectively by retailers and tanneries. The standards cover the evaluation of energy efficiency, water usage, chemicals management, discharges, emergency plans and traceability of leather.

* Calendar year data
** Assured by DNV GL

PERFORMANCE SUPPLY CHAIN CONTINUED

CLOTHING & HOME CONTINUED

CHEMICAL AND EFFLUENT MANAGEMENT IN DYEING

ACHIEVED

AIM

We will launch a further Model Eco Dyehouses programme by 2015 to focus on developing best practice for chemical and effluent management. The best practice will help to define new standards to be extended across our supply base.

See 2015 Plan A Report

ZERO HAZARDOUS DISCHARGES**

PROGRESSING

AIM

We'll continue to work with industry bodies, opinion formers and suppliers to deliver innovation in working practices and processes to achieve our goal of zero discharges of hazardous chemicals from the manufacture of M&S textile and apparel products by 2020.

PROGRESS

In order to make progress towards this ambitious target, we're working collaboratively with many stakeholders, including: WWF, Greenpeace, Sustainable Apparel Coalition (SAC) and Zero Discharges of Hazardous Chemicals (ZDHC) group. Together with ZDHC and two dyehouses (one in India and one in Bangladesh) we're testing new guidelines for waste water and other residual waste. We've also achieved our aim of replacing PFC chemical coatings on all M&S clothing as of 1 July 2016.

REMOVING MICROBEADS

ACHIEVED

AIM

We've committed to removing plastic microbeads from M&S own brand personal care products. All existing and new products and formulations manufactured from 2016 onwards will be free from plastic microbeads.

See 2016 Plan A Report

CLOTHING AND HOME LIVING WAGE

ACHIEVED

AIM

Implement a process to ensure our clothing suppliers are able to pay workers a fair living wage in the least developed countries we source from, starting with Bangladesh, India and Sri Lanka by 2015. We will achieve this by ensuring that the cost prices we pay to our suppliers are adequate to pay a fair living wage.

See 2015 Plan A Report

SUPPLY CHAIN FAIR WAGE**

PROGRESSING

AIM

To work collaboratively with other companies, organisations, suppliers and governments to support the payment of a fair wage to the workers in our supply chain (up to 2020).

PROGRESS

We're working with the Fair Wages Network, focusing on ten sites in India.

SUPPLY CHAIN TRAINING

(NEW) ACHIEVED

AIM

Work with our suppliers and partners to provide a training and education programme for 800,000 workers by 2020. This will cover employees' roles, responsibilities and rights, basic health care and where possible, numeracy and literacy.

PROGRESS

As of April 2017, we'd provided training to nearly 890,000 workers in our Clothing & Home supply chain since 2010. Some workers may have undertaken training on more than one subject.

CLOTHING SUPPLY BASE LIST

ACHIEVED

AIM

By 2016, we will publish an annual list of our active clothing manufacturers.

See 2016 Plan A Report

SUSTAINABLE COTTON (1)

ACHIEVED

AIM

Procure 25% of cotton from sustainable sources by 2015.

SUSTAINABLE COTTON (2)**

PROGRESSING

AIM

Procure 70% of cotton from sustainable sources by 2020.

PROGRESS

This year, 49% of the cotton sourced by suppliers for M&S products came from Better Cotton Initiative, Fairtrade, organic or recycled sources (last year 42%).

CLOTHING & HOME CONTINUED

SUSTAINABLE WOOD**



AIM

Our aspiration is for all the timber, paper and pulp used in M&S products, packaging, operations and construction activities to be responsibly sourced which includes Forest Stewardship Council (FSC) certified, recycled or assessed as otherwise protecting forests and communities.

By 2020, we're aiming to have achieved this target for over 95% of M&S products and packaging sold worldwide as well as the timber, paper and pulp used in our UK and ROI operations, marketing, construction and re-fit activities. For further details see our sustainable wood sourcing policy at: marksandspencer.com/plana

PROGRESS

This year, 99% of the wood-based materials we used were Forest Stewardship Council (FSC) certified, recycled or from sources assessed as otherwise protecting forests and communities (last year 99%).

2016/17 wood material use (excluding fabrics, some stationery, construction and marketing materials used in our International stores, newspapers and third-party magazines)



CLOTHING & HOME TRACEABILITY**



AIM

Develop and implement a system to provide traceability for the principal raw materials used within our General Merchandise supply chain and assess the opportunities to make at least some of this information available by 2020.

PROGRESS

We've explored several different approaches to managing traceability data for principal raw materials, but so far none have been successful. We're still investigating other options and have developed temporary approaches for the collation of data on cellulosic fabrics, feather & down and cashmere.

Cotton, wood and leather traceability is currently managed through separate Plan A commitments to increase our usage of more sustainable sources.

PROPERTY AND CONSTRUCTION

NO WASTE TO LANDFILL – CONSTRUCTION



AIM

Maintain zero waste to landfill for M&S retail construction activities in the UK and ROI.

PROGRESS

In 2016/17, 100% of our construction waste was recycled in some way. This excludes some hazardous waste types that may require specialist treatment.

During a changeover of waste management companies, we discovered that a small amount of waste had been sent to landfill. We've introduced further checks to avoid this in future.

ETHICAL ASSESSMENTS OF PROPERTY SUPPLIERS



AIM

Extend the scope of our ethical trading assessments to include UK and ROI direct property suppliers by 2020.

PROGRESS

As part of our cross-business work on Human Rights we've updated our policies to reflect our new M&S Global Sourcing Principles and involved property suppliers in a conference and a survey about Human Rights and Modern Slavery. During the year, 12 independent factory audits and 178 desk top assessments of property suppliers were completed.

** Assured by DNV GL