

Performance summary

Pillar One Involve our customers in Plan A

1	Aim for all M&S products to have at least one Plan A quality by 2020 (50% by 2015) and help our customers identify and buy these products.	ACHIEVED
1.1	Develop Plan A products	ACHIEVED
1.2	Number of Plan A products	ACHIEVED
1.3	Identifying Plan A products	ACHIEVED
1.4	Meet your producer website	ACHIEVED
1.5	Meet our farmers website	ACHIEVED
2	Help our customers make a difference to the social and environmental causes that matter to them.	ACHIEVED
2.1	Annual store fundraising	ACHIEVED
2.2	Cause related donations	ACHIEVED
2.3	Marks & Start	ACHIEVED
2.4	International community campaigns	ACHIEVED
2.5	Breakthrough Breast Cancer	ACHIEVED
3	Help our customers live a more sustainable life.	ACHIEVED
3.1	My Plan A website	ACHIEVED
3.2	Plan A marketing	ACHIEVED
3.3	Your Green Idea	ACHIEVED

Pillar Two Make Plan A how we do business

4	Engage our employees in Plan A.	ACHIEVED
4.1	Free energy monitors	ACHIEVED
4.2	Free home insulation	ACHIEVED
4.3	One day paid volunteering	ACHIEVED
4.4	Customer assistant performance	ACHIEVED
4.5	Feedback on communications	ACHIEVED
4.6	Feedback on engagement	ACHIEVED
4.7	Feedback on intention to stay	ACHIEVED
4.8	Diversity data	ACHIEVED
4.9	All store H&S reporting	ACHIEVED
4.10	First aiders	ACHIEVED
4.11	Responsible buying	ACHIEVED
4.12	Plan A Champions	ACHIEVED
4.13	Health information for employees	ACHIEVED
5	Integrate Plan A into our systems and processes.	ACHIEVED
5.1	Business case	ACHIEVED
5.2	Internal price of carbon	ACHIEVED
5.3	Linking Directors' pay to Plan A	ACHIEVED
5.4	M&S pension fund	ACHIEVED
5.5	Business Foundation Programme	ACHIEVED
6	Build Plan A into every aspect of our construction programme.	ACHIEVED
6.1	Sustainable Learning Stores	ACHIEVED
6.2	M&S climate adaptation	ACHIEVED
6.3	Biodiversity audits	ACHIEVED
6.4	Sustainability of new stores	ACHIEVED
6.5	Carbon managers	ACHIEVED
6.6	Whole life costing for stores	ACHIEVED
6.7	BREEAM	ACHIEVED
6.8	Green stores	ACHIEVED
7	Engage our business partners in Plan A.	ACHIEVED
7.1	Review Plan A with franchises	ACHIEVED
7.2	Field to Fork and TRAK	ACHIEVED
7.3	Food supplier Plan A benchmarks	ACHIEVED
7.4	Energy efficiency at clothing top 100	ACHIEVED
7.5	Sustainable farming	ACHIEVED
7.6	General Merchandise traceability	ACHIEVED
7.7	Ethical trade benchmarks	ACHIEVED
7.8	Supplier Exchange – ethical trade	ACHIEVED
7.9	Franchise Plan A website	ACHIEVED
8	Create a culture of innovation on sustainability.	ACHIEVED
8.1	Plan A Innovation Fund	ACHIEVED
8.2	Model Eco Dyehouses	ACHIEVED
8.3	Duel Fuel Vehicles	ACHIEVED
8.4	Sustainable retail	ACHIEVED
8.5	Plan A M&S Money products	ACHIEVED

Pillar Three Climate change

9	Help our customers cut their carbon footprint.	ACHIEVED
9.1	Six low carbon projects	ACHIEVED
9.2	Environmentally efficient food packaging	ACHIEVED
9.3	Energy efficient electrical products	CANCELLED
9.4	Carbon labelling	ACHIEVED
9.5	Low carbon products and services	ACHIEVED
9.6	WWF carbon footprint campaign	ACHIEVED
9.7	Wash at 30	ACHIEVED
9.8	Public transport and cycling	ACHIEVED
10	Reduce our operational carbon emissions by 35% and make our operations carbon neutral.	ACHIEVED
10.1	Energy use in data centres	ACHIEVED
10.2	Video conferencing	ACHIEVED
10.3	International logistics	ACHIEVED
10.4	Carbon neutral operations	ACHIEVED
10.5	Energy efficiency	ACHIEVED
10.6	Fuel efficiency	ACHIEVED
10.7	Reduce business flights	ACHIEVED
10.8	Green company car policy	ACHIEVED
10.9	Green electricity	ACHIEVED
10.10	On-site renewables	ACHIEVED
10.11	Bio-diesel	ACHIEVED
10.12	New transport technologies	ACHIEVED
10.13	EURO engines	ACHIEVED
10.14	Carbon offsetting policy	ACHIEVED
10.15	Store refrigeration	ACHIEVED
11	Help our suppliers cut their carbon emissions.	ACHIEVED
11.1	Supply chain climate adaptation	ACHIEVED
11.2	Food factory environmental standards	ACHIEVED
11.3	Electricity from small generators	ACHIEVED
11.4	Supplier logistics	ACHIEVED
11.5	Food carbon footprint	ACHIEVED
11.6	Minimise food airfreight	ACHIEVED
11.7	Supplier Exchange – reducing CO ₂	ACHIEVED
11.8	Green factories	ACHIEVED
11.9	Agricultural carbon balance	ACHIEVED
11.10	Air freight labelling	ACHIEVED

Progress this year

139 Achieved
31 On plan

5 Behind plan
4 Not achieved
1 Cancelled

Pillar Four Waste

12	Create partnerships to help our customers reuse or recycle all our products and packaging.	ACHIEVED
12.1	Clothes hanger reuse	ACHIEVED
12.2	Customer clothes recycling	ACHIEVED
12.3	Packaging recycling partnerships	ACHIEVED
12.4	Reduce home delivery packaging	ACHIEVED
12.5	Simplify packaging materials	ACHIEVED
12.6	Reduce weight of non-glass packaging	ACHIEVED
12.7	Sustainable packaging materials	ACHIEVED
12.8	Packaging recyclability	ACHIEVED
12.9	WRAP recycling symbols	ACHIEVED
12.10	Courtauld Commitment	ACHIEVED
12.11	Clothes hanger recycling	ACHIEVED
12.12	Recycling services for customers	ACHIEVED
12.13	Reduce carrier bag use	ACHIEVED
12.14	Carrier Bag Agreement	ACHIEVED
13	Send no operational and construction waste to landfill and reduce our operational waste by 25% and construction waste by 50%.	ACHIEVED
13.1	Reduce food waste and General Merchandise transit packaging	ACHIEVED
13.2	Waste carbon footprint	ACHIEVED
13.3	Reduce construction waste	ACHIEVED
13.4	Reduce paper usage	ACHIEVED
13.5	No waste to landfill	ACHIEVED
13.6	Reduce food waste	ACHIEVED
13.7	Food waste to composting and AD	ACHIEVED
13.8	No construction waste to landfill	ACHIEVED
13.9	Use of recycled materials in construction	ACHIEVED
13.10	Closed-loop recycling	ACHIEVED
14	Help our suppliers to reduce waste and send no waste to landfill.	ACHIEVED
14.1	Food packaging write-offs	ACHIEVED
14.2	Food supplier waste	ACHIEVED

Pillar Five Natural resources

15	Ensure efficient use of natural resources in our operations.	ACHIEVED
15.1	Recycled consumables	ACHIEVED
15.2	Reduce water usage	ACHIEVED
15.3	Sustainable construction	ACHIEVED
16	Reduce the impact on the natural resources used to make our products.	ACHIEVED
16.1	Food factory water use	ACHIEVED
16.2	Sustainable farmed fish	ACHIEVED
16.3	General Merchandise chemical policy	ACHIEVED
16.4	Food animal welfare	ACHIEVED
16.5	M&S packaging forest	ACHIEVED
16.6	Animal testing cut-off on cleaning materials	ACHIEVED
16.7	Recycled bin bags	ACHIEVED
16.8	Recycled carrier bags	ACHIEVED
16.9	Tripling organic food	ACHIEVED
16.10	Phase out hazardous pesticides	ACHIEVED
16.11	Pesticide residue-free food	ACHIEVED
16.12	Pesticide Action Network	ACHIEVED
16.13	Non-GM food	ACHIEVED
16.14	Sustainable textiles	ACHIEVED
16.15	Procure sustainable cotton	ACHIEVED
16.16	Six raw materials to stop deforestation	ACHIEVED
16.17	Sustainable wood	ACHIEVED
16.18	Sustainable wild fish	ACHIEVED
16.19	Dyehouse standards	ACHIEVED
16.20	Recycled polyester	ACHIEVED
16.21	Non-food animal welfare	ACHIEVED
16.22	Beauty testing cut-off date	ACHIEVED
16.23	Free range food	ACHIEVED
16.24	Oakhham chicken	ACHIEVED
16.25	Supply chain water efficiency	ACHIEVED

Pillar Six Fair partner

17	Ensure workforces and communities benefit in our supply chain.	ACHIEVED
17.1	General Merchandise living wage	ACHIEVED
17.2	Supply chain training	ACHIEVED
17.3	Single Ethical Code	ACHIEVED
17.4	Research on community impacts	ACHIEVED
17.5	Food supply chain skills	ACHIEVED
17.6	Food supply chain HR	ACHIEVED
17.7	Construction Health and Safety	ACHIEVED
17.8	Further five produce R&D projects	ACHIEVED
17.9	UK and RoI food sourcing	ACHIEVED
17.10	Five R&D produce projects	ACHIEVED
17.11	Semi-announced supplier assessments	ACHIEVED
17.12	In-country resources	ACHIEVED
17.13	Supplier ethical assessments	ACHIEVED
17.14	Extend ethical assessments	ACHIEVED
17.15	Confidential helpline	ACHIEVED
17.16	Small local suppliers	ACHIEVED
17.17	Buying Pledge	ACHIEVED
17.18	Double regional food sourcing	ACHIEVED
17.19	Fairtrade food	ACHIEVED
17.20	Fairtrade clothing	ACHIEVED
17.21	Supplier Exchange – communities	ACHIEVED

Pillar Seven Health and wellbeing

18	Drive health and nutrition benefits across our product offer.	ACHIEVED
18.1	M&S food nutritional content	ACHIEVED
18.2	Saturated fat in dairy products	ACHIEVED
18.3	30% healthier food	ACHIEVED
18.4	Natural colours	ACHIEVED
18.5	Reduce salt	ACHIEVED
18.6	Lochmuir salmon	ACHIEVED
18.7	Food with health benefits	ACHIEVED
18.8	Nutritionally enriched food	ACHIEVED
19	Help to facilitate behaviour change through clear nutritional labelling and information.	ACHIEVED
19.1	Nutritional labelling	ACHIEVED
19.2	Integrate sustainability labelling	ACHIEVED
19.3	On pack portion advice	ACHIEVED
19.4	Alcohol	ACHIEVED
19.5	Nutritional traffic light labels	ACHIEVED
20	Encourage our customers and employees to become more active.	ACHIEVED
20.1	Online diet website	ACHIEVED
20.2	Launch get active campaign	ACHIEVED
20.3	Children's sweets at till points	ACHIEVED
20.4	Healthy Eating Advisers	ACHIEVED
20.5	Calendar of health campaigns	ACHIEVED
20.6	Customer health information	ACHIEVED