

Performance summary

Progress summary

Number of commitments: 100
 Number of commitments Achieved: 9

100

9

Number of commitments Not started/Behind plan: 12
 Number of commitments On plan: 79

12

79

Inspiration

We aim to excite and inspire our customers at every turn.

Inspiring our customers

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
1 Integrated Plan A marketing**				
2 Plan A marketing				
3 Identifying Plan A products**				
4 My Plan A**				
5 Meet your producer website				
6 Customer clothes recycling**				
7 Eat Well**				

Inspiring other organisations

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
8 Leadership				
9 Sieff Award				
10 Promoting healthy food				
11 Packaging recycling partnerships				

Plan A 2020 includes existing, revised and new commitments. Three commitments which were not achieved have also been deleted:

International logistics

Aim: To transport 70% of International General Merchandise products directly to their retail destinations by the end of 2015/16 rather than routing through the UK.

Progress: Deleted We've deleted this commitment without achieving it because it has been superseded by a wider logistics efficiency programme for our International stores. Achieving the original 70% target through this new initiative will be dependent on a number of different factors.

Intouch

We listen actively and act thoughtfully.

Breaking barriers to work

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
12 Youth employment at M&S**				
13 Youth employment outside M&S**				
14 Marks & Start**				
15 Marks & Start International**				

Employee skills

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
16 Training on 'green' marketing				
17 International Plan A capacity				
18 UK and RoI Plan A skills				
19 International Plan A skills				
20 UK and RoI retail skills				
21 UK and RoI retail skills for new CAs				
22 Succession planning				
23 Responsible leadership				

Employee diversity

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
24 Employee diversity**				
25 Working flexibly				

Employee wellbeing

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
26 Wellness				
27 Extend access to Plan A health information				
28 Extend employee health services				
29 Nutritional labelling				

Global livelihoods

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
30 Global Community Programme**				
31 General Merchandise living wage**				
32 New Global Sourcing Principles				
33 Ethical assessments of property suppliers				
34 Supply chain training				
35 Food supply chain skill				

M&S local

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
36 Annual store fundraising				
37 Property community plan				
38 One day's paid volunteering				
39 Supporting charities				
40 International UNICEF				

Pesticide residue-free food**

Aim: Work towards M&S fruit, vegetables and salads being 75% pesticide residue-free by 2015 and 100% pesticide residue-free by 2020.

Progress: Deleted This is an existing commitment which we have deleted without achieving. As a result of climatic changes requiring a greater use of pesticides and improvements in detection techniques, we're not able to make further progress using this measurement. We remain committed to reducing residues through our Field to Fork Farm Assurance standards and our collaboration with the Pesticides Action Network (PAN) UK. We intend to continue sharing the results of pesticide residue testing with our suppliers.

Food packaging write-offs

Aim: Minimise write-offs of food packaging stocks by 2015.

Progress: Deleted This is an existing commitment which we have deleted without achieving it. It has been handed over to be continued as part of a wider collaborative commercial project with our food suppliers.

Integrity
We always strive to do the right thing.

Innovation
We are restless in our aim to improve things for the better.

Sustainable products

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
41 Products with Plan A qualities**				
42 M&S food nutritional content**				
43 Integrate health and sustainability food labelling				
44 Environmentally efficient food packaging**				
45 Using packaging to reduce food waste				

Sustainable raw materials

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
46 Leather tanning and dyeing**				
47 Sustainable cotton 1**				
48 Sustainable cotton 2**				
49 Sustainable wood**				
50 Food sustainable key commodities**				
51 Responsibly farmed fish**				

Sustainable manufacturing

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
52 Sustainable food factories**				
53 M&S Farming for the Future**				
54 RSPB and Butterfly Conservation projects				
55 Energy efficiency at top 100 clothing suppliers				
56 Chemical and effluent management in dyeing**				

Transparency and traceability

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
57 Transparency**				
58 Defining Plan A products				
59 Clothing supply base list**				
60 General Merchandise traceability**				

Effective reporting

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
61 Integrated Reporting				
62 Partnership benefits				
63 Reported data (some)**				
64 Financial models				

Circular economy in action

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
65 Food waste**				
66 Circular economy opportunity				
67 Circular economy policy				
68 Textile recovery R&D				

Ideas for the future

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
69 Plan A Innovation Programme				
70 General Merchandise Sustainable Learning Products**				
71 International Sustainable Learning Stores				
72 Off-site construction				
73 Building Information Modelling (BIM)				
74 Top 50 store climate adaptation				
75 Logistics carbon footprinting**				
76 Multi-channel retail footprint				
77 Nitrogen trailer trial				
78 Social benefits of sustainable stores				

Zero-carbon operations

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
79 Carbon neutral operations**				
80 UK and RoI energy efficiency Part 1**				
81 UK and RoI energy efficiency Part 2**				
82 International energy efficiency**				
83 Renewable electricity				
84 Small-scale electricity				
85 Bio-methane				
86 Fuel efficiency**				
87 Store refrigeration – emissions**				
88 Store refrigeration – replacing HFCs**				
89 Store refrigeration – doors				
90 Reduce business flights				
91 Embodied carbon in buildings				

Building in efficiency

	NOT STARTED	BEHIND PLAN	ON PLAN	ACHIEVED
92 No landfill – operations**				
93 No landfill – construction**				
94 Reduce General Merchandise transit packaging				
95 Reduce home delivery packaging				
96 Water usage**				
97 Environmental leasehold clauses**				
98 Extend construction initiatives				
99 Store development assessments				
100 Number of Plan A shop fit items				