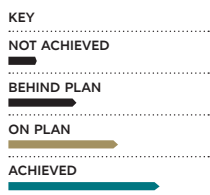
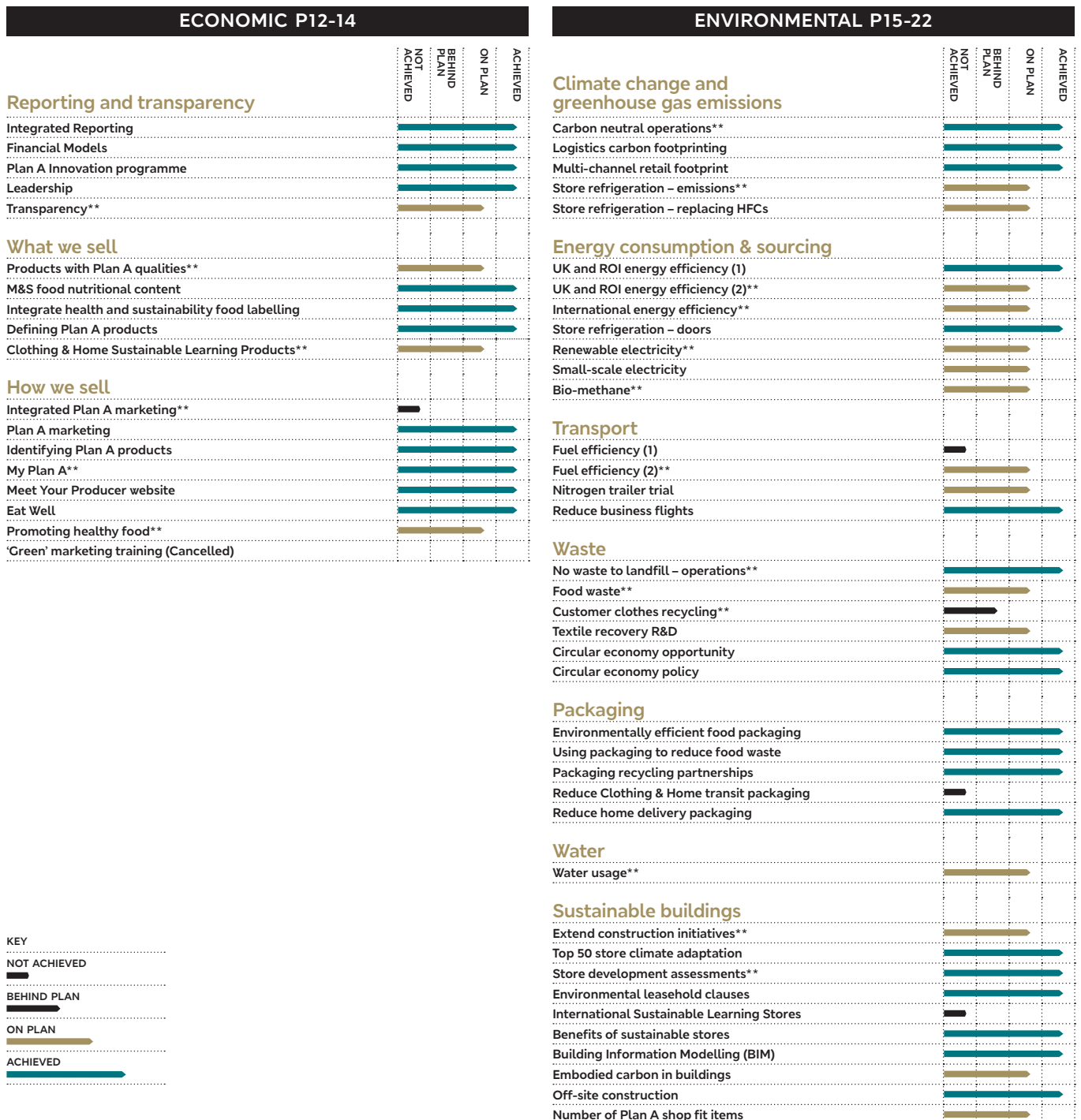


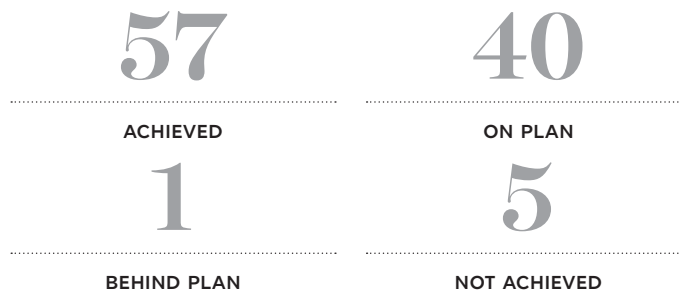
# PLAN A PERFORMANCE SUMMARY

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

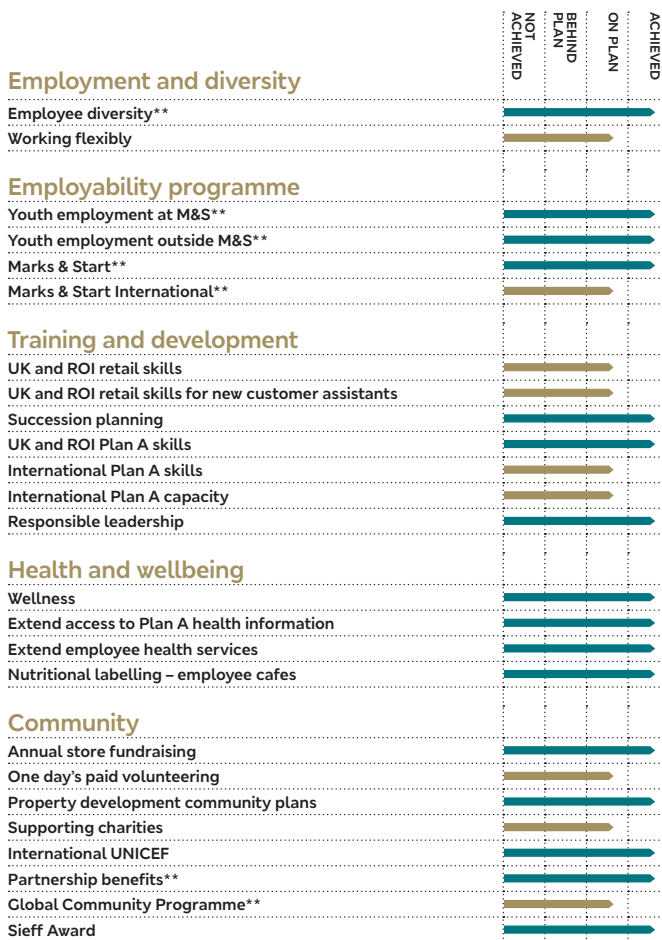


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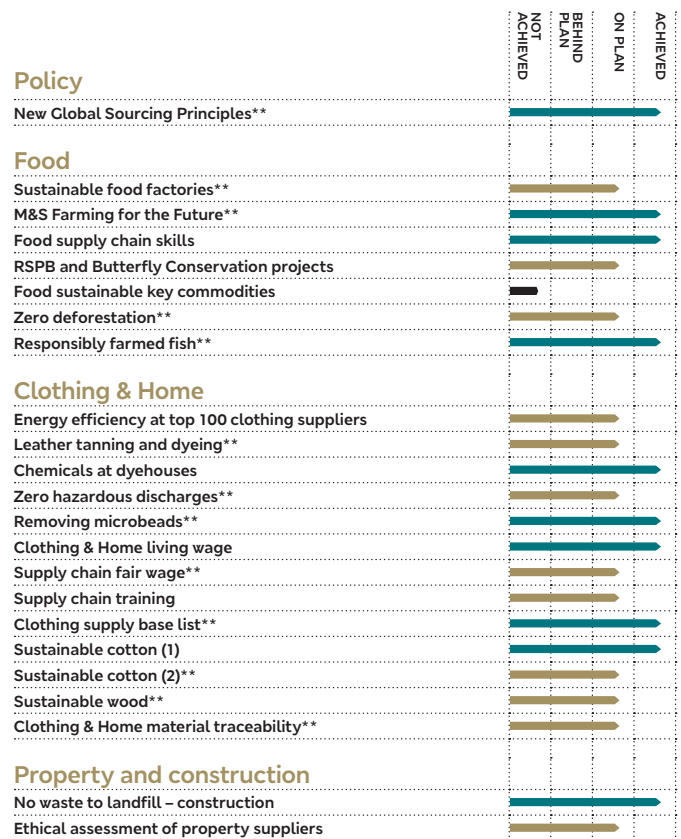
COMMITMENT SUMMARY FOR PLAN 2020 TO DATE



**SOCIAL P23-28**



**SUPPLY CHAIN P29-33**



## PLAN A PERFORMANCE

# ECONOMIC

How we manage the social and environmental impacts of the products we sell and provide transparency about our activities. Each commitment is shown as Achieved, Achieved-late, Previously achieved, On plan, Behind plan or Not achieved. Those that have ended but we still report about are shown as Ongoing.

### REPORTING AND TRANSPARENCY

#### INTEGRATED REPORTING

(NEW)  
ACHIEVED

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

**PROGRESS** Our 2016 Annual Report reflects the principles of the International Integrated Reporting Council's Integrated Reporting Framework, as part of a journey towards more integrated reporting. The Report includes a revised business model showing our principal resources and relationships, and how these support our business strategy.

See [annualreport.marksandspencer.com](http://annualreport.marksandspencer.com)

#### FINANCIAL MODELS

PREVIOUSLY  
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**

##### Financial benefit resulting from Plan A activities

	2014/15	2015/16	% change
Net Plan A Benefit	£160m	£185m	+16%

#### PLAN A INNOVATION PROGRAMME

PREVIOUSLY  
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](http://challenges.marksandspencer.com)

#### LEADERSHIP

PREVIOUSLY  
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\*\*

ON PLAN

**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** During the year we developed a programme of improvements to how we communicate our Plan A policies and activities online. At [corporate.marksandspencer.com/plan-a](http://corporate.marksandspencer.com/plan-a) there's now much more information about 'Delivering Plan A' as well as 'Business wide' and 'Food' policies. For Clothing we've also added a global location map showing the factories that manufacture garments for M&S.

In February 2016, we launched a quarterly Plan A newsletter which can be read online at: [corporate.marksandspencer.com/documents/plan-a-our-approach/plan-a-newsletter-spring-2016.pdf](http://corporate.marksandspencer.com/documents/plan-a-our-approach/plan-a-newsletter-spring-2016.pdf). We also intend to publish our first Human Rights Report, see [corporate.marksandspencer.com/plan-a](http://corporate.marksandspencer.com/plan-a)

To make it easier for our customers to see how we're building Plan A into M&S products we've also launched a new section of our website: [marksandspencer.com/integrity](http://marksandspencer.com/integrity)



## WHAT WE SELL

### PRODUCTS WITH PLAN A QUALITIES\*\*

ON PLAN

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

**PROGRESS** As of April 2016, based on the volume of items sold worldwide, 73% of M&S products had at least one Plan A quality (last year 64%).

In total 73% of M&S food products have at least one Plan A quality (last year: 63%). We've introduced LEAF Marque and the Sustainable Agriculture Initiative's Sustainable Farming assessment, as well as game and beef assessments for next year.

In total, 74% of Clothing & Home products (last year: 71%) have at least one Plan A quality. We've added innovations including more efficient denim making and fabric printing processes for next year.

### M&S FOOD NUTRITIONAL CONTENT

PREVIOUSLY ACHIEVED/ONGOING

**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** We've maintained our support for the UK Government's Public Health Responsibility Deal and last updated the information about M&S on its website in 2015. The Government is currently reviewing how this website will be used in the future. **See [responsibilitydeal.dh.gov.uk](http://responsibilitydeal.dh.gov.uk)**

To help our suppliers develop healthier products we've launched an online benchmarking tool that compares new recipes to those that are considered best in class for health and nutrition.

### INTEGRATE HEALTH AND SUSTAINABILITY FOOD LABELLING

PREVIOUSLY ACHIEVED

**AIM** Integrate healthy eating advice with social and environmental sustainability messages by 2015. **See 2015 Plan A Report**

### DEFINING PLAN A PRODUCTS

PREVIOUSLY 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\*\*

ON PLAN

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

**PROGRESS** In October 2015, we launched a re-usable shopping bag made in the UK from up-cycled used hotel linen. It was designed by Barbara Hulanicki with profits donated to UNICEF to protect children in danger.

We also launched men's Footglove Earth shoes manufactured using a range of recycled and sustainably sourced materials, and the Limited London Collection of clothing, designed in the UK and made using a range of recycled and more sustainable fabrics. All these products were manufactured in factories that meet M&S Eco Factory standards.

## HOW WE SELL

### INTEGRATED PLAN A MARKETING\*\*

NOT ACHIEVED/ONGOING

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

**PROGRESS** We're still developing and testing our wider plans to integrate Plan A into how we communicate the M&S brand to our customers, but we have made progress. For example, we've launched a **[marksandspencer.com/integrity](http://marksandspencer.com/integrity)** section of the M&S.com website, which includes information about Plan A product qualities.

We've also launched Spark Something Good customer involvement campaigns that include 'Community Projects', 'Help us beat breast cancer' and our Shopping clothes re-use and recycling partnership with Oxfam.

**See [corporate.marksandspencer.com/plan-a/get-involved/spark-something-good](http://corporate.marksandspencer.com/plan-a/get-involved/spark-something-good)**



\*\* Assured by DNV GL

PLAN A PERFORMANCE  
ECONOMIC  
CONTINUED

HOW WE SELL CONTINUED

PLAN A MARKETING

PREVIOUSLY 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

PREVIOUSLY 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\*\*

(NEW) ACHIEVED

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

**PROGRESS** In October 2015 we launched the M&S Sparks loyalty card, which allows customers to nominate one of nine M&S partnership charities to receive 1p for every transaction they make with us. The nine charities are: Breast Cancer Now, Great Ormond Street Hospital Children's Charity, Macmillan Cancer Support, Marine Conservation Society, The Royal British Legion, The Woodland Trust, Shelter, UNICEF and WWF. Customers can also receive updates about the work of their chosen charity.

As of March 2016, 3.5 million of the 3.9 million customers with an M&S Sparks card had chosen a charity recipient (around 90%). By April 2016, M&S Sparks card charity donations totalled £649,000.

By Shwopping unwanted clothing, our customers can earn extra Sparks reward points.

Using this new measurement of engagement through the Sparks reward card, this commitment has been Achieved.

MEET YOUR PRODUCER WEBSITE

PREVIOUSLY 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

PREVIOUSLY 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\*\*

ON PLAN

**AIM** From 2015 onwards we will work with key external stakeholders to define best practice on promoting and marketing healthy food and will have trialled key outcomes by 2017.

**PROGRESS** During the year we've worked with many different stakeholders, including the National Osteoporosis Society on including vitamin D in M&S bread, Coeliac UK on a new range of gluten-free recipe dishes launched in 2016, as well as Heart UK on messages used on our cholesterol lowering ranges.

In September 2015, we launched a new policy to remove sweets from till points in all M&S operated stores.

As our work on healthy food is no longer based on trials, we've modified the wording of this commitment to read:

**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.**

'GREEN' MARKETING TRAINING

PREVIOUSLY CANCELLED

**AIM** By the end of 2016, we will have developed and rolled-out a training programme on sustainability and green claims to all M&S marketing managers. **See 2014 Plan A Report**



PLAN A PERFORMANCE

# ENVIRONMENTAL

How we manage the environmental impacts of M&S operations, including greenhouse gas emissions, energy usage, transport, waste, packaging, water and sustainable buildings. Each commitment is shown as Achieved, Achieved-late, Previously achieved, On plan, Behind plan or Not achieved. Those that have ended but we still report about are shown as Ongoing.

## CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

### CARBON NEUTRAL OPERATIONS\*\*

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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. We believe that maintaining zero net emissions exceeds the requirements of a Science Based Target, which if achieved universally would keep global warming below 2 degrees.

This year, our total gross CO<sub>2</sub>e emissions were 566,000 tonnes of CO<sub>2</sub>e, a further reduction of 4% on last year (592,000 tonnes). This represents a 23% reduction on our 2006/07 Plan A launch baseline of 732,000 tonnes CO<sub>2</sub>e and level on our 2013/14 UK mandatory carbon reporting baseline of 567,000 tonnes.

A decrease in the carbon conversion factors used to calculate emissions from UK grid electricity has reduced our emissions by around 20,000 tonnes but increases in the factors for refrigeration gases have added back 6,000 tonnes: a net reduction of 14,000 tonnes CO<sub>2</sub>e compared to 2014/15.

Once again we achieved carbon neutrality through a combination of reductions, procuring renewable energy, and by purchasing and retiring high quality carbon offsets. For 2015/16, this included the use of UNICEF carbon offsets from cook stove projects in Bangladesh that also provide social benefits. We signed-up to the United Nation's Climate Neutral Now initiative and as part of our commitment, 10% of the offsets retired for 2015/16 were procured through the Clean Development Mechanism (CDM) process. For more information, see [climateneutralnow.org](http://climateneutralnow.org). During the December 2015 international climate conference in Paris we supported the We Mean Business coalition's Pledge for Action. For more information, see [wemeanbusinesscoalition.org/take-action](http://wemeanbusinesscoalition.org/take-action)

Full disclosure of M&S climate risks can be found by registering as a user at [cdp.net](http://cdp.net)

#### Operational CO<sub>2</sub>e emissions

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 DECC/ DEFRA in June 2015 and Bitzer Report 18 for additional refrigeration gases. This includes all the activities where we have operational control. It excludes all non-metered premises and shopping centre supplied services. 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.

#### M&S CO<sub>2</sub>e emissions

	Plan A baseline 2006/07 000 t CO <sub>2</sub> e	Legal baseline 2013/14 000 t CO <sub>2</sub> e	Last year 2014/15 000 t CO <sub>2</sub> e	2015/16 000 t CO <sub>2</sub> e	Achievement on 2006/07
<b>UK</b>					
Direct emissions from operations (SCOPE 1)			159	173	-
In-direct emissions from operations (SCOPE 2)			328	295	-
<b>Total scope 1 and scope 2 emissions</b>			<b>487</b>	<b>468</b>	-
Other in-direct emissions including waste, business travel, energy and fuel (SCOPE 3)			50	48	-
<b>Total Gross emissions</b>			<b>537</b>	<b>516</b>	-
<b>ROI</b>					
Direct emissions from operations (SCOPE 1)			7	7	-
In-direct emissions from operations (SCOPE 2)			10	10	-
<b>Total scope 1 and scope 2 emissions</b>			<b>17</b>	<b>17</b>	-
Other in-direct emissions including waste, business travel, energy and fuel (SCOPE 3)			1	1	-
<b>Total Gross emissions</b>			<b>18</b>	<b>18</b>	-
<b>UK AND THE ROI</b>					
Direct emissions from operations (SCOPE 1)	245	167	165	180	-27%
In-direct emissions from operations (SCOPE 2)	367	313	338	304	-18%
<b>Total scope 1 and scope 2 emissions</b>	<b>612</b>	<b>480</b>	<b>503</b>	<b>484</b>	<b>-21%</b>
Other in-direct emissions including waste, business travel, energy and fuel (SCOPE 3)	86	52	52	50	-42%
<b>Total Gross emissions</b>	<b>698</b>	<b>532</b>	<b>555</b>	<b>534</b>	<b>-23%</b>
<b>Total Gross CO<sub>2</sub>e emissions tonnes/1,000 sq ft of sales floor</b>	<b>51</b>	<b>32</b>	<b>33</b>	<b>31</b>	<b>-39%</b>
<b>OTHER INTERNATIONAL LOCATIONS</b>					
Direct emissions from operations (SCOPE 1)	1	1	2	2	+100%
In-direct emissions from operations (SCOPE 2)	28	28	29	24	-14%
<b>Total scope 1 and scope 2 emissions</b>	<b>29</b>	<b>29</b>	<b>31</b>	<b>26</b>	<b>-10%</b>
Other in-direct emissions including energy and fuel, estimated waste and business travel (SCOPE 3)	6	6	6	6	level
<b>Total Gross emissions</b>	<b>35</b>	<b>35</b>	<b>37</b>	<b>32</b>	<b>-9%</b>
<b>Total Gross CO<sub>2</sub>e emissions tonnes/1,000 sq ft of sales floor</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>13</b>	<b>-13%</b>
<b>M&amp;S GLOBAL OPERATIONS</b>					
Direct emissions from operations (SCOPE 1)	246	168	167	182	-24%
In-direct emissions from operations (SCOPE 2)	394	340	367	328	-17%
<b>Total scope 1 and scope 2 emissions</b>	<b>640</b>	<b>508</b>	<b>534</b>	<b>510</b>	<b>-20%</b>
Other in-direct emissions including waste, business travel, energy and fuel (SCOPE 3)	92	59	58	56	-39%
<b>Total GROSS/LOCATION CO<sub>2</sub>e emissions</b>	<b>732</b>	<b>567</b>	<b>592</b>	<b>566</b>	<b>-23%</b>
<b>Total Gross CO<sub>2</sub>e emissions tonnes/1,000 sq ft of sales floor</b>	<b>46</b>	<b>30</b>	<b>30</b>	<b>29</b>	<b>-47%</b>
<b>Bio-methane gas sourced (deductions from scope 1)</b>	N/A		6	6	
<b>Renewable electricity sourced and sold to grid (deductions from scope 2)</b>	N/A	302	327	293	
<b>MARKETPLACE CO<sub>2</sub>e emissions</b>	N/A	265	259	266	
<b>Carbon offsets purchased and retired</b>	-	265	259	266	
<b>Total NET CO<sub>2</sub>e emissions</b>	<b>732</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\*\* Assured by DNV GL



PLAN A 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 hotspots and publish the results by the end of 2015.

**PROGRESS** We completed research into the carbon footprint of the logistics network that collects, collates and delivers M&S products from around the world to our stores. Using 2013/14 data, we calculated that the total network has a carbon footprint of around 336,000 tonnes. Around one third of this is already included in the operational emissions we report but the remaining two thirds come from transport and warehouses operated by suppliers.

Most of the network's footprint (85%) was from transport and 15% was from warehousing. Road freight was the biggest source of transport emissions at around 60% with sea and air each accounting for 20%.

We're using this data to help us make further improvements, for example, by increasing our use of double-deck trailers that carry more products, and by monitoring delivery driver performance. We're also looking at options to reduce 'carbon hotspots', for example, by shifting from road to sea freight in Turkey.

See [corporate.marksandspencer.com/blog/stories/on-the-road-to-carbon-reduction](http://corporate.marksandspencer.com/blog/stories/on-the-road-to-carbon-reduction).

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.

**PROGRESS** Together with Accenture, and with support from other partners such as DPD Express Parcel Delivery and Woodway packaging, we've compared the carbon footprint efficiency of different forms of digital retailing. This involved gathering data from all partners involved in the delivery of M&S products ordered digitally.

Home delivery was assessed to be potentially the most efficient method, with a 30% lower carbon footprint than traditional retailing. 'Click and collect' showed potential savings but these depend on whether or not our customers make a special trip to collect the item. At present, our different retail channels support each other, with 20% of online orders placed in-store and 60% collected there.

This research also identified a number of ways that we can improve efficiency, for example, by encouraging home deliveries, making better use of phone numbers to keep customers informed, and expanding the number of collection points.

STORE REFRIGERATION – EMISSIONS\*\*



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

**PROGRESS** This year, our UK and ROI emissions from refrigeration and air-conditioning were 59,000 tonnes CO<sub>2</sub>e, which although still on track, is 16,000 tonnes more than last year. Around 6,000 tonnes of this is due to new higher Global Warming Potential (GWP) factors introduced for 2016. The remainder was caused by a small number of significant leakage incidents of R407a refrigerant. Allowing for increases in store footage, emissions were down 63% at 3.5 tonnes CO<sub>2</sub>e/1000 sq ft (2006/07: 9.4 tonnes CO<sub>2</sub>e/1,000 sq ft).

UK and ROI store refrigeration and air-conditioning emissions in tonnes CO<sub>2</sub>e per 1000 sq ft

2006/07 Actual	2014/15 Actual	2015/16 Actual	2019/20 Target	Achievement on 2006/07
9.4	2.5	3.5	1.9	-63%

STORE REFRIGERATION – REPLACING HFCs



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

**PROGRESS** Three M&S stores now have HFC-free sales floor refrigeration systems. These new CO<sub>2</sub> based 'trans-critical' systems will be our standard specification for all new build stores from May 2016. We've also started using new HFO gases that have lower climate change impacts as an interim replacement for HFCs.

Refrigeration and air-conditioning gas use in M&S UK and ROI stores



ENERGY CONSUMPTION & 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

\*\* Assured by DNV GL

## ENERGY CONSUMPTION & SOURCING CONTINUED

### UK AND ROI ENERGY EFFICIENCY (2)\*\*

ON PLAN

**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 34.9 KWh/sq ft (2006/07: 57.4 KWh/sq ft).

We improved store energy efficiency by 39%, to 41.7 KWh per sq ft, compared to 2006/07 (67.9KWh per sq ft). Gas usage included in our calculation has been adjusted using standard degree days to reflect changes in the number of cold days (44.3 KWh per sq ft before adjustment). During the year we renewed the ISO50001 energy management certification for our UK and ROI stores and offices.

We improved energy efficiency in our warehouses by 37% at 16.6 KWh/ sq ft against 2006/07: 26.4 KWh/sq ft.

Energy use in our offices was improved by 32% at 33.5 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	2014/15 Actual	2015/16 Actual	2019/20 Target	Achievement on 2006/07
57.4	36.8	34.9	28.7	-39%

### INTERNATIONAL ENERGY EFFICIENCY\*\*

ON PLAN

**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 20 other countries including a joint-venture business in India. A small number of stores in Croatia, Montenegro, Serbia, and Slovenia, closed in January 2016 with further closures in Bulgaria from May 2016. We opened one store in Belgium.

Around one third of these International stores' total footage uses energy provided by the landlord and is outside our operational control. We've only included the energy and footage over which we have operational control.

In 2015/16 our energy consumption was improved by 1% at 27.5 KWh per sq ft compared to 2013/14. Consumption of energy in our International stores is much lower than those in the UK and ROI as most of them don't sell chilled food and use landlord provided heating and air conditioning.

We have five warehouses across the world. Their primary function is to support our UK business. These warehouses show a 23% improvement in efficiency due to increases in footage with low energy needs.

**International stores (outside of ROI):** Total store energy usage in KWh/sq ft

2013/14 Actual	2014/15 Actual	2015/16 Actual	2019/20 Target	Achievement on 2013/14
27.9	26.8	27.5	22.4	-1%

**International located warehouses:** Total warehouse energy usage in KWh/sq ft

2013/14 Actual	2014/15 Actual	2015/16 Actual	2019/20 Target	Achievement on 2013/14
9	5.7	6.9	7.2	-23%

### STORE REFRIGERATION - DOORS

(NEW) ACHIEVED-LATE/ONGOING

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

**PROGRESS** We completed trials of fridge doors at our stores in Tamworth and Cambridge Beehive whilst simultaneously testing Eco Blade fridge screens at four other stores.

The fridge doors achieved better energy savings than Eco Blades, though with higher installation costs and were more restrictive to operations.

As a result, we plan to develop a programme to retro-fit Eco Blades and conduct further trials on fridge doors. We will continue to report on our progress.

### RENEWABLE ELECTRICITY\*\*

ON PLAN

**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, 100% of the electricity we purchased for our stores, and offices in the UK and ROI came from green tariff renewable sources.

In total, 96% of all the electricity used in our UK and ROI operations was from renewable green tariff or on-site renewable electricity. Just 4% of non-renewable electricity was purchased by third-party operators of our Food and Clothing & Home warehouses.

During the year, we signed-up to the RE100 collaboration, a group of companies that have committed to purchased 100% renewable electricity. 91% of our worldwide electricity usage this year came from renewable green tariff or on-site renewable electricity.

**See [there100.org/companies](http://there100.org/companies)**

**RE 100**



## PLAN A PERFORMANCE

# ENVIRONMENTAL

CONTINUED

### ENERGY CONSUMPTION & SOURCING CONTINUED

#### SMALL-SCALE ELECTRICITY

ON PLAN

**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 148 GWhs, equivalent to 22% of the electricity we used from small-scale generators, supported through our electricity procurement contracts (last year: 21%).

#### BIO-METHANE\*\*

ON PLAN

**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 2015, we signed further contracts to procure up to 172,000 MWhs of bio-methane a year from 1st January 2016. In 2015/16 we purchased 33,682 MWhs of bio-methane gas, equivalent to around 15% of our annual usage. This reduced our net reported emissions by 6,000 tonnes.

### TRANSPORT

#### FUEL EFFICIENCY (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 (2)\*\*

ON PLAN

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

**PROGRESS** To improve their overall efficiency, we're always looking for ways to combine activities and make better use of our transport vehicle fleets. Consequently, it's difficult for us to set targets that enable us to make comparisons from one year to the next. However, we will continue to report on our performance.

During the year, fuel efficiency for our Food store deliveries improved by around 7%, to 1.593 litres per store (last year: 1,721 litres). We believe that this results from a range of actions, including combining deliveries to several new small M&S Simply Food stores in a single journey. Our Clothing & Home store delivery fuel efficiency was unchanged at 7 litres of diesel for every 1,000 singles delivered.

In total, our fleets used around 30m litres of diesel (last year: 30m litres), including red-diesel to power refrigerated trailers. This contributed 78,000 tonnes of CO<sub>2</sub>e to our reported direct emissions.

### TRANSPORT CONTINUED

#### NITROGEN TRAILER TRIAL

ON PLAN

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

**PROGRESS** This is the second full year of a trial of nitrogen-chilled trailers at our food warehouse in Hemel Hempstead. These trailers use nitrogen as an alternative to HFC gases, which 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. This daily refill has proved to be expensive and presents a barrier that must be addressed in order to make this technology commercially viable.

#### REDUCE BUSINESS FLIGHTS

PREVIOUSLY ACHIEVED

**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\*\*

PREVIOUSLY ACHIEVED/ONGOING

**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 2015/16 our UK and ROI operations once again recycled (in all forms)<sup>^</sup> 100% of the waste generated in our stores, offices and warehouses (2008/09: 41%). Our total waste was reduced by 31%, to 80,000 tonnes against 116,000 tonnes in 2008/09.

This year, for the first time we extended our waste reporting to seven M&S operated stores in France, Holland and Belgium. These stores generated 866 tonnes of waste, none of which went to landfill.

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

	2008/09	2014/15	2015/16	Achievement on 2008/09
Total waste	116	88	80	-31%
Waste sent to landfill	69	0	0	-
Waste to recycling	47	88	80	+70%
% recycled (in all forms) <sup>^</sup>	41%	100%	100%	

<sup>^</sup> Includes a wide range of recycling technologies, including as a last option, energy-from-waste.

## WASTE CONTINUED

### FOOD WASTE\*\*

ON PLAN

**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 product 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** We've calculated UK M&S operated store retail food waste data by taking the total weight of unsold food collected and deducting averaged estimations for packaging, café and other types of waste. The resulting figure has been indexed against M&S operated UK food salesfloor footage, to give a measurement of tonnes of food waste per 1,000 sq ft of salesfloor.

Using this calculation, in 2015/16 we succeeded in reducing our UK retail food waste per 1,000 sq ft of food salesfloor by 9% compared to 2013/14. This has mainly been achieved by improved merchandising (estimating and ordering), as well as an increase in donation to redistribution charities.

#### UK M&S operated store retail food waste

	2013/14	2014/15	2015/16	Target Achievement 2019/20 on 2013/14
Tonnes of food waste per 1,000 sq ft of M&S operated <sup>^</sup> food salesfloor	4.22	3.95	3.84	3.38 -9%

<sup>^</sup> Food sales floor footage has been prorated to more accurately reflect how much was in operation at any time throughout the year.

We also increased the amount of surplus food donated to redistribution charities to 168 tonnes from our 2014/15 estimated figure of 60 tonnes. From March 2016, all M&S operated stores in the UK could participate in a programme to donate surplus food to charities through the Neighbourly social network which puts them in direct contact with local redistribution charities. See [neighbourly.com](http://neighbourly.com)

### CUSTOMER CLOTHES RECYCLING\*\*

BEHIND PLAN

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

**PROGRESS** 2015/16 is the first year that we've reported against this re-worded commitment, which now includes M&S International operations. This year, UK and ROI customers donated 2.7 million garments (last year: 2.8 million) through our Shopping clothes recycling initiative, helping us raise an estimated £1.3m for Oxfam (last year: £1.75m).

#### Annual clothes collections

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
In millions	3.2	1.8	3.0	3.0	3.8	4.0	2.8	2.7	24.3

We launched a similar clothes recycling and re-use scheme at our stores in the Czech Republic and Hong Kong. Together with other trials, this collected a further 30,000 garments and this brings our running total since 2008 to 24 million garments, with four years to go. We're currently struggling to raise customer donated garments up to the required level to meet our target of 50 million by 2020 and will continue to address this.

In 2016/17 we plan to launch similar schemes at our stores in France, Belgium, Czech Republic, Hungary, Poland, Slovakia and the Netherlands.

### TEXTILE RECOVERY R&D

ON PLAN

**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 from this project publicly by 2016.

**PROGRESS** This two-year project known as REDRESS is due to end later in 2016 but the initial findings have already been shared at a number of technical conferences. The project has looked at different approaches to reducing the environmental impact of clothing by using circular economy thinking. For more information, See [industrialsustainability.org](http://industrialsustainability.org)

### CIRCULAR ECONOMY OPPORTUNITY

PREVIOUSLY ACHIEVED

**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

PREVIOUSLY ACHIEVED

**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 CARRIER BAG USAGE

As of 5th October 2015, single use carrier bag charging was in force across the whole of the UK under national legislation. In addition to the M&S Food carrier bag charge introduced in 2008, this has resulted in overall reductions of around 80% against 2006/07. This legislation requires a minimum charge for all single-use carrier bags and data to be published in different ways in each nation. We've published data outside this report, as required by each separate piece of legislation.

#### UK and ROI used Christmas card recycling

	2014/15	2015/16	Achievement on LY
Used Christmas cards (in tonnes)	124	251	+102%
Used Christmas cards (in singles)	6m	10m	+67%

PLAN A PERFORMANCE  
ENVIRONMENTAL  
CONTINUED

PACKAGING

ENVIRONMENTALLY EFFICIENT  
FOOD PACKAGING

(NEW)  
ACHIEVED/  
ONGOING

**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** In October 2015, WRAP's Courtauld Commitment reported an overall 3.9% reduction in the carbon footprint of packaging used across the UK food industry in 2014 compared to 2012. M&S contributed to this progress and was significantly ahead of this average.

To enable further progress in the future we continued to work on a range of packaging sustainability projects. These include: the use of Plantic bioplastic; mechanically detectable black plastic recipe dish trays that can be easily sorted for recycling; improvements to the barrier properties of recycled carton board; and replacing polystyrene packs with types of plastic that are easier to recycle.

During 2015 we held a Packaging Raw Material Expert group event for our suppliers and trade associations. Participants at the event concluded that we should focus our efforts on optimisation (the right materials for the right applications), promoting a Circular Economy of recycling, and procuring from the most sustainable sources.

USING PACKAGING TO  
REDUCE FOOD WASTE

PREVIOUSLY  
ACHIEVED

**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

PREVIOUSLY  
ACHIEVED

**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

NOT  
ACHIEVED/  
ONGOING

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

**PROGRESS** This year we used \*28.8g transit packaging per item compared to \*36g in 2012, a reduction of 20%. We plan to work systematically through each Clothing & Home department, to make reductions. An initial review of seven departments achieved further savings of over 532 tonnes of packaging a year. As a result of our new plans we've re-worded this target to read:

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

PACKAGING CONTINUED

UK and ROI clothes hanger re-use and recycling

	2014 In millions	2015 In millions	% change
Collected	126	103	-18
Re-used	86 (68% of collected)	64 (62% of collected)	-26
Recycled	40 (32% of collected)	39 (38% of collected)	-2



REDUCE HOME DELIVERY PACKAGING

PREVIOUSLY  
ACHIEVED

**AIM** Reduce UK and ROI home delivery packaging by 25% in weight by 2015. **See 2015 Plan A Report**

WATER

WATER USAGE\*\*

ON PLAN

**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 2015/16, our UK and ROI store, office and warehouse water efficiency was down by 31% at 46 litres per 1000 sq ft (2006/07: 67 litres per sq ft).

Our total UK and ROI usage was 1,115,510 m<sup>3</sup>, down by 12% against our baseline (2006/07: 1,266,704m<sup>3</sup>). For our warehouses, we use the first available data for baselines which is 2007/08 for Food and 2009/10 for Clothing & Home.

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

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

2006/07 Actual	2014/15 Actual	2015/16 Actual	2019/20 Target	Achievement on 2006/07
67	50	46	44	-31%

\* Calendar year data  
\*\* Assured by DNV GL

## SUSTAINABLE BUILDINGS

### EXTEND CONSTRUCTION INITIATIVES\*\*

ON PLAN

**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 steady stream of construction innovations we draw our ideas from external events, including the Dragons Den style 'Big Innovation Pitch' held at Ecobuild and the M&S Prize for Innovation awarded at the Big Bang UK Young Scientists and Engineers Fair. This is in addition to our own Sustainable Learning Stores and New Engineering Technology (NET) process.

This year we started trials of a wide range of new technologies, including Eco Blade fridge screens, doors on fridges, Waterblade taps and LED lighting for Clothing & Home salesfloor areas.

We also extended the use of new technologies. Endotherm water treatment was assessed last year and is now being installed in 25 stores. We also extended Heating Ventilation and Air Conditioning (HVAC) sub-metering to another 25 locations.

### TOP 50 STORE CLIMATE ADAPTATION

(NEW) ACHIEVED-LATE/ONGOING

**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** Together with engineering consultancy ARUP we've developed a Climate Change Adaptation and Resilience Tool. This helps to identify the risks posed by climate change at each store and suggests possible remedial actions. From 2016/17, we intend to use this tool to develop store specific climate change improvement plans and where appropriate, work with our landlords to implement these.



### STORE DEVELOPMENT ASSESSMENTS\*\*

(NEW) 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.

**PROGRESS** We've identified ways to assess all new store developments for climate change risk mitigation, as outlined in our separate commitment on **Top 50 store climate adaptation**.

For our largest stores, costing over £10m, a whole life costing model, developed with the help of AECOM, has been used to assess the whole life cost benefit of sustainability initiatives over and above our standard specification. We have built in additional investment to include these sustainability initiatives, as well as the necessary fees for undertaking a sustainable building accreditation.

### ENVIRONMENTAL LEASEHOLD CLAUSES

(NEW) 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.

**PROGRESS** This year, a further 14 environmental leasehold clauses were signed, giving a total of 84 'green' clauses or informal Memorandums Of Understanding. We've also contributed to the University of Oxford's 'Working with Infrastructure Creation of Knowledge and Energy strategy Development' (WICKED) report, which focuses on energy efficiency and concludes that the success of 'green' clauses depends on having a genuine commitment from both landlord and tenant.

As a result, we have a new follow-on commitment:

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

### INTERNATIONAL SUSTAINABLE LEARNING STORES

NOT ACHIEVED

**AIM** By 2020, we will open a further five Sustainable Learning Stores in international territories outside of the ROI.

**PROGRESS** We've reviewed several possible ways to achieve this commitment but concluded that because our International stores are relatively small and often located in small shopping malls, they are not suitable for Sustainable Learning Stores trials.

We'll continue to review the application of new technologies, resulting from our commitment on **Extend construction initiatives** (see above) and include our International stores in our targets to improve energy efficiency.



## PLAN A PERFORMANCE

# ENVIRONMENTAL

CONTINUED

### SUSTAINABLE BUILDINGS CONTINUED

#### BENEFITS OF SUSTAINABLE STORES

(NEW)  
ACHIEVED/  
ONGOING

**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** We took part in the World Green Building Council's Better Places for People UK Retail Task Force, which published its Health and Wellbeing Productivity In Retail report in February 2016. The report suggests that retailers can improve the shopping experience for their customers and potentially increase their profits by providing greener, healthier stores.

See [betterplacesforpeople.org](http://betterplacesforpeople.org) and [worldgbc.org/activities/better-places-people/health-wellbeing-and-productivity-retail](http://worldgbc.org/activities/better-places-people/health-wellbeing-and-productivity-retail)

We're analysing data suggested by the Retail Metrics Framework across all our UK stores, to see if we can make direct connections between environmental and economic performance.

#### BUILDING INFORMATION MODELLING (BIM)

(NEW)  
ACHIEVED/  
ONGOING

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

**PROGRESS** BIM is a technology that enables us to design buildings in three dimensions and promotes an integrated way of working for the project team by providing a single source of technical information during construction and when the store is in use. During the year, we commissioned industry BIM specialist WDR & RT Taggart, to evaluate the benefits. Their report concluded that there are a wide range of potential benefits that M&S could achieve through its introduction.

These benefits are now being modelled and costed as part of a Simply Food store tender exercise. If favourable, this will enable further trials in 2016/17.

#### EMBODIED CARBON IN BUILDINGS

ON PLAN

**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 plaster board are manufactured. Through our previous work we've concluded that the main embodied carbon hotspots we can influence are ceilings, walls and floors.

We've appointed Sturgis Carbon Profiling, a specialist consultancy, to identify ways in which we can measure and reduce the embodied carbon in our ceilings, walls and floors. We're aiming for this work to be completed in 2016/17.

#### OFF-SITE CONSTRUCTION

(NEW)  
ACHIEVED/  
ONGOING

**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.

**PROGRESS** Off-site construction involves the use of pre-manufactured building parts, which are installed onsite. This year, off-site construction techniques were used for the internal walls and electrical and engineering services at our new M&S Foodhall at Meole Brace in Shrewsbury. As a result, the time spent on-site decreased from seven to five weeks, with less waste produced and improved on-site working conditions.

We've included requests for off-site construction options in our tendering programme for future M&S Simply Food stores. Once we've received these proposals we'll review the best way to proceed.

#### NUMBER OF PLAN A SHOP FIT ITEMS

ON PLAN

**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 year we assessed a range of new shop-fit items 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 floors, walls and ceiling items, directly procured, 76% was assessed as having at least one Plan A quality.

For other types of shop fittings evaluated using the EcoSmart Design System, out of 191 new items assessed, 176 (or 92%) had at least one Plan A quality.

Access to this data will allow us to better understand the impacts of our shop fit choices and can help us to improve the sustainability of new shop fit items up to 2020.



# PLAN A PERFORMANCE

# SOCIAL

How we address issues including employment, diversity, training, health and wellbeing, and community programmes, in M&S operations. Each commitment is shown as Achieved, Achieved-late, Previously achieved, On plan, Behind plan or Not achieved. Those that have ended but we still report about are shown as Ongoing.

## EMPLOYMENT AND DIVERSITY

### EMPLOYEE DIVERSITY\*\*

PREVIOUSLY ACHIEVED/ONGOING

**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 2016, 36% of our board and 41% of employees in senior management positions across our global business are female. We remain a supporter of the 30% Club (for female board directors) and have been listed for the sixth year running as a Times' Top 50 Employer for Women.

We've continued our Inspiring Women's Network with monthly speakers and provided mentoring and coaching for our female leaders. Our partnership with Gingerbread also continues to provide employment opportunities for single parents in the UK. According to Gingerbread, 90% of single parents are women.

We're members of Stonewall and OUTstanding and have completed the Stonewall Equality Index to help us develop a LGBT (lesbian, gay, bisexual and transgender) inclusion programme. An LGBT online employee network has been launched which we're aiming to support with a series of events.

To help develop a more inclusive approach to ethnicity, we joined Business in the Community's Race at Work campaign. Through this we are providing mentoring support for BAME (black, Asian or from a minority ethnic group employees). We've also launched an online Race at M&S employee network.

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

	Women employees	Women managers*	Women store managers	Women in senior management
2016	72%	62%	49%	41%
2015	72%	62%	50%	40%

### M&S UK and ROI workforce gender diversity

	Women employees	Women managers*	Women store managers	Women in senior management
2016	73%	62%	47%	41%
2015	73%	63%	49%	40%

### M&S UK workforce ethnic diversity

	Employees from ethnic minority backgrounds	Managers from ethnic minority backgrounds*
2016	10%	13%
2015	10%	12%

^ 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
2016	21%	38%	12%	4%	30%
2015	23%	35%	9%	4%	27%

All data as of March 2016

\*\* Assured by DNV GL

### WORKING FLEXIBLY

ON PLAN

**AIM** We will report on our employees' uptake of working flexibly in the UK by 2015, then take action and set a target to make a significant increase in the levels of working flexibly (e.g. non-maximum hours working, job shares, flexitime, remote working) in our UK and ROI operations by 2020.

**PROGRESS** Last year's update showed that most of the requests for flexible working are made directly to line managers and dealt with locally. As only a small number of requests are made through our formal system, we've decided to re-word this commitment to focus on supporting a culture of flexible working:

**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.**

In 2016 as part of our annual employee survey we asked UK and ROI colleagues whether they have any element of flexibility in their job role, such as part-time hours, working from home or a different location. 38% of colleagues responded positively to the question.

Across M&S 66% of our employees have non-maximum hours contracts, 71% in stores and 11% in Head Office.

### UK and ROI employee turnover

	2014/15	2015/16	Change
Total	19%	20%	+1%
Unplanned	14%	12%	-2%

### Global employee Your Say surveys results

	2014/15	2015/16	Change
Participation	79%	77%	-2%
Engagement score	77%	78%	+1%
Plan A score	79%	78%	-1%





PLAN A PERFORMANCE

SOCIAL  
CONTINUED

EMPLOYABILITY PROGRAMMES

YOUTH EMPLOYMENT AT M&S\*\*



**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.

**PROGRESS** We've achieved our target, offering over 5,800 work placements since we launched this initiative two years ago. The percentage of people who completed the programme and went on to find work, is around 60%.

In 2015/16, we offered Make Your Mark work placements to 1,513 people, aged 25 years or under, and to a further 489 people, aged 25 years and under, through Marks & Start. That's a total of 2,002 (last year: 2,043). These programmes will continue in 2016/17.

YOUTH EMPLOYMENT OUTSIDE M&S\*\*



**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** We achieved our target, working with 106 of our suppliers to offer work opportunities for people aged 25 years or under as part of the Movement to Work initiative.

Most these suppliers are in our food supply chain. This year, between them, these food suppliers offered 1,393 work placements, with 89% going on to find work. The programme will continue in 2016/17.

MARKS & START\*\*



**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 and offices by 2016. We're aiming for 50% to find employment within three months of completing their placement.

**PROGRESS** We achieved our target and have now offered over 16,400 work placements since Marks & Start was launched in 2004. This year we offered more than 3,100 placements, (last year: 3,300).

As we also reported in the commitment on 'Youth unemployment at M&S', 1,513 placements were offered through our Make Your Mark programme in addition to the 1,618 through Marks & Start. This year, around 66% of participants who completed placements went on to find work, education or further training. The programme will continue in 2016/17.



Our partnership with The Prince's Trust, which is part of this programme was highly commended in the 2015 Third Sector Awards.

MARKS & START INTERNATIONAL\*\*



**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, 20 people took part in work experience placements at M&S stores in France, Greece, Poland and the Czech Republic.

M&S suppliers in Bangladesh and Sri Lanka also continued to provide work experience and employment opportunities for more than 300 people with disabilities.



MOVEMENT TO WORK

Our commitments to provide vocational training and work experience for young people with M&S and in our supply chain, are part of a larger programme that we helped to found in 2013, called Movement to Work. Almost 200 employers joined Movement to Work. They include Accenture, BAE Systems, Barclays, BT, BUPA, Capita, Centrica, Civil Service, Diageo, GSK, HSBC, ISS, Manpower, Marriott, M&S, National Grid, NHS, Sodexo, Tesco, Unilever, Whitbread and WPP. Movement to Work is supported by The Prince's Trust, Jobcentre Plus, the UK Commission for Employment and Skills, the Trades Union Congress and the Confederation of British Industry.

Since its launch, Movement to Work employers have created more than 40,900 vocational training and work experience opportunities for young people, with an estimated average into-work rate of 51%. See [movementtowork.com](http://movementtowork.com)

\*\* Assured by DNV GL

## TRAINING AND DEVELOPMENT

### UK AND ROI RETAIL SKILLS

ON PLAN

**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, on subjects that included Fire Safety, Manual Handling, Emergency Management, Food Allergens, Dementia Friends, Diversity and a new approach on Age Restricted Products. We also trialled new Feeling Better Dressed service training and launched a new Learning and Development Academy that makes it easier for colleagues to access training materials.

Retail colleagues with responsibility for leadership also received Fit-to-lead training based around our four values of Inspiration, Innovation, Integrity and In Touch. In addition, we launched new workshops on managing staffing levels and human resources policies, for our retail managers.

### UK AND ROI RETAIL SKILLS FOR NEW CUSTOMER ASSISTANTS

ON PLAN

**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** 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/  
ONGOING

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

**PROGRESS** As of August 2015, 71% of appointments to our 150 most senior vacancies were made internally (20 internal appointments out of 28) vacancies. This figure included internal promotions and moves to a role at the same level.

We also have a target to have long term internal successors available for at least 68% of permanent leadership roles and in August 2015 this was calculated as 74%.

### UK AND ROI PLAN A SKILLS

PREVIOUSLY  
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

ON PLAN

**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** We've developed Customer Assistant Learning Cards for our International colleagues with specific Plan A content, covering 'products with integrity', 'responsible sourcing' and 'sustainable products'. These have been designed so that they can be used in many different ways and formats. We've also launched a quarterly International Plan A newsletter and addressed three M&S International conferences.

### INTERNATIONAL PLAN A CAPACITY

ON PLAN

**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 on employability, community, gender diversity, clothes recycling and energy management. However, to improve our understanding of performance across a wider range of Plan A issues, we've introduced an annual assessment and benchmarking programme covering M&S and franchise operated International stores.

In India, we now have a Plan A manager who has identified the three priority areas of Plan A: community engagement, energy and waste, and employability.

PLAN A PERFORMANCE

SOCIAL  
CONTINUED

TRAINING AND DEVELOPMENT CONTINUED

RESPONSIBLE LEADERSHIP

(NEW)  
ACHIEVED-  
LATE

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

**PROGRESS** Between May and July 2015, we ran our values-based 'Fit to Lead the Future' programme for all M&S senior business leaders. The programme included nine group projects, five of which were based on Plan A: they focused on high street regeneration, Business benefits of community food, Fresh approaches to recycling, Inspiring mental wellbeing and Sourcing with Integrity.

Many of these projects have resulted in further activities and created wider awareness of Plan A.

HEALTH AND WELLBEING CONTINUED

EXTEND EMPLOYEE HEALTH SERVICES

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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 with our calendar of health events and activities. This year they included: A Wellbeing Challenge on weight loss; healthy eating and habits; training a Dementia Friends Champion in UK M&S operated stores; and running a Mental Wellbeing week across all our UK and ROI operated stores in October 2015.

HEALTH AND WELLBEING

WELLNESS

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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 2016 Wellness benchmarking measurement was 78%, around the same as last year's 79%. This year, we've improved our understanding of the key issues and the ways in which we can provide better support by analysing feedback from other sources, such as our Employee Assistance Programme.

EXTEND ACCESS TO PLAN A  
HEALTH INFORMATION

(NEW)  
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 business

**PROGRESS** A wide range of health and wellbeing training materials and guides are now available to our International stores through an online portal. These include information on diet, weight loss, hydration, mental health and Dementia Friends.

The second part of this target on Supply Chain best practices is now covered in our separate commitments on Sustainable food factories and Supply chain training.

UK and ROI retail and office health & safety

	2014/15 Total	2015/16 Total	% change	2014/15 Per m sq ft	2015/16 Per m sq ft	% change
Accidents to employees, customers, contractors, and visitors	26,750	25,797	-4	1,572	1,504	-4
RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	185	173	-6	11	10	-9

Data for previous years can be found in the relevant Plan A Report but is broadly consistent with 2015/16 and 2014/15, with small year-on-year improvements due mainly to improved reporting achieved with our 'primary authority' relationship with Birmingham City Council. There were no work related fatalities in 2015/16.



NUTRITIONAL LABELLING  
- EMPLOYEE CAFES

PREVIOUSLY  
ACHIEVED

**AIM** Continue to improve nutritional labelling by making it easier for employees to manage their diet and extend it to include UK employee cafes (up to 2015). **See 2015 Plan A Report**

## COMMUNITY

### ANNUAL STORE FUNDRAISING

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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 £1m for local charities. All UK and ROI M&S operated locations can now adopt a Charity of the Year through the Neighbourly social network, which enables them to connect directly with local charities.

In July 2015, we launched Spark Something Good local community campaigns, which aim to help 24 charities in 24 cities over 24 months. So far, we've helped charities in London, Dublin, Manchester, Swansea and Edinburgh.

### ONE DAY'S PAID VOLUNTEERING

ON PLAN

**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.

**PROGRESS** In total, colleagues took more than 5,000 paid volunteer days this year (last year: 5,000). More than 3,000 of them took part in The Big Beach Clean-up, more than 1,000 helped in our Spark Something Good community days, and 50 participated in a 36-hour data dive, during which our data analysts helped charity partners to improve their use of data.

### PROPERTY DEVELOPMENT COMMUNITY PLANS

(NEW)  
ACHIEVED/  
ONGOING

**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 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 written a Community Plan applicable to each project; compliance with the M&S Community Guide; and participation in the Movement to Work youth unemployment programme.

This year, 30 projects participated. We plan to review and improve the M&S Construction Community Engagement Plan and continue to report on our progress.

### SUPPORTING CHARITIES

ON PLAN

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

**PROGRESS** This year, we helped to raise £5.25m for Health and Wellbeing charities (last year: £2.45m). A total of £10.6m over three years towards our £20m target.

In October 2015, we launched a brand new Appeal with Breast Cancer Now (formerly Breakthrough Breast Cancer and Breast Cancer Campaign) to help prevent 9,000 cases of breast cancer a year by 2025. Including carrier bag proceeds, we raised £2.4m, including £2.1m for the new Appeal through activities including Breast Cancer Awareness Month, Fashion Targets Breast Cancer and Charity Christmas cards (last year: £700,000).

Again M&S Cafes, Foodhalls and Simply Food stores participated in Macmillan Cancer Support's World's Biggest Coffee Morning which together with other activities throughout the year raised over £2.2m (last year: £1.3m). This included over £1m raised by M&S employees (last year: £550,000).

### INTERNATIONAL UNICEF

(NEW)  
ACHIEVED/  
ONGOING

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

**PROGRESS** This year we donated £600,000, including money raised by M&S colleagues, bringing the total over three years to more than £1.2m. This also includes money raised by selling Christmas cards and an up-cycled cotton tote bag designed by Barbara Huklanicki. We plan to continue our work with UNICEF in 2016/17.



PLAN A PERFORMANCE

SOCIAL

CONTINUED

COMMUNITY CONTINUED

PARTNERSHIP BENEFITS\*\*



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

**PROGRESS** Together with Breast Cancer Now, Macmillan Cancer Support, Oxfam, The Royal British Legion, UNICEF, and WWF, we've identified a range of social, environmental and business benefits that have resulted from our partnerships. We've published summaries on our Plan A website: [corporate.marksandspencer.com/plan-a/our-approach/delivering-plan-a/leading-with-others-to-accelerate-change](http://corporate.marksandspencer.com/plan-a/our-approach/delivering-plan-a/leading-with-others-to-accelerate-change)

The social value created for our partners includes the money raised to help tens of thousands of people in the UK and internationally. For M&S, the business value created includes engaging with customers on causes they care about, receiving shared expertise and, in some cases, helping us move towards more sustainable business models. Our partnerships have been recognised through the C&E Corporate NGO partnership barometer, which rated our relationship with Oxfam as Most Admired Corporate Partnership, for the last six years up to 2015.

GLOBAL COMMUNITY PROGRAMME\*\*



**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 included 28 different projects operating in 16 countries, which directly benefited around 91,000 people compared to 58,000 in 2014/15.

Some of the most important projects, such as the Emerging Leaders partnership are increasing in scale and being replicated in other countries. **See [emerging-leaders.net](http://emerging-leaders.net)**

Each M&S Global Community Programme project addresses livelihoods, wellbeing or the environment. We published our first M&S Global Community Programme Report in 2015 and intend to update this frequently.

**See [corporate.marksandspencer.com/documents/plan-a-our-approach/global-community-programme-report-june2015.pdf](http://corporate.marksandspencer.com/documents/plan-a-our-approach/global-community-programme-report-june2015.pdf)**

Community donations

	2014/15 £m	2015/16 £m	% change
Cash	8.2	9.9 <sup>^</sup>	+21
Time	1.6	1.7	+6
In-kind	3.3	3.9	+18
<b>Total</b>	<b>13.1</b>	<b>15.5</b>	<b>+18</b>

Leverage (additional funds raised from other sources as a result of M&S activities)

	7.5	8.0	+7
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<sup>^</sup> Includes additional payments of £1.5m paid in 2016/17 in line with Group commitments to charitable organisations.

SIEFF AWARD



**AIM** We will use the newly re-launched annual Business in the Community Sieff Award to recognise young business leaders who advocate sustainability until at least 2020. **See [bitc.org.uk/services/awards-recognition/individual-awards/former-sieff-award](http://bitc.org.uk/services/awards-recognition/individual-awards/former-sieff-award)**

AN ESTIMATED **£16.2 million** raised since 2008  
ENOUGH MONEY TO FUND OXFAM'S WORK IN BANGLADESH, HAITI AND LIBERIA IN 2014/15

AN ESTIMATED **24 MILLION GARMENTS** DONATED

PROVIDING A SOLUTION WHERE NO CLOTHES GO TO LANDFILL  
ENABLING CUSTOMERS TO LIVE MORE SUSTAINABLY  
AND HELPING M&S TO MOVE TOWARDS A CIRCULAR ECONOMY

INCREASED AWARENESS OF CLOTHES GOING TO LANDFILL AND THE OXFAM BRAND STORY

2 iconic products created USING SHWOPPED CLOTHING

SOME SHWOPPED CLOTHING GOES TO FRIP ETHIQUE, OXFAM'S SOCIAL ENTERPRISE IN SENEGAL HELPING TO SUPPORT 40 WOMEN IN WORK

OXFAM THE BENEFITS OF OUR PARTNERSHIP M&S EST. 1884

CUSTOMERS RECEIVE x5 more Sparks points every time they Shwop, COMPARED TO A USUAL TRANSACTION

MOST RESPECTED NGO CORPORATE PARTNERSHIP IN 2014 AND 2015 (IN C&E STUDY)

6 National One Day Wardrobe Clear Outs & 343 SHWOP AT WORK EVENTS WITH 147 COMPANIES

80 OXFAM SHOPS SUPPORTED BY M&S VISUAL MERCHANTISERS OFFERING TIPS AND ADVICE

AN ESTIMATED 1.2 million DAMAGED M&S GARMENTS DONATED TO OXFAM

£85k GIVEN TO Oxfam disaster appeals

\*\* Assured by DNV GL



PLAN A PERFORMANCE

# SUPPLY CHAIN

How we manage social and environmental issues in our Food, Clothing & Home and Property supply chains. Each commitment is shown as Achieved, Achieved-late, Previously achieved, On plan, Behind plan or Not achieved. Those that have ended but we still report about are shown as Ongoing.

## POLICY

### NEW GLOBAL SOURCING PRINCIPLES\*\*

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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 launched updated M&S Global Sourcing Principles in 2014. Since then, we've helped our suppliers to understand and respond to the new areas of content through our Plan A Food Supplier Conference in October 2015 as well as international conferences in Kenya, South Africa and Spain, and best practice workshops. To reflect a revised approach to Human Rights and to incorporate the requirements of the new Modern Slavery Act we are in the process of further updating M&S Global Sourcing Principles, which we plan to publish later in 2016.

### M&S FOOD SUPPLIER ETHICAL AUDITS 2015/16

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	10	2	5,325	2	14	7
Asia	21	13	30,171	13	68	5.2
Europe	800	266	225,831	274	1,327	4.8
North America	18	3	7,094	3	26	8.6
Oceania	7	0	27,205	0	0	0
South America	7	3	16,668	3	14	4.6
<b>Total</b>	<b>863</b>	<b>287</b>	<b>312,294</b>	<b>295</b>	<b>1,449</b>	<b>5</b>

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



## POLICY CONTINUED

### M&S CLOTHING & HOME SUPPLIER ETHICAL AUDITS 2015/16

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
Africa	13	10	11,526	12	46	4
Asia	980	498	729,231	722	4,930	7
Europe	354	150	89,468	215	1,248	6
North America	2	2	453	2	2	1
<b>Total</b>	<b>1,349</b>	<b>660</b>	<b>830,678</b>	<b>951</b>	<b>6,226</b>	<b>7</b>

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



## FOOD

### SUSTAINABLE FOOD FACTORIES\*\*

ON PLAN

**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** This year, the proportion of M&S food products provided by Silver level suppliers increased to 48% (last year: 32%) as a result of validated performance at 55 supplier sites. To achieve, a site has to perform at Silver level or above, across three areas: human resources, environmental performance and resource efficiency. Four of these 55 suppliers have been further validated at Gold level. Suppliers accounting for over 92% of M&S food are now participating in this scorecard programme.

60% of sites now send no waste to landfill (last year: 48%) and on average show a 31% reduction of waste per tonne of product. In addition, 52% of M&S food suppliers have reduced both their water and energy usage per tonne of product compared to last year, and over 30% have improved energy efficiency by at least 20% on their baseline. On human resources, 72% of the most recent supplier employee surveys show a satisfaction rating of 65% or more.

Our food supplier sustainability scorecard received the 2degrees 2015 Supply Base Champions Award.

\*\* Assured by DNV GL



PLAN A PERFORMANCE  
SUPPLY CHAIN  
CONTINUED

FOOD CONTINUED

M&S FARMING FOR THE FUTURE\*\*

PREVIOUSLY  
ACHIEVED/  
ONGOING

**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 on progress and share our learning more widely from 2015.

**PROGRESS** After identifying the key sustainability hotspots by sector and setting actions plans, as summarised in our 2015 Plan A Report, we published a further update for our suppliers in May 2016.

As this commitment is now almost completed, we've developed a follow-on target:

**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.**

YOUR M&S  
FARMING  
FOR THE  
FUTURE

FOOD SUPPLY CHAIN SKILLS

PREVIOUSLY  
ACHIEVED

**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**

RSPB AND BUTTERFLY  
CONSERVATION PROJECTS

ON PLAN

**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 & pollinators including bees and other species. We will share our findings publicly by 2017.



**PROGRESS** We're funding a three-year programme (running from 2014 to 2017) with the RSPB and Butterfly Conservation, to help ten farms that supply 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 receives a report detailing the results along with suggestions on how habitats can be improved.

The second survey completed in 2015, surveyed ten farms. It listed 83 species of birds, compared to 81 in 2014. These species included stronger populations of corn buntings, grey partridges, linnets, skylarks and yellowhammers, which all feature on a 'red list' of threatened species. Nine farms were surveyed for butterflies, moths and bees. This survey found a total of 25 species, compared with 24 in 2014. The average number of bumblebees found doubled compared to 2014.

The final results will be published in 2017.

FOOD SUSTAINABLE KEY  
COMMODITIES

NOT  
ACHIEVED

**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**

## FOOD CONTINUED

### ZERO DEFORESTATION\*\*

ON PLAN

**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** We've published our sourcing policies for palm oil, soy cattle and paper materials and these can be seen at: [corporate.marksandspencer.com/plan-a/our-approach](http://corporate.marksandspencer.com/plan-a/our-approach)

Our current progress as of April 2016 is summarised below:

**Palm oil:** In 2015/16, all palm oil used in M&S products was Roundtable on Sustainable Palm Oil (RSPO) certified. \*92% was a mix of segregated and mass balance (last year: \*82%), with the remaining \*8% being covered by the purchase of GreenPalm certificates to encourage the transition to sustainable supplies (last year: \*18%). Some stakeholders have asked us to address issues not covered by the RSPO standard which we aim to achieve through engagement with companies who import palm oil into the countries where M&S products are produced. We will continue working with the RSPO and the Consumer Goods Forum (CGF) to develop solutions and uphold standards.

**Soy:** Nearly all the soy used in M&S supply chains is in animal feed. We've developed and communicated an updated soy sourcing policy to establish a new acceptable standard against which to judge our future progress. In addition, we've maintained our support for Solidaridad (an organisation that works on sustainable raw materials) to help 1,200 small-scale soy growers in Paraguay and for Cool Earth's Ashaninka's forest protection project in Peru.

**Brazilian beef:** M&S's only supplier of Brazilian beef is a signatory to the Greenpeace Amazonian Cattle Agreement, which is committed to ending Amazon rain forest destruction. We will continue to review and improve our sourcing policies where necessary.

**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.

## FOOD CONTINUED

### RESPONSIBLY FARMED FISH\*\*

PREVIOUSLY ACHIEVED/ ONGOING

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

**PROGRESS** In addition to the M&S Select Farm Assurance or M&S Codes of Practice for salmon, organic salmon, shrimp (prawns), trout, halibut, bass, bream and fish feed, we're now developing standards for turbot. This was shared with M&S suppliers in March 2016. In addition, we only source pangasius from third-party certified farms.

#### Wild fish sourcing\*\*



## CLOTHING & HOME

### ENERGY EFFICIENCY AT TOP 100 CLOTHING SUPPLIERS

ON PLAN

**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.

For 2015/16, 54 of our rolling top 100 clothing suppliers have installed energy efficient lighting, improved insulation and temperature controls.

### LEATHER TANNING AND DYEING\*\*

ON PLAN

**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** This year, 28% of the leather used to make M&S leather products was sourced from Leather Working Group (LWG) rated tanneries, based on an annual supplier survey conducted in October 2015. LWG standards were developed by a collaboration of retailers and tanneries. The standards include the evaluation of energy efficiency, water usage, chemicals management, discharges, emergency plans and traceability of leather.

\* Calendar year data  
\*\* Assured by DNV GL

## PLAN A PERFORMANCE

# SUPPLY CHAIN

CONTINUED

### CLOTHING & HOME CONTINUED

#### CHEMICALS AT DYEHOUSES

PREVIOUSLY  
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\*\*

ON PLAN

**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** To help us achieve this ambitious target we're working collaboratively with stakeholders that include: WWF, Greenpeace, Sustainable Apparel Coalition and Zero Discharges of Hazardous Chemicals (ZDHC) group.

We've updated our Environmental and Chemical policy to go beyond lists of banned and restricted chemicals by requesting dyehouse chemical inventories in order to improve our monitoring of performance.

We've also made progress on 11 priority chemicals. Our use of PFC coatings on M&S clothing has been reduced by 70% and we believe that we're on track to find alternatives for all clothing usage by a 1 July 2016 target date. We've also extended our ban on phthalates to cover all M&S clothing.

We've used our Plan A product qualities programme to promote the use of better technologies such as cleaner processes for making denim and printing fabrics.

Many of the dyeshouses we use to process fabric for M&S clothing are in China, where the Chinese Institute of Public and Environmental (IPE) affairs reports on water pollution across a wide range of industries. M&S doesn't use any dyehouses on the IPE's 'blacklist' and we are encouraging all the dyehouses that process M&S fabrics to share their data with the IPE. Currently 76% of Chinese dyehouses that work on M&S fabrics, report their data via the IPE.

#### REMOVING MICROBEADS\*\*

(NEW)  
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.

**PROGRESS** M&S specifications for our own brand wash-off cosmetic personal care products were changed in April 2015. After this date, no M&S brand personal care products were manufactured using plastic microbeads.

#### CLOTHING & HOME LIVING WAGE

PREVIOUSLY  
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\*\*

ON PLAN

**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** In addition to our ongoing work with the Ethical Trading Initiative, we're now in the process of joining the Action, Collaboration, Transformation (ACT) collaboration lead by the IndustriALL Global Union.

#### SUPPLY CHAIN TRAINING

ON PLAN

**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** By April 2016, we'd provided training to more than 762,000 workers in our Clothing & Home supply chain, since 2010.

#### CLOTHING SUPPLY BASE LIST\*\*

(NEW)  
ACHIEVED

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

**PROGRESS** In May 2016 we published an online map showing all our active clothing, accessories and footwear suppliers around the world. Nearly 700 suppliers are listed, along with details of the number and gender of the people they employ. **See [interactivemap.marksandspencer.com](http://interactivemap.marksandspencer.com)**

#### SUSTAINABLE COTTON (1)

PREVIOUSLY  
ACHIEVED

**AIM** Procure 25% of cotton from sustainable sources by 2015. **See 2015 Plan A Report**

## CLOTHING & HOME CONTINUED

### SUSTAINABLE COTTON (2)\*\*

ON PLAN

**AIM** Procure 70% of cotton from sustainable sources by 2020.

**PROGRESS** This year 42% of the cotton sourced by suppliers for M&S products came from Better Cotton Initiative, Fairtrade, organic or recycled sources (last year: 32%).

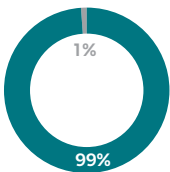
### SUSTAINABLE WOOD\*\*

ON PLAN

**AIM** By 2020 all our wood will come from the most sustainable sources, including FSC certified and recycled material. Where certified or recycled sources are not available we will work with our suppliers to make sure our responsible sourcing standards are met.

**PROGRESS** In 2015/16, 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 98%).

**2015/16 wood material use** (excluding fabrics, some stationary, construction and marketing materials used in our International stores, newspapers and third-party magazines)



- Forest Stewardship Council, recycled or assessed as otherwise protecting forests and communities
- Requiring improvements

To more accurately reflect the scope and ambition of our work on sourcing sustainable wood we've revised this commitment to read:

***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: [corporate.marksandspencer.com/plan-a/our-approach/business-wide/natural-resources/protecting-forests](http://corporate.marksandspencer.com/plan-a/our-approach/business-wide/natural-resources/protecting-forests)***

\*\* Assured by DNV GL

## CLOTHING & HOME CONTINUED

### CLOTHING & HOME MATERIAL TRACEABILITY\*\*

ON PLAN

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

**PROGRESS** The plans to achieve this commitment through a new product lifecycle management system that we explained in last year's report have changed. Instead, we'll now be using a range of different approaches to improve the traceability of our principal Clothing & Home raw materials. These are: cotton, wool/cashmere, cellulose (such as viscose), wood and leather. Polyester and nylon are also considered to be principal raw materials, but are not associated with impacts requiring greater traceability.

Cotton, wood and leather traceability is currently managed through separate Plan A commitments to increase our usage of more sustainable sourcing. We plan to address wool/cashmere traceability through the Responsible Wool Standard ([responsiblewool.org](http://responsiblewool.org)) and cellulose through the Canopy ([canopystyle.org](http://canopystyle.org)) collaboration.

## PROPERTY AND CONSTRUCTION

### NO WASTE TO LANDFILL – CONSTRUCTION

PREVIOUSLY ACHIEVED/ONGOING

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

**PROGRESS** In 2015/16, no waste from our UK and ROI retail construction activities was sent to landfill. Excluding hazardous wastes requiring specialist disposal.

### ETHICAL ASSESSMENTS OF PROPERTY SUPPLIERS

ON PLAN

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

**PROGRESS** In October 2015, we shared our new Property Ethical Trade Policy with Property Suppliers. Using both the Supplier Ethical Data Exchange (SEDEX) and the property industry's own PICS database, we continued to develop our approach and this year reviewed 235 ethical self-assessment questionnaires and seven factory audits which resulted in 17 required improvements.