

YOUR M&S

Plan A Report 2013



THE QUEEN'S AWARDS
FOR ENTERPRISE:
SUSTAINABLE DEVELOPMENT
2012

FINANCIAL HIGHLIGHTS 2013

Group revenue

£10.0bn

↑1.3%

Underlying Group profit before tax

£665.2m

↓5.8%

Group profit before tax

£564.3m

↓14.2%

PLAN A HIGHLIGHTS 2013

This year Plan A has generated an increased financial benefit which is available to be invested back into the business.



We reduced emissions by 23% against 2006/07 and purchased high quality carbon offsets to be carbon neutral.



This year we increased the number of disadvantaged people helped through our work experience programme.



Net benefit generated by Plan A

£135m

↑29%

Net CO₂e emissions from M&S operations in the UK and RoI

Zero CO₂e

Participants in Marks & Start work experience programme

1,100

↑22%

Marks & Spencer is one of the UK's leading retailers with around 20 million customers visiting our stores every week.

We sell high quality, great value clothing and home products and outstanding quality food. We source products responsibly from over 2,000 suppliers around the world. Over 81,000 people work for M&S in the UK and worldwide. Our core values are Quality, Value, Service, Innovation and Trust.

Marks and Spencer Group plc is a public limited company listed on the London Stock Exchange.

Our principal trade associations are the Confederation of British Industry and the British Retail Consortium. We are also members of the World Economic Forum and Consumer Goods Forum. We are founding members of Business in the Community and participate in a wide range of social and environmental organisations.



For more information please visit our new Plan A report 2013 website:
marksandspencer.com/plana2013



Welcome



“We can be proud of what Plan A has achieved over the past six years. We’ve delivered 139 of our 180 commitments and earned recognition through over 150 sustainability awards.”

Marc Bolland
Chief Executive Officer

It’s gratifying to win awards, but we always treat them as opportunities to push the business case for social and environmental responsibility, develop new alliances and learn from others. So, we’ve used our status as Business in the Community’s 2012 Responsible Business of the Year to share what we’ve learned about the financial arguments for responsible business and to launch Shwop at Work, our corporate clothes recycling initiative.

Last year Plan A contributed a further £135m in net benefits, available to be reinvested back into our business. The efficiencies that helped to generate this total have also moved us closer to our vision of M&S as a sustainable

international multi-channel retail business. But we know that we still have a long way to go to make this vision a reality.

What lies ahead for Plan A?

The launch of Plan A in 2007 and its expansion in 2010 addressed the social and environmental impacts of a retail business that has operated in largely the same way for over 100 years. That is: we have products made for us; we sell them; our customers use them and dispose of any resulting waste. To do this, we employ a large number of people directly to run our shops and warehouses and indirectly through our supply chains and in local communities. Plan A has made our business more efficient, more rewarding and more engaged. But it hasn’t transformed the business we do.

The next phase of Plan A must help to prepare M&S for the future; for a world where the majority of affluent customers live in emerging economies, in which supplies of materials, energy and water are restricted but have never been in greater demand. Plan A must also help us adapt to climatic and demographic changes. In different parts of the world, we will have to respond to the needs of ageing populations, the growing number of young people who are struggling to find employment and the paradox, or ‘double burden’, of under and over nutrition. We also recognise that whilst new media channels give us further opportunities to engage our customers and stakeholders, they expose us to closer public scrutiny.

Building a better Plan A

Over the last few months, I’ve challenged my colleagues to think about how we can build a better Plan A; one fit to face the international retail challenges of the future. With support from Jonathon Porritt and our external Sustainable Retail Advisory Board we’re developing a series of bold goals that draw on new social and environmental models to deliver economic value for M&S in the future.

Marc Bolland
Chief Executive Officer

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Our Plan A journey



↑ © UNICEF/BANA2012-01656/Ahsan Khan

“This has been a year of progress and planning, during which we’ve reflected on our success during the first five years of Plan A to help us define our vision for the next five years and beyond.”

Richard Gillies

Director of Plan A, CSR and Sustainable Business

OUR OPERATIONS (COMPARED TO 2006/07)

Gross CO₂e emissions

569,000t (-23%)

Gross CO₂e emissions/1000 sq ft

34t (-37%)

OUR PRODUCTS

M&S products with a Plan A quality

45% (+14% on LY)

OUR PEOPLE

M&S employee engagement score

78% (+2% on LY)

We came into the year having completed the first five year phase of Plan A. We’d achieved the majority of our 2012 targets including the ‘big two’ operational targets of becoming carbon neutral and sending no waste to landfill. We’d also reported a five-year progressive Plan A net benefit of £185m available to be reinvested back into the business. We’ve now moved on, measuring our progress during 2012/13 against our 2015 targets.

Looking back over the year

We’ve made steady progress and are now working towards the 2015 ‘stretch’ targets for six commitments. We’ve also achieved five additional commitments. However, we still face some big and challenging targets: to meet sustainable sourcing standards for eight key raw materials; to ensure all M&S products have a Plan A quality; to improve our suppliers’ sustainability performance; and to engage customers and employees in Plan A.

We’ve now achieved 139 of our 180 commitments, with a further 31 on plan, five behind plan, four not achieved and one, concerning electrical products we no longer sell, cancelled.

Increasing the scale of Plan A was a priority for us this year. Our partners and stakeholders continue to challenge our thinking and inspire us with new ideas. We’ve worked hard to engage employees, customers, suppliers and shareholders, while broadening the scope of our collaborations with external partners. We’ve also moved towards more integrated corporate reporting, by including key social and environmental metrics in our Annual Report (see left).

We’ve maintained progress on many ongoing commitments, including carbon neutrality, sending no waste to landfill, providing Marks & Start work placements, offering healthier food options and reducing packaging. These have all become business as usual at M&S. This year, Plan A has generated its biggest net benefit to date, with £135m made available to reinvest in the business.

→ **Carbon neutral**
As well as reducing our greenhouse gas emissions we’ve bought and retired a wide range of high quality international carbon offsets



← Game Changer Awards

Six M&S managers were amongst the 100 Game Changers recognised for their contributions to responsible business by Business in the Community in 2012

Our performance was recognised in more than 40 social and environmental awards and league tables including: the 2012 Business in the Community Responsible Business of the Year; joint 2012 World Responsible Retailer of the Year; and the Chartered Institute for Personnel and Development People Management 2012 Corporate Social Responsibility Award. M&S was also the only retailer in the Carbon Disclosure Project Global Carbon Performance Leadership Index (see page 51 for the full list).

Putting the year in context

It’s important to put 2012/13 in context because like most other retailers we’ve faced challenging trading conditions. The spending power of our customers is being affected by a range of financial factors and there are global inflationary pressures on raw material costs.



→ **Shwopping**

Launched in April 2012, Shwopping is our campaign to encourage customers to donate unwanted items of clothing to Oxfam to be resold, reused or recycled

**GIVE CLOTHES
A FUTURE
SHWOP**

The evidence suggests that our customers still believe Plan A adds value to the M&S brand, even if their interest is not as visible as it once was. Despite the economic backdrop we've successfully engaged more of our customers in initiatives such as Shwopping, the Big Beach Clean-up and Macmillan Cancer Support's World's Biggest Coffee Morning. We've also made much greater use of social media.

We've responded to changing customer and social priorities in several ways. For example, we've extended the scale and reach of our Marks & Start work experience programme, focusing it on younger people. More than half of all participants who complete placements now find work.

Planning for the future

If the first six years of Plan A have taught us anything it's that we have much more to do to become a truly sustainable business – and over the past 12 months we've done some hard thinking about what 'much more to do' really involves.

Working with our external Sustainable Retail Advisory Board, employees, partners and suppliers we've started to outline a vision for the next phase of Plan A. Our employees have prioritised waste reduction, better communication with customers and support for local causes. Our customers want us to make Plan A more accessible and rewarding. Our external Sustainable Retail Advisory Board has emphasised the importance of engaging customers, better use of social media and rebalancing the social aspects of Plan A while maintaining its connection with the environment. They also want us to play a role in helping the whole industry progress. Our suppliers want us to help them improve their employment practices, environmental efficiency and sustainable raw material sourcing. We must also evolve Plan A in the context of our growth into multi-channel and international retailing.

→ **STEP**

Supplier Training and Education Programme was launched this year to help our General Merchandise suppliers provide training across a wide range of subjects

THE SUPPLIER TRAINING & EDUCATION PROGRAMME
THE TRAINING STEP

We must respond to the global environmental and social issues that inspired Plan A in the first place, because there is still no Plan B. According to the UK Government's former Chief Scientist, Professor Sir John Beddington, the world will need to find 50% more energy, 50% more food and 30% more water by 2030.

Worldwide over 1 billion people suffer from under nutrition, and healthcare, education, equality and social mobility are all pressing issues for people working in our supply chains. Closer to home, UK Department of Health statistics show that over 60% of UK adults and 30% of children are overweight, yet 13 million people suffer from food poverty.

In addition, some stakeholders are looking for greater transparency on issues such as tax payments, remuneration, diversity, equality and marketing.

Our aim over the next 12 months is to find ways to meet the needs of all our stakeholders whilst keeping our plan simple and authentic. We still need to accelerate the work we've started and to mobilise even more people.



Richard Gillies
Director of Plan A,
CSR and Sustainable Business

**A better Plan A**

We'll be sharing our thoughts about our next steps along the Plan A journey very shortly. We'll then pause to consider the feedback from our stakeholders and will publish a revised version of Plan A by the end of 2013.

But don't wait for us, if you've any comments or suggestions about how we should develop Plan A we'd love to hear them. See page 44 for details of how to get in touch.

Plan A in brief

The customer experience of Plan A

These are the ways in which our customers can touch and experience Plan A through our multi-channel retail business.



Plan A behind the scenes

These are the foundations and actions on which Plan A is being built.

Helping communities



Macmillan Cancer Support's

World's Biggest Coffee Mornings have been supported by M&S Cafés since 2010.

[Find out more on page 23](#) ↑

Breakthrough Breastcancer

has been one of our community programmes partners since 2001.

[Find out more on page 23](#)

Big Beach Clean-ups

involve our customers and employees helping to clean beaches, rivers and canals across the UK.

[Find out more on page 6](#)

Helping people



Marks & Start

provides work experience to disadvantaged parts of the community. An estimated 50% who complete their placement go on to find work.

[Find out more on page 23](#) ↑

Local fundraising

helps a wide range of smaller local charities and good causes.

[Find out more on page 23](#)

Less waste, more recycling

Shwopping

is our high profile clothes reuse and recycling scheme. We want our customers to shwop unwanted garments so that they have another life and help raise money for Oxfam.

Find out more on [page 31](#) ↓



Durable, sustainable clothing and home products



Plan A qualities

such as cotton from the Better Cotton Initiative as well as Fairtrade, recycled and organic materials are being built into every M&S product by 2020.

Find out more on [page 22](#) ↑

Healthier, sustainable food

Healthier

diets are easier to achieve using our comprehensive nutritional labelling and improved recipes. No M&S food contains artificial colours, flavourings or hydrogenated fats.

Find out more on [page 39](#) ↓



Efficient shops, warehouses and delivery fleets

Zero

waste to landfill and zero net CO₂e emissions come from M&S operated stores, offices, warehouses and delivery fleets in the UK and Republic of Ireland.

Find out more on [pages 29 and 32](#)

Cheshire Oaks

our biggest greenest store with hemp walls and glulam timber roof girders.

Find out more on [page 26](#) ↓



Efficient, resilient suppliers

New social and environmental standards

are being developed with our suppliers to reward excellence and encourage improvement.

Find out more on [page 26](#) ↓



Designed with smaller footprints



Partnerships

to achieve social and environmental sustainability for sourcing of wild and farmed fish, tea, coffee, cocoa, palm oil, soy as well as pesticide and water use.

Find out more on [page 35 and 36](#) ↑

Review of the year



Involve our customers in Plan A



We need our customers' help to take Plan A to the next level, so we're working hard to explain how many of the M&S products they buy contribute directly to Plan A, and making it easier for them to get involved in Plan A activities with us.

For more detail about how we've involved our customers this year go to page 22.

M&S customers helped to raise £690,000 for Macmillan Cancer Support by buying the Little Book of Treats recipe book from M&S Cafés and joining us at the World's Biggest Coffee Morning.



Putting Plan A into our products

We're putting Plan A qualities into more of our products and explaining how they make a positive difference on sustainable raw materials, animal welfare standards or other Plan A commitments. This year, we've increased the proportion of our products with at least one Plan A quality to 45% from 31% in 2011/12.

Encouraging customers to get involved

We know many of our customers care about environmental and social issues, so it's no surprise to us that they donated a total of 3.8 million clothes items through our Shwopping scheme – raising £2.3m for Oxfam. They also helped us raise £1.5m for Breakthrough Breast Cancer through their donations. We've now raised £19m for Breakthrough Breast Cancer in 12 years.

Adding a digital dimension to Plan A

We're using the web and social media to tell customers 'What you can do' to get involved in a wide range of Plan A activities – including details of events like our Big Beach Clean-ups, practical advice about cutting carbon emissions at home and the benefits of a balanced diet and active lifestyle.

← Big Beach Clean-up

Around 5,000 customers took part in our 2013 beach clean week

Key achievements

45%

of M&S products have a Plan A quality

£19m

raised for Breakthrough Breast Cancer over 12 years

Joining our Big Beach Clean-up

In April 2013, around 5,000 customers and 4,000 M&S employees worked with the Marine Conservation Society at over 160 beaches, riversides and canals, clearing enough rubbish to fill 4,000 recyclable bin bags.

Plan A product partnerships

We've worked together with our suppliers and taken good advice from external partners including WRAP and The Sustainability Consortium to increase the number of M&S products that put Plan A into action. Over the past 12 months we've sold nearly one billion individual items with at least one Plan A quality.

Recycling more and wasting less

As well as Shwopping, our customers have also helped us to recycle 199 tonnes of used Christmas cards, nearly 2,800 mattresses, 4,700 other items of upholstered furniture and 161 million clothing hangers.



**Our most sustainable suit**

Made with organic wool and a range of other sustainable materials such as reclaimed plastic buttons, this year we launched our most sustainable suit yet.

Review of the year

(continued)



Cheshire Oaks store

Our biggest greenest store to date was built using sustainable glulam timber roof girders, hemp walls and many other sustainability features.



Make Plan A how we do business

We can make sustainability 'the business we do' in M&S by integrating Plan A into every aspect of our operations – including the products we develop and sell, the stores we build or refit and the way we work with our suppliers and engage our employees.

For more detail about how we've integrating Plan A into our business go to page 24.

Creating new jobs through Marks & Start

This year we've taken our Marks & Start work experience programme to a whole new level – helping over 500 disadvantaged people find employment after they completed work placements with us. We provided 1,100 placements in 2012/13, a quarter of which went to people under 25 years old, and achieved an estimated into work rate of 50% – the best rate yet since we launched Marks & Start in 2004.

Working together with Remploy, we've also launched Marks & Start Logistics at our new distribution centre in Castle Donington, where 30 people with disabilities have already found jobs through the programme. Alongside Marks & Start, we've also welcomed a further estimated 2,000 school and college students onto work experience placements this year.

The future of Plan A

Innovative thinking is essential to the success of Plan A and thanks to the Plan A Innovation Fund we've launched a number of promising projects. These include ideas for developing more sustainable clothing fabrics, original thinking about ways to improve labour standards in our supply chains and a joint project with the Natural Environment

For the 3rd year running, we've been listed in the Times Top 50 Employers for Women survey – reinforcing our commitment to make M&S a diverse company in which talented people can excel.



Research Council to improve the way we share knowledge and work with our suppliers.

Expanding our Eco-Factories

Since 2010, 48 of our top 100 clothing suppliers have worked with us to implement valuable energy efficiency measures, while 35 have gone further and qualified for our rigorous Eco-Factory status.

Welcome to the biggest, greenest M&S store yet

In August 2012 we opened the doors at our biggest greenest store yet – Cheshire Oaks. This store has been planned and constructed on a significantly bigger scale from previous eco-stores and its sustainable credentials are impressive. Its green features including hemp walls, glulam timber girders, rainwater recycling and biomass heating systems, plus a 300m³ 'living wall'.



Key achievements

1,100

participants in our Marks & Start work experience programme

50%

estimated to find work as a result

Review of the year

(continued)



Climate change



Our planet is getting warmer – mainly because of an increase in greenhouse gas emissions produced by human activity – with many damaging consequences. Climate change is a global challenge but one that we're helping to address.

To see our performance against these commitments in detail please go to page 28.

Staying carbon neutral

In 2012 M&S operated stores, offices, warehouses and delivery fleets in the UK and Republic of Ireland became carbon neutral, making us the first major retailer to achieve this. In 2012/13 we continued to improve efficiency and purchased high quality carbon offsets to match our emissions, so we remain the only major retailer with carbon neutral operations.

Reducing our carbon emissions

By the end of this year, we'd reduced our CO₂e emissions by 23% compared to 2006/07. That's a reduction of over 160,000 tonnes a year or 37% per square foot of our stores, distribution centres and offices.

We've also reduced emissions from store refrigeration systems by 60% and maintained improved fuel efficiency in our delivery fleets of over 30%.

We're working with our suppliers and the UK's Product Sustainability Forum, Sustainable Clothing Action Plan and The Sustainability Consortium to reduce product related emissions.

Improving our energy efficiency

The story behind our continuing reductions in CO₂e emissions features a number of achievements. These include a 31% improvement in overall energy efficiency per square foot compared to 2006/07, after making adjustments for differences in the weather from year to year. We've achieved this by making gradual improvements. By the end of 2012/13 we'd installed around 200 energy efficient store lighting schemes and cut CO₂e emissions from our refrigerators by 60% thanks to fewer leaks and less harmful gases.

We're proud that M&S is the first major UK retailer to be certified to the ISO 50001 global energy management standard.

At the same time we know that we still face challenges. For example, we're struggling to meet our target to reduce business flights by 20%, achieving only 7% so far – which means we'll need to work a lot harder over the next 12 months.

← Energy efficient lighting

Last year, we installed around 200 energy efficient lighting schemes in our stores

Key achievements compared to 2006/07

31%

improvement in energy efficiency per square foot (after adjustments for weather)

23%

reduction in CO₂e emissions

60%

reduction in CO₂e emissions from refrigeration

1st

major UK retailer to achieve ISO 50001 energy management accreditation



Through the purchase of high quality carbon offsets we're helping to fund a range of global projects to reduce carbon emissions.

These include reforestation projects in Kenya, Malaysia and Brazil.

Kasigau Corridor, Kenya

As part of the United Nations backed Reduced Emissions from Deforestation and Degradation, or REDD programme, we're helping to fund conservation of the forest corridor in south east Kenya.

Review of the year

(continued)



Waste

The UK throws away around 300 million tonnes of waste every year – most of it from construction and industry, with 35 million tonnes from households. Packaging accounts for around ten million tonnes, of which seven million tonnes are recycled.

If waste isn't reused or recycled as part of a 'circular economy' it can end up in landfill where the valuable resources it contains are lost forever.

To see our performance against these commitments in detail please go to page 31.

Maintaining our zero waste to landfill

M&S operated UK and Republic of Ireland stores, offices and warehouses sent no waste to landfill, which is no easy feat. We've also achieved a 28% reduction in the volumes of waste we produce overall and a 32% reduction in our food waste since 2008/09.

Focusing on food waste

Throughout the year, we've worked with our suppliers and other retailers to reduce packaging and food waste as part of the Courtauld Commitment. We've also helped to launch the Fresher for Longer initiative, which provides customers with practical advice about how to store and use food properly to avoid unnecessary waste. The Plan A section of our website now includes an interactive food wheel that uses simple graphics to explain the best way to store everything from mature Cheddar to new potatoes.

Cutting construction waste

In the year that saw us open our biggest greenest store at Cheshire Oaks, we've already beaten our 2015 target to reduce construction waste by 50% for every £100,000 project we undertake – and



sent no construction waste to landfill. In part, this is because of the type of projects we're currently undertaking, so we plan to set even more testing targets in the near future.

How going shwopping chops down waste

By encouraging our customers to go shwopping at M&S we've not only raised £2.3m for Oxfam this year, but also avoided waste by putting the 3.8 million shwopped items of clothing back into use or recycling.

We also extended the scheme by launching Shwop at Work to make it easier for people to donate.

↑ **Fresher for Longer** was launched with WRAP and the Kent Waste Partnership to help people get the best out of food

Key achievements

ZERO
waste to landfill

50%

reduction in waste per £100,000 construction project



**Shwop coat**

Made from recycled wool collected by Oxfam, our Shwop coat is an example of what we'd like to do in the future. Our Plan A ambassador, Joanna Lumley, followed some of the clothing collected through Oxfam to see how it was used to benefit the poorest people in Senegal. Find out more at: social.marksandspencer.com

Review of the year

(continued)



All our wild fish comes from the most sustainable sources available. This means that sources are either certified as sustainable, participating in a Fishery Improvement Programme or working to make improvements with WWF.



Natural resources

Growing and harvesting the raw materials we rely on can harm the environment, so it's important that we source them wisely – doing all we can to replenish them, protect natural habitats and ensure good animal welfare standards.

For more details on our commitments to protect natural resources go to page 34.

Forever Fish

100% of our wild fish came from the most sustainable sources available. This year we've launched a project with the Blue Marine Foundation at Lyme Bay to explore ways in which we can involve more local stakeholders – from fishermen to the English Tourist Board – in running a successful, community-based fishery. We've also involved schools through our School of Fish education programme and our employees and customers through our Big Beach Clean-ups.

Sourcing sustainable cotton

We've made good progress increasing the amount of sustainable cotton we use with nearly 11% being Fairtrade, recycled, organic or sourced from the Better Cotton Initiative, compared with 3.8% in 2011/12.

Good progress on wood and other raw materials

We've improved the way we confirm that our suppliers meet our standards including the new EU Timber Regulation. At present, 88% of our timber comes from proven sustainable sources. We've also made good progress on improving the sustainability of a wide range of raw materials including farmed fish, palm oil, tea and coffee used to make M&S products. But we still face challenges in our targets on leather, soy and cocoa.



Sourcing better cotton, building better lives

At Warangal in India, we're running a 'better cotton' project that will bring tangible benefits for farmers and their families as well as M&S. Over the next three years the project is set to improve income and living standards for around 20,000 farmers and produce an extra 25,000 hectares of 'better cotton'.

Plugging store leaks

As part of our drive to manage and monitor our water usage more effectively, we've checked our stores and fixed 74 leaks. We're currently installing our own Automatic Meter Reading devices in M&S stores and have so far achieved a 27% reduction per sq ft compared to 2006/07.

Animal feed

Due to the increased difficulty in segregating non-GM and GM soya, in April 2013, we had to bring our policy in line with the rest of the industry and no longer specify non-GM animal feed for fresh meat and poultry. M&S organic ranges are available as a non-GM feed alternative and our commitment to only using non-GM food ingredients remains unchanged.

Key achievements

100%

of wild fish from the most sustainable sources

88%

of wood from sustainable sources

27%

reduction in store, office and warehouse water use per sq ft compared to 2006/07



Review of the year

(continued)



Fair partner



We're only as strong as the communities in which we operate – so it makes good sense for us to be a fair partner – paying a fair price to suppliers, supporting local communities and making sure everyone working in our supply chains enjoys good working conditions.

For more details of our efforts to be a fair partner go to page 37.

Aiming for ethical excellence

Sharing best practice is an integral part of our ethical programme and in April 2013 we extended our ethical trading assessments to cover all of our top 20 non-merchandise suppliers. We also provided training – covering ethics and employee rights – for even more workers in our supply chains, taking the total we've trained since 2010 to around 244,000 people.

Stepping up supplier training

We've launched a new resource for suppliers called the Supplier Training and Education Programme (STEP) on our Supplier Exchange Website. STEP makes it easy for suppliers to choose the training resources they need to from a wealth of relevant free material.

↑ Fairtrade tea

Packed by the smallholders who grow it in Kenya

Farming for the Future

In June, we launched our M&S Farming for the Future Education Programme to help address the shortage of talented young people coming into UK agriculture. The programme is a collaborative effort with our suppliers that aims to equip young 'agriculturalists' with the skills and experience they need at different stages of their careers. In September 2012 we participated in the Institute of Grocery Distribution's 'Feeding Britain's Future' – Skills for Work Week to help tackle youth unemployment by bringing a new generation into the food industry.

Working with UNICEF

We're now in our second year of working in partnership with UNICEF in the Mymensingh and Dhaka regions of Bangladesh to provide facilities and services for vulnerable children of all ages, pregnant mothers, babies and adolescents, helping to give them a safer, healthier and brighter future. M&S donates 50p out of every £1 saved from reusing and recycling coat hangers totalling £630,000 a year.



Since 2006/07
our sales of
Fairtrade food
have doubled

↓ © UNICEF/BANA2012-00281/Ahsan Khan
Children attend a pre-school in Bangladesh



Key achievements

244,000

people in our supply chains trained on issues including ethics and employee rights since 2010

**The Prince's Countryside Fund**

We're supporting The Prince of Wales' Countryside Fund which aims to tackle rural isolation, low incomes, declining rural communities and inadequate training, while promoting a wider understanding of the needs of the countryside.

Review of the year

(continued)



Health and wellbeing



← Low fat dairy

We offer a range of low fat and fat free dairy options. M&S milk also has 6% less saturated fat (excluding organic, Jersey and Isle of Man)

Health and wellbeing is strongly linked to diet and lifestyle and there's convincing evidence that many people living in the developed world are less active than they should be. In fact, based on current trends, 60% of the UK population could be obese by 2050.

To see our performance against these commitments in detail please go to page 39.

Signing up to the Public Health Responsibility Deal

We're working with the UK Government's Public Health Responsibility Deal which has now been extended to cover 18 aspects of nutrition and health, including a new commitment to help consumers eat more fruit and vegetables.

Reducing salt in products

We've already hit many of the Government's salt targets – including those for sandwiches, crisps, bacon and bread – but believe that industry-wide solutions are needed to meet others. We're working with the British Retail Consortium and the Food and Drink Federation to produce new recommendations on ways to reduce salt in food products.

Helping our customers and employees count the calories

We've now introduced calorie labelling in our store cafés and other catering services for customers. We include calorie information on the menu boards in our employee cafés where we highlight Eat Well products and offer at least one healthier option. In stores with fewer employees we provide free fruit and bread.

Promoting employee health and wellness

We've refreshed and revitalised our employee Plan A health website this year – giving it a new look and feel and adding information on managing asthma, diabetes and Alzheimer's disease. The website provides access to free physiotherapy advice and referrals by Nuffield Health.

We launched a version of the Plan A health website for our colleagues in India featuring local content and case studies.



**M&S food**

None of our food contains artificial colours, flavouring or hydrogenated fats.

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.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
1.1	Develop Plan A products				
1.2	Number of Plan A products				
1.3	Identifying Plan A products				
1.4	Meet your producer website				
1.5	Meet our farmers website				
2	Help our customers make a difference to the social and environmental causes that matter to them.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
2.1	Annual store fundraising				
2.2	Cause related donations				
2.3	Marks & Start				
2.4	International community campaigns				
2.5	Breakthrough Breast Cancer				
3	Help our customers live a more sustainable life.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
3.1	My Plan A website				
3.2	Plan A marketing				
3.3	Your Green Idea				

Pillar Two Make Plan A how we do business



4	Engage our employees in Plan A.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
4.1	Free energy monitors				
4.2	Free home insulation				
4.3	One day paid volunteering				
4.4	Customer assistant performance				
4.5	Feedback on communications				
4.6	Feedback on engagement				
4.7	Feedback on intention to stay				
4.8	Diversity data				
4.9	All store H&S reporting				
4.10	First aiders				
4.11	Responsible buying				
4.12	Plan A Champions				
4.13	Health information for employees				
5	Integrate Plan A into our systems and processes.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
5.1	Business case				
5.2	Internal price of carbon				
5.3	Linking Directors' pay to Plan A				
5.4	M&S pension fund				
5.5	Business Foundation Programme				
6	Build Plan A into every aspect of our construction programme.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
6.1	Sustainable Learning Stores				
6.2	M&S climate adaptation				
6.3	Biodiversity audits				
6.4	Sustainability of new stores				
6.5	Carbon managers				
6.6	Whole life costing for stores				
6.7	BREEAM				
6.8	Green stores				
7	Engage our business partners in Plan A.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
7.1	Review Plan A with franchises				
7.2	Field to Fork and TRAK				
7.3	Food supplier Plan A benchmarks				
7.4	Energy efficiency at clothing top 100				
7.5	Sustainable farming				
7.6	General Merchandise traceability				
7.7	Ethical trade benchmarks				
7.8	Supplier Exchange – ethical trade				
7.9	Franchise Plan A website				
8	Create a culture of innovation on sustainability.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
8.1	Plan A Innovation Fund				
8.2	Model Eco Dyehouses				
8.3	Duel Fuel Vehicles				
8.4	Sustainable retail				
8.5	Plan A M&S Money products				

Pillar Three Climate change



9	Help our customers cut their carbon footprint.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
9.1	Six low carbon projects				
9.2	Environmentally efficient food packaging				
9.3	Energy efficient electrical products				
9.4	Carbon labelling				
9.5	Low carbon products and services				
9.6	WWF carbon footprint campaign				
9.7	Wash at 30				
9.8	Public transport and cycling				
10	Reduce our operational carbon emissions by 35% and make our operations carbon neutral.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
10.1	Energy use in data centres				
10.2	Video conferencing				
10.3	International logistics				
10.4	Carbon neutral operations				
10.5	Energy efficiency				
10.6	Fuel efficiency				
10.7	Reduce business flights				
10.8	Green company car policy				
10.9	Green electricity				
10.10	On-site renewables				
10.11	Bio-diesel				
10.12	New transport technologies				
10.13	EURO engines				
10.14	Carbon offsetting policy				
10.15	Store refrigeration				
11	Help our suppliers cut their carbon emissions.	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
11.1	Supply chain climate adaptation				
11.2	Food factory environmental standards				
11.3	Electricity from small generators				
11.4	Supplier logistics				
11.5	Food carbon footprint				
11.6	Minimise food airfreight				
11.7	Supplier Exchange – reducing CO ₂				
11.8	Green factories				
11.9	Agricultural carbon balance				
11.10	Air freight labelling				

Progress this year

139 Achieved
31 On plan

5 Behind plan
4 Not achieved
1 Cancelled

Pillar Four Waste



	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
12 Create partnerships to help our customers reuse or recycle all our products and packaging.				
12.1 Clothes hanger reuse				
12.2 Customer clothes recycling				
12.3 Packaging recycling partnerships				
12.4 Reduce home delivery packaging				
12.5 Simplify packaging materials				
12.6 Reduce weight of non-glass packaging				
12.7 Sustainable packaging materials				
12.8 Packaging recyclability				
12.9 WRAP recycling symbols				
12.10 Courtauld Commitment				
12.11 Clothes hanger recycling				
12.12 Recycling services for customers				
12.13 Reduce carrier bag use				
12.14 Carrier Bag Agreement				
13 Send no operational and construction waste to landfill and reduce our operational waste by 25% and construction waste by 50%.				
13.1 Reduce food waste and General Merchandise transit packaging				
13.2 Waste carbon footprint				
13.3 Reduce construction waste				
13.4 Reduce paper usage				
13.5 No waste to landfill				
13.6 Reduce food waste				
13.7 Food waste to composting and AD				
13.8 No construction waste to landfill				
13.9 Use of recycled materials in construction				
13.10 Closed-loop recycling				
14 Help our suppliers to reduce waste and send no waste to landfill.				
14.1 Food packaging write-offs				
14.2 Food supplier waste				

Pillar Five Natural resources



	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
15 Ensure efficient use of natural resources in our operations.				
15.1 Recycled consumables				
15.2 Reduce water usage				
15.3 Sustainable construction				
16 Reduce the impact on the natural resources used to make our products.				
16.1 Food factory water use				
16.2 Sustainable farmed fish				
16.3 General Merchandise chemical policy				
16.4 Food animal welfare				
16.5 M&S packaging forest				
16.6 Animal testing cut-off on cleaning materials				
16.7 Recycled bin bags				
16.8 Recycled carrier bags				
16.9 Tripling organic food				
16.10 Phase out hazardous pesticides				
16.11 Pesticide residue-free food				
16.12 Pesticide Action Network				
16.13 Non-GM food				
16.14 Sustainable textiles				
16.15 Procure sustainable cotton				
16.16 Six raw materials to stop deforestation				
16.17 Sustainable wood				
16.18 Sustainable wild fish				
16.19 Dyehouse standards				
16.20 Recycled polyester				
16.21 Non-food animal welfare				
16.22 Beauty testing cut-off date				
16.23 Free range food				
16.24 Oakham chicken				
16.25 Supply chain water efficiency				

Pillar Six Fair partner



	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
17 Ensure workforces and communities benefit in our supply chain.				
17.1 General Merchandise living wage				
17.2 Supply chain training				
17.3 Single Ethical Code				
17.4 Research on community impacts				
17.5 Food supply chain skills				
17.6 Food supply chain HR				
17.7 Construction Health and Safety				
17.8 Further five produce R&D projects				
17.9 UK and RoI food sourcing				
17.10 Five R&D produce projects				
17.11 Semi-announced supplier assessments				
17.12 In-country resources				
17.13 Supplier ethical assessments				
17.14 Extend ethical assessments				
17.15 Confidential helpline				
17.16 Small local suppliers				
17.17 Buying Pledge				
17.18 Double regional food sourcing				
17.19 Fairtrade food				
17.20 Fairtrade clothing				
17.21 Supplier Exchange – communities				

Pillar Seven Health and wellbeing



	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
18 Drive health and nutrition benefits across our product offer.				
18.1 M&S food nutritional content				
18.2 Saturated fat in dairy products				
18.3 30% healthier food				
18.4 Natural colours				
18.5 Reduce salt				
18.6 Lochmuir salmon				
18.7 Food with health benefits				
18.8 Nutritionally enriched food				
19 Help to facilitate behaviour change through clear nutritional labelling and information.				
19.1 Nutritional labelling				
19.2 Integrate sustainability labelling				
19.3 On pack portion advice				
19.4 Alcohol				
19.5 Nutritional traffic light labels				
20 Encourage our customers and employees to become more active.				
20.1 Online diet website				
20.2 Launch get active campaign				
20.3 Children's sweets at till points				
20.4 Healthy Eating Advisers				
20.5 Calendar of health campaigns				
20.6 Customer health information				

Pillar 1:

Involve our customers in Plan A

This section shows our detailed performance against our Pillar 1 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

We need our customers' help to take Plan A to the next level, so we're working hard to explain how many of the M&S products they buy contribute directly to Plan A, and making it easier for them to get involved in Plan A activities with us. To do this, we have to work collaboratively with other organisations that can help to provide these opportunities for our customers.

What have we done?

We've involved our customers in a wide range of Plan A activities including Shwopping and Big Beach Clean-ups and for the first time engaged over 470,000 people with Plan A online and through social media.

We've also made it easier to choose more sustainable products by building a Plan A quality into 45% of M&S products (by volume).

Highlights this year

3.8m

garments shwopped by customers

470,000

customers engaged on Plan A online and through social media

£1.5m

raised for Breakthrough Breast Cancer (£19m over 12 years)

£690,000

raised for Macmillan Cancer Support (£1.7m over 3 years)

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.

1.1 Develop Plan A products Previously achieved

We've identified 49 Plan A qualities for our Food products and 21 for General Merchandise. These qualities include Fairtrade, animal welfare, sustainable raw materials and healthier choices for food.

share this information as an integrated part of the M&S brand.

1.2 Number of Plan A products** On plan

Aim: Have at least one Plan A quality in all M&S General Merchandise and Food products by 2020, with 50% of products having at least one Plan A quality by 2015. Also an Annual Report KPI.

Progress: We run internal Plan A product review committees to identify Plan A qualities and we also participate in collaborative groups including The Sustainability Consortium, WRAP's Product Sustainability Forum and Sustainable Clothing Action Programme. These groups are also working to identify product sustainability qualities and quantify the benefits.

As of April 2013, based on the volume of items sold worldwide, 45% of M&S products had at least one Plan A quality (last year 31%).

1.3 Identifying Plan A products** On plan

Aim: Develop mechanisms to help our customers identify products with Plan A qualities in store and online to encourage their purchase by 2015.

Progress: We already provide a wide range of Plan A product information on our packaging, in store and online. We've also developed a plan to improve the way we

1.4 Meet Your Producer website On plan

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

Progress: This year we've added new material to the Meet your Farmers section of our Plan A website, including additional content about some of the farmers who grow M&S food in the UK and New Zealand. For more details see: marksandspencer.com/plana

1.5 Meet your farmers website Previously achieved

2. Help our customers make a difference to the social and environmental causes that matter to them.

2.1

Annual store fundraising Previously achieved/ongoing

Aim: Support and facilitate annual fundraising activities in our stores to support local charities.

Progress: Our employees helped to raise nearly £0.9m for local charities this year (£0.7m last year). This is in addition to support for national campaigns including Breakthrough Breast Cancer, Macmillan Cancer Support's World's Biggest Coffee Morning and Prostate Cancer UK.

2.2

Cause-related marketing and stock donations Previously achieved/ongoing

Aim: Use a comprehensive programme of cause-related marketing to raise money for charity partners and donate unsold stock and surplus equipment where feasible and safe.

Progress: We donated £3.6m of food, clothing and equipment to a range of charities including Oxfam, Newlife and Shelter this year (last year £3.2m). We also ran a series of cause-related marketing campaigns, with a proportion of the sales of specific products totalling over £1.8m (last year £1.9m) donated to charities including Breakthrough Breast Cancer, Prostate Cancer UK, Macmillan Cancer Support and Shelter.

Our third consecutive cause-related campaign for Macmillan Cancer Support's World's Biggest Coffee Morning together with additional fundraising helped raise £690,000 (last year £630,000).

2.3

Marks & Start** Previously achieved/ongoing

Aim: Continuing to help disadvantaged groups like the disabled and homeless get into jobs via work placements in our stores, offices and suppliers factories.



Progress: Marks & Start supports disadvantaged groups including people with disabilities, single parents, those at risk of homelessness and young people who face significant barriers to gaining employment. This year we provided work experience for over 1,100 people from disadvantaged parts of the community (last year 839) through our Marks & Start programme, with around a quarter of those who participated under 25 years old. The proportion of participants who found work after completing their placements increased to an estimated 50% (last year 40%). We achieved this improvement thanks to our charity partners' efforts and the use of a participant re-joiners database. We aim to increase the number of Marks & Start work placements in 2013/14.

In addition to Marks & Start, we provided an estimated 2,000 work experience opportunities for schools and students. We also employed 30 people with disabilities at our new warehouse facility in Castle Donington, opened April 2013, through our partnership with Remploy.

Our suppliers in Bangladesh, India and Sri Lanka again provide work experience and employment opportunities for over 300 people with disabilities.

2.4

International community campaigns Previously achieved

2.5

Breakthrough Breast Cancer Previously achieved/ongoing

Aim: Maintaining our campaigns with Breakthrough Breast Cancer.

Progress: We maintained our support for Breakthrough Breast Cancer this year, helping to raise a further £1.5m (last year £1.9m). This included £640,000 raised by employees who participated in a BIKE 400 Challenge event. In 12 years we've raised over £19m for Breakthrough Breast Cancer. We plan to continue this partnership in 2013/14.

3. Help our customers live a more sustainable life.

3.1

My Plan A online** On plan



Aim: Help one million customers to develop personal sustainability goals using a range of online channels by 2015 and three million by 2020.

Progress: This year we engaged over 470,000 customers in a wide range of online Plan A activities, designed to help them live more sustainably. (Although some customers may have taken part in more than one activity). These included our Shwopping App, registering for the Big Beach Clean-up as well as receiving advice about reducing food waste and healthier lifestyles.

3.2

Plan A marketing** On plan

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

Progress: We ran Plan A communication campaigns on a range of issues throughout the year, including Shwopping, the Big Butterfly Count and Big Beach Clean-up days. We also hosted events to support Macmillan Cancer Support's World's Biggest Coffee Morning and ran campaigns to help Breakthrough Breast Cancer, Woodland Trust Christmas card recycling, Prostate Cancer UK and Shelter. We held a Facebook vote to divide one million pennies (£10,000) between four of our charity partners to celebrate reaching a million Facebook followers.

3.3

Your Green Idea Previously achieved

Pillar 2:

Make Plan A

How we do business

This section shows our detailed performance against our Pillar 2 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

We can make sustainability 'the business we do' in M&S by integrating Plan A into every aspect of our operations – including the products we develop and sell, the stores we build and the way we work with our suppliers and engage our employees.

What have we done?

We've integrated Plan A across many parts of our business. This year we opened our biggest greenest Sustainable Learning Store to date at Cheshire Oaks and generated a net benefit of £135m from Plan A which was available to be reinvested in the business.

Highlights this year

78%

Engagement score in our annual employee survey

£135m

Net benefit from Plan A was available to be reinvested back into the business

1,200

delegates attended our 2012 Plan A Supplier Conference

3rd year

M&S was listed in the Times' Top 50 Employers for Women

4. Engage our employees in Plan A.

4.1 Free energy monitors
Previously achieved

4.2 Free home insulation
Previously achieved

4.3 One day paid volunteering**
Previously achieved

4.4 Customer assistant performance**
Previously achieved/ongoing

Aim: Achieve at least 90% of our Customer Assistants at the required levels of performance.

Progress: As of March 2013, 99% of our UK Customer Assistants were performing at or above their required levels of performance (last year 98%). This improvement is partly due to a change in the way data is measured, which more accurately reflects the number of employees who do not meet the required performance levels.

4.5 Feedback on communications**
Previously achieved/ongoing

Aim: Achieve a positive employee feedback score of at least 80% on M&S communications in our annual employee survey.

Progress: This year we achieved a positive feedback score of 84% for 'communication' in our 2013 annual employee Your Say Survey (last year: 82%). The survey covers all M&S wholly owned operations across the world plus 13 International franchises.

4.6 Feedback on engagement**
Previously achieved/ongoing

Aim: Achieve a response rate of at least 85% in our annual employee survey with overall Positive Engagement and Commitment scores, respectively, of at least 70%. Also an Annual Report KPI.

Progress: We believe that it's important for us to stay in touch with the views of our employees so we've increased the frequency of our employee surveys with the introduction of quarterly 'pulse' surveys. Increasing the frequency of our surveys has resulted in a reduction in the overall response rate to 78% (last year 91%), although our survey provider advises that a response rate above 60% provides an accurate representative view of how people are feeling. Our Positivity score (previously our Positive Engagement score) increased by 3% to 78% and our Engagement score (previously our Commitment score) increased by 2% to 78%. The full survey covers all M&S wholly owned operations across the world plus 13 International franchises.

To reflect these changes to our approach, we have reworded this commitment to:

Achieve a Positivity score and an Engagement score of at least 70% in our annual employee Your Say Survey.

4.7

Feedback on intention to stay

Previously achieved/ongoing

Aim: Achieve a positive employee feedback score of at least 70% on 'intention to stay 12 months' in our annual employee survey.

Progress: We achieved a positive feedback score of 78% on 'intention to stay 12 months' in our 2013 annual employee Your Say Survey (last year: 77%). The survey covers all M&S wholly owned operations across the world plus 13 International franchises.

4.8

Diversity (part 2)

On plan

Aim: Report on an extended range of diversity measurements including senior management age, gender and ethnicity by 2010 (Previously achieved). To drive and sustain a culture of equality by taking action on issues identified through our Diversity Forum by 2015.

Progress: This year our Diversity Forum focused on gender diversity, in line with our support for the UK Government's 'Think, Act, Report' initiative. To help us develop our future plans, we held a number of events including a breakfast meeting and discussions with women in senior management roles.

In 2013, we were again listed in The Times' Top 50 Employers for Women.

Gender

	Women employees	Women managers	Women store managers	Women in senior management (top 120)
2013	74%	64%	49%	35%
2012	74%	64%	48%	35%

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

Ethnicity

	Employees from ethnic minority backgrounds	Managers from ethnic minority backgrounds
2013	12%	13%
2012	13%	12%

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

Age and experience

	Employees over 50 years of age	Employees over 61 years of age	Employees over 65 years of age	Employees with over 11 years service
2013	33%	10%	3%	28%
2012	33%	10%	3%	29%

All data as of March 2013.

4.9

All store H&S reporting**

Previously achieved/ongoing

Aim: All stores and offices to actively report on health & safety incidents through clear policies and increased training and awareness by 2010.

Progress: The total number of reported accidents to employees, customers, contractors and visitors in 2012/13 was 27,732 (last year: 28,843). Incidents per million square feet fell by 6% to 1,673 (last year 1,779).



304 of these incidents were recorded as RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), a 66% year-on-year reduction (last year: 884). This is equivalent to 18 RIDDOR incidents per million square feet compared to 55 last year. This reduction is due to a change in the way that the Health & Safety Executive calculates RIDDOR frequency.

In November 2012 a fatality related to electrical work being carried out by a contractor occurred at our Tunbridge Wells store. This incident is currently under investigation.

4.10

First aiders

Previously achieved/ongoing

Aim: Maintain certification of over 5,000 first aiders in our stores and offices in the UK and Republic of Ireland for the benefit of both customers and employees.

Progress: As of April 2013, we maintained the number of certified first aiders in stores and offices at over 5,000. During the year, we introduced a new approach which assesses the level of risk at each location to determine the skill-level of first aiders required.



4.11 Responsible buying
Previously achieved

4.12 Plan A Champions
Previously achieved

4.13 Health information for employees
Previously achieved

5. Integrate Plan A into our systems and processes.

5.1

Business case**

Previously achieved/ongoing

Aim: Develop and report on the financial business case for Plan A by 2011.

Progress: Plan A activities contributed an additional net benefit of £135m this year which was available to reinvest back into the business.

5.2 Internal price of carbon
Previously achieved

5.3 Linking Directors pay to Plan A
Previously achieved

5.4 M&S pension fund
Previously achieved

5.5 Business Foundation Programme
Previously achieved

**Assured by Ernst & Young

6. Build Plan A into every aspect of our construction programme.

6.1

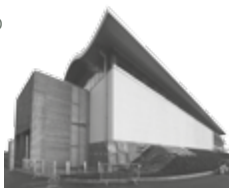
Sustainable Learning Stores

On plan

Aim: Open two new Sustainable Learning Stores each year to support continuous improvement (up to 2015).

Progress: We opened Sustainable Learning Stores in Delhi, India in February 2012 (which achieved a Platinum LEED rating) and Cheshire Oaks in August 2012. Cheshire Oaks, our biggest greenest store to date, was built using Forest Stewardship Council certified glulam wood roof supports, insulating hemp and lime wall panels. It also incorporates rainwater harvesting, a biomass boiler and heat reclamation system.

Over the next 18 months we plan to open two more Sustainable Learning Stores, at York Monkcross and Scunthorpe.



We also conducted post occupancy evaluations of older Sustainable Learning Stores including Ecclesall Road which has resulted in the adoption of around 60% of the new techniques and technologies being tested at the site. These will now be included in the standard specification of M&S stores wherever possible.

6.2 M&S climate adaptation
Previously achieved

6.3 Biodiversity audits
Previously achieved

6.4 Sustainability of new stores
Previously achieved

6.5 Carbon managers
Previously achieved

6.6 Whole life costing for stores
Previously achieved

6.7

BREEAM

Previously achieved/ongoing

Aim: Target all new stores to achieve the BRE Environmental Assessment Methodology (BREEAM) 'excellent' rating and all other development stores to be assessed against BREEAM rating system by 2012.

Progress: This year our Cheshire Oaks Sustainable Learning Store was rated as BREEAM Excellent while five other developments achieved Very Good ratings. We started BREEAM assessments at a further 15 stores.

We are investigating the most appropriate environmental building accreditation standards for our International store developments.

In the future we plan to use a range of environmental building accreditation standards depending on the type and location of the development.

6.8 Green stores
Previously achieved

7. Engage our business partners in Plan A.

7.1 Review Plan A with franchises
Previously achieved

7.2 Field to Fork and TRAK
Previously achieved

7.3

Food supplier Plan A benchmarks**

Behind plan

Aim: Work with M&S food suppliers to implement a Gold/Silver/Bronze sustainability benchmarking standard to improve ethical and environmental performance. By 2015, 100% will be engaged and 25% by turnover will be at Gold level.

Progress: Using our Food Supplier Sustainability Framework we've now assessed submissions from over 200 food suppliers as: Provisional, Bronze, Silver or Gold. The framework includes three sections: human resources, environment and lean (efficient) manufacturing. We use suppliers' lowest scores from these three sections to determine their overall rating.

At April 2013, site visits had confirmed that seven suppliers achieved Silver level – accounting for around 8% of M&S Food by turnover. 112 suppliers achieved at least Bronze level accounting for nearly 40% of M&S Food.

Around a quarter of suppliers who completed our initial assessments last year have demonstrated significant improvement.

7.4

Energy efficiency at clothing top 100

On plan

Aim: Require our top 100 clothing factories to install more efficient lighting, improved insulation and temperature controls, to reduce their energy usage by an estimated 10% by 2015.

Progress: Forty-eight of the clothing suppliers featured in our top 100 suppliers by turnover between 2011 and 2013, have now adopted energy best practices on lighting, insulation and temperature control. Of these, 35 have gone further and

achieved our more demanding Eco-Factory standards.

To more accurately define this commitment we have reworded it to:

Require our top 100 clothing factories to install more efficient lighting, improved insulation and temperature controls, to reduce their energy usage by an estimated 10% by 2015. These are factories that have featured in a rolling top 100 between 2011 and March 2015.

7.5

Sustainable farming (part 2)**

On plan



Aim: Engaging our producers of fresh meat, dairy, produce, and flowers in the M&S Sustainable Agriculture Programme by 2012 (Previously achieved). By 2015, working with independent consultants, through our M&S Farming for the Future programme, we will have engaged with farmers producing agricultural raw materials for M&S food.

Progress: Throughout the year we've engaged our producers in the M&S Farming for the Future Programme, which is designed to help them meet future challenges. The programme focuses on Efficiency, Environment and Ethical practice through a wide range of communications, PaceSetter best practice initiatives and more than 200 Indicator Farms, which monitor the impact of changes to standards and policy.

In June 2012, we launched our M&S Farming for the Future Education Programme (see commitment 17.5 for more details).

More details on all our producer programmes can be found at: producerexchange.marksandspencer.com

7.6

General Merchandise traceability**

On plan

Aim: Improve traceability for the principal raw materials used within our General Merchandise supply chain by 2015.

Progress: This year we continued the implementation of a traceability system linking M&S product orders through every



stage of the manufacturing process right back to the origin of principal raw materials, starting with children's clothing. We are now reviewing the next stage of this project.

We've continued to improve raw material traceability by using other approaches for wool, cotton (see commitment 16.15), leather (see commitment 16.16) and wood (see commitment 16.17).

7.7 Ethical trade benchmarks
Previously achieved

7.8 Supplier Exchange – ethical trade
Previously achieved

7.9 Franchise Plan A website
Previously achieved

8. Create a culture of innovation on sustainability.

8.1

Plan A Innovation Fund

On plan

Aim: Launch a Sustainability Innovation fund in 2010 with £50m funding to be spent over the next five years.

Progress: This year the Plan A Innovation Fund provided £9m to support large scale projects and a further £800,000 for smaller projects. These included our work with Rempoy (see commitment 2.3), pesticide reductions (see commitment 16.11), improving supply chain labour standards, developing more sustainable clothing fabrics, commissioning a report from Accenture to redefine responsible business and funding a Natural Environment Research Council (NERC) knowledge transfer project.

8.2 Model Eco Dyehouses
Previously achieved

8.3 Dual fuel vehicles
Previously achieved

8.4 Sustainable retail
Previously achieved

8.5 Plan A M&S Money products
Previously achieved

Pillar 3:

Climate change

This section shows our detailed performance against our Pillar 3 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

Our planet is getting warmer – mainly because of an increase in greenhouse gas emissions produced by human activity – with many damaging consequences. Climate change is a global challenge but one that we're helping to address.

What have we done?

We've cut our emissions in both absolute terms (-23%) and by carbon intensity (-37%). However, we've also gone much further by buying high quality carbon offsets. M&S operated stores, offices, warehouses and delivery fleets in the UK and Republic of Ireland are carbon neutral. We believe that we remain the only major retailer in the world to have achieved this.

Highlights this year

31%

improvement in store, office and warehouse energy efficiency per sq ft against 2006/07 (after weather adjustment)

23%

reduction in CO₂e emissions against 2006/07

60%

reduction in CO₂e emissions from refrigeration against 2006/07

ISO 50001

Energy Management certification

9. Help our customers cut their carbon footprint.

9.1 Six low carbon projects
Previously achieved

9.2
Environmentally efficient food packaging**
On plan

Aim: 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: As part of Waste Resources Action Programme (WRAP)'s Courtauld Commitment 2 initiative we've contributed towards an overall reduction of 8% in the carbon footprint of packaging used in the UK (for 2011 against 2009). Our progress was slightly behind the industry average but is in addition to improvements already achieved between 2007 and 2009.

We've committed to support a third phase of the Courtauld Commitment partnership running to year end 2015.

The continued use of packaging design software helped us reduce the carbon footprint of our 2013 Easter range by 16% per tonne of packaging.

9.3
Energy efficient electrical products
Cancelled

Aim: Ensure that by 2015 at least 90% of our household electrical products meet a credible energy efficiency standard and improve the energy efficiency of the most energy intensive products by at least 25%.

Progress: This commitment is no longer relevant as we have stopped selling the products it covered. We'll revise it accordingly if we decide to reintroduce similar product ranges in the future.

9.4 Carbon labelling
Previously achieved

9.5 Low carbon products and services
Previously achieved

9.6 WWF carbon footprint campaign
Previously achieved

9.7 Wash at 30
Previously achieved

9.8 Public transport and cycling
Previously achieved

10. Reduce our operational carbon emissions by 35% and make our operations carbon neutral.

10.1 Energy use in data centres
Previously achieved

10.2 Video conferencing Previously achieved

10.3 International logistics (part 2) Behind plan

Aim: To transport 50% of International General Merchandise products directly to their retail destinations in 2011/12 and 80% in 2013/14 rather than routing through the UK.

Progress: This year, around 36% of General Merchandise products (measured by volume) destined for our International business were transported directly. This commitment has remained Behind plan due to significant increases of sales through our international stores and changes to our plans for how we transport some types of products. As a result, we have reworded this commitment:

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.

10.4 Carbon neutral operations** Previously achieved/ongoing

Aim: To move all our UK and Republic of Ireland operations (stores, offices, warehouses, business travel and logistics) to be carbon neutral by 2012. Also an Annual Report KPI.

Progress: This year our gross CO₂e emissions were 569,000 tonnes, down by 23%, or over 160,000 tonnes compared with 735,000 tonnes in 2006/07. This is mainly due to more efficient electricity use, reduced gas leaks from refrigeration and better waste recycling levels. We achieved this reduction despite reporting an additional ^16,000 tonnes of emissions this year from transport activities previously accounted for by suppliers.

To remain carbon neutral, we've offset our gross emissions for 2012/13 through the purchase and retirement of high quality carbon offsets.

Direct emissions from M&S operations (scope 1)

	2006/07 000 t CO ₂ e	2012/13 000 t CO ₂ e	% change 2006/07
Store and office refrigeration and air-conditioning gases	129	51	-60
Logistics transport and dedicated home deliveries	61	^75	+23
Warehouse refrigeration gases	6	4	-33
Stores, office and warehouse on-site fuel usage	48	51	+6
Sub-Total	244	181	-26

Indirect emissions from M&S energy usage (scope 2)

	2006/07 000 t CO ₂ e	2012/13 000 t CO ₂ e	% change 2006/07
Stores and office energy usage	402	336	-16
Warehouse energy usage	39	35	-10
Sub-Total	441	371	-16

Other indirect emissions (scope 3)

	2006/07 000 t CO ₂ e	2012/13 000 t CO ₂ e	% change 2006/07
Business travel	10	15	+50
Waste disposal	40	2	-95
Sub-Total	50	17	-66

Total Gross CO ₂ e emissions	735	569	-23
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Total Gross CO ₂ e emissions tonnes/sq ft of sales floor	54	34	-37
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Net emissions (after offsetting)

	2006/07 000 t CO ₂ e	2012/13 000 t CO ₂ e	% change 2006/07
Carbon offsets	0	569	-
Total Net CO ₂ e emissions	735	0	-

Operational CO₂e 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 May 2012 and Bitzer Report 17 for additional refrigeration gases. This includes all the activities where we have operational control. It excludes all non-metered premises, shopping service contract supplies and Republic of Ireland business travel.

2006/07 baseline emission for waste uses data from 2008/09 which was the first year we had calculated this figure.

10.5

Energy efficiency (part 2)** On plan

Aim: Reduce store, office and warehouse energy usage by 25%/sq ft by 2012 (Previously achieved).

Reduce store, office and warehouse energy usage by 35% per sq ft by 2015.

Progress: This year, total energy efficiency across our stores, offices and warehouses has improved by 31% to 39.6 kWh/sq ft (2006/07: 57.4 kWh per sq ft).

Store energy efficiency improved by 32% to 45.9 kWh per sq ft compared to 2006/07 (67.9 kWh 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 (51.2 kWh per sq ft before adjustment). In 2012/13 we installed improved lighting schemes in around 200 stores and were certified to the ISO 50001 international standard for Energy Management.

Energy efficiency in our warehouses declined slightly from last year although is still 26% better at 19.6 kWh/sq ft compared to 26.4 kWh/sq ft in 2006/07. Energy use in our offices is improved by 6% at 46.4 kWh/sq ft (2006/07: 49.4 kWh/sq ft).

57.4	39.6	37.3	-31%
2006/07 Actual	2012/13 Actual	2015 Target	Change

Energy efficiency Total store, office and warehouse energy usage in kWh/sq ft

10.6

Fuel efficiency (part 2)** On plan

Aim: Achieving a 20% improvement in fuel efficiency in our deliveries to stores by 2012 (Previously achieved).

Achieving a 35% improvement in fuel efficiency in our deliveries to stores by 2015.

Progress: This year, fuel efficiency for our Food store deliveries was 1,775 litres per store, down by 31% compared with 2,556 litres per store in 2006/07.

We maintained the fuel efficiency improvement in our General Merchandise delivery fleet at 30% on 2006/07 or 7 litres per 1,000 singles (2006/07: 10 litres per 1,000 singles). These deliveries account for around 8,000 tonnes of our annual CO₂e emissions. In Scotland, we introduced shared General Merchandise warehousing

and deliveries, working with another major clothing retailer to improve overall efficiencies.

Due to the merging of other General Merchandise transport activities such as collections from suppliers and the trunking of products between warehouses into a single fleet this is the last year that we will be able to calculate a separate store delivery measurement. These activities were previously carried out by suppliers and sub-contractors and have added around 16,000 tonnes to our annual CO₂e emissions. We believe the changes have achieved greater emissions savings overall.

10.7

Reduce business flights

Behind plan

Aim: Reduce business flights by an average of 20% per employee by 2013.

Progress: This year, we achieved an average of 0.39 flights per UK Full Time Equivalent employee, a reduction of 7% on our 2007/08 baseline figure of 0.42 flights. In July 2012, we revised our travel policy, stipulating that air travel can't be used for any journeys that could be made in under three hours in the UK or using Eurostar.

10.8

Green company car policy
Previously achieved

10.9

Green electricity
Previously achieved

10.10

On-site renewables
Previously achieved

10.11

Bio-diesel
Not achieved

10.12

New transport technologies
Previously achieved

10.13

EURO engines
Previously achieved

10.14

Carbon offsetting policy
Previously achieved

10.15

Store refrigeration**

On plan

Aim: Reducing store refrigeration gas carbon emissions by 50% by 2015. Using CO₂ systems in all new store refrigeration installations from 2010, replace HCFCs by 2014 and HFCs by 2030.

Progress: This year, our emissions from refrigeration and air-conditioning were 51,000 tonnes CO₂e, down by 60% compared with 129,000 tonnes CO₂e in 2006/07. Allowing for increases in store footage, emissions were down 67% at 3.1 tonnes CO₂e/1,000 sq ft (2006/07: 9.4 tonnes CO₂e/1,000 sq ft). We've achieved these reductions by improving maintenance and introducing less damaging R407a HFC gases. This means

that the first two parts of this commitment are now Achieved.

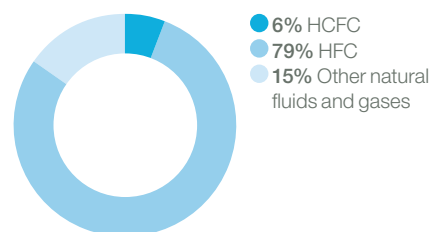
Store refrigeration and air conditioning emissions in tonnes CO₂ per 1,000 sq ft



9.4	3.1	4.7	-67%
2006/07 Actual	2012/13 Actual	2015 Target	Change

76 of our stores now use CO₂ refrigeration systems. A further 449 use less damaging HFCs (R407a) as an interim measure until we complete the roll out of CO₂ systems.

Refrigeration and air-conditioning gases in use in M&S stores



11. Help our suppliers cut their carbon emissions.

11.1

Supply change climate adaptation
Previously achieved

11.2

Food factory environmental standard**

On plan

Aim: Work with M&S food suppliers to ensure that all factories have an environmental action plan, so that by 2015, 25% of M&S food (by turnover) will be produced by factories that have improved energy efficiency by at least 20%.

Progress: By the end of the year, 31 suppliers accounting for 9% of M&S Food turnover had an environmental action plan and had improved energy efficiency by 20% (against a previous baseline) when assessed using our Food Supplier Sustainability Framework.

11.3

Electricity from small-scale generators
Previously achieved

11.4

Supplier logistics
Previously achieved

11.5

Food carbon footprint
Previously achieved

11.6

Minimise food airfreight
Previously achieved

11.7

Supplier Exchange – reducing CO₂
Previously achieved

11.8

Green factories
Previously achieved

11.9

Agricultural carbon balance
Previously achieved

11.10

Air freight labelling
Previously achieved

Pillar 4: Waste

This section shows our detailed performance against our Pillar 4 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

The UK throws away around 300 million tonnes of waste every year – most of it from construction and industry, with 35 million tonnes from households. Packaging accounts for around 10 million tonnes of which 7 million tonnes are recycled.

If waste isn't reused or recycled as part of a 'circular economy' it can end up in landfill where the valuable resources it contains are lost forever.

What have we done?

We've made improvements to many of the causes of waste from our business such as packaging, carrier bags, food distribution and construction but we're also working with a wide range of partners including Waste Resources Action Programme (WRAP) to ensure any waste that is generated rejoins a circular economy of reuse and recycling.

Highlights this year

Zero

waste sent to landfill from our stores, offices, warehouses and construction activities

50%

reduction in construction waste per £100,000 project

32%

reduction in food waste compared to 2008/09

14,200

tonnes of additional packaging materials recycled through our work with Somerset Waste Partnership

12. Waste.

12.1

Clothes hanger reuse Previously achieved/ongoing

Aim: Collect at least 70% of the clothing hangers we use and reuse at least 80% of these by 2012.

Progress: In 2012 we collected 161* million clothing hangers (77% of our total usage) and reused 80% of them, the remainder being recycled.

*Data based on calendar year

12.2

Customer clothes recycling** On plan

Aim: Help our customers to recycle 20 million items of clothing each year by 2015.

Progress: Our customers donated around 3.8 million garments through our Shwopping clothes reuse and recycling initiative helping us raise £2.3m for Oxfam. This is

an increase on last year (3.3 million) but requires further expansion to meet our 2015 target. In December 2012, we launched Shwop at Work, to make it easier for people to donate. By April 2013 over 70 companies had signed-up to participate.

12.3

Packaging recycling partnerships On plan

Aim: Work in partnership to help improve national levels of packaging recycling (eg RecycleBank, local authority partners etc) by 2015.

Progress: The Somerset County Council Waste Partnership collected an additional 14,200 tonnes of packaging materials for recycling this year. We're now using some of these materials to make M&S Food packaging.

We're also working to develop a scheme to improve recycling in Kent and have helped to launch Waste Resources Action

Programme (WRAP)'s Fresher For Longer initiative at our Tunbridge Wells store in March. The initiative provides advice about the best ways to store food and prevent wastage. For more information see: marksandspencer.com/plana

12.4

Reduce home delivery packaging On plan

Aim: Reduce home delivery packaging by 30% in weight by 2015.

Progress: By the end of 2012 we'd reduced the weight of packaging used in General Merchandise home deliveries by 18% per parcel to 189g* per parcel (2008/09: 230g* per parcel).

*Data based on calendar year and excludes furniture

12.5

Simplify packaging materials Previously achieved

12.6

Reduce weight of non-glass packaging Previously achieved

**Assured by Ernst & Young

12.7 Sustainable packaging materials
Previously achieved

12.8 Packaging recyclability
Previously achieved

12.9 WRAP recycling symbols
Previously achieved

12.10 Courtauld Commitment
Previously achieved

12.11 Clothes hanger recycling
Previously achieved

12.12 Recycling services for customers
Previously achieved/ongoing

Aim: Introducing a range of recycling services for our customers including a project for used clothing.

Progress: This year our customers helped us to collect 199 tonnes of used Christmas cards for recycling (last year: 165 tonnes). We also used our Home Delivery service to

collect nearly 2,800 bed mattresses and 4,700 other pieces of upholstered furniture for reuse or recycling.

12.13 Reduce carrier bag use**
Previously achieved/ongoing

Aim: Reducing carrier bag use by 33% by 2010 including launching a 'No to Bags' campaign.

Progress: We introduced a 5p Food carrier bag charge in May 2008. Legislation requiring a minimum 5p charge for all bags was introduced in Wales in October 2011. Legislation in the Republic of Ireland has required a charge for all carrier bags since 2002.

In 2012/13 we used 274 million one-trip carrier bags, a reduction of 58% since 2006/07 (657 million) and roughly level with last year (269 million). We used 116 million carrier bags in our Food sections, a reduction of 75% compared with 2006/07 (464 million).

As a result of the charge, we raised £1.7m for charities, primarily for our Forever Fish

campaign with over £45,000 raised in Wales donated to Groundwork UK.

Additional carrier bag charging legislation was introduced in Northern Ireland in April 2013 and is being considered by the Scottish Government. We don't believe we can take further action until the full extent of legislation across the UK is known.



12.14 Carrier Bag Agreement
Previously achieved

13. Send no operational and construction waste to landfill and reduce our operational waste by 25% and construction waste by 50%.

13.1 Reduce food and GM transit packaging **
On plan

Aim: Reduce store unsold Food waste General Merchandise transit packaging waste by 25% by 2015.

Progress: This year the total tonnage of food waste we produced was down by 32% compared with 2008/09. This reduction is partly attributable to increased sales of short life food products at a discount to our customers.

We've made reductions equivalent to an estimated 21% of General Merchandise transit packaging we use by reducing the weight of polythene garment dust covers.

13.2 Waste carbon footprint
Previously achieved

13.3 Reduce construction waste**
Achieved (NEW)

Aim: Reduce construction waste generated by 50% per £100,000 project by 2015.

Progress: This year our construction projects generated 50% less waste at 1.85 tonnes of waste per £100,000 spend (2010/11: 3.7 tonnes). In part, this is because we carried out projects which generate less waste in the first place, for example, store updates known as Concept refurbishments.

During the year we worked with our suppliers, WRAP and the BRE building consultancy to review and improve our construction waste minimisation practices.

13.4 Reduce paper usage
Previously achieved

13.5 No waste to landfill**
Previously achieved/ongoing

Aim: Aiming to ensure that M&S operations in the UK and Republic of Ireland (stores, offices and warehouses) will send no waste to landfill by 2012.

Progress: This year we recycled 100% of the waste generated in our stores, offices and warehouses (2008/09: 41%). Our total waste was down by 28% at 83,000 tonnes (2008/09: 116,000 tonnes).

Store, office and warehouse waste

116	83	-28
2008/09 Actual	2012/13 Actual	% change

Total waste (000 tonnes)

69	0	100
2008/09 Actual	2012/13 Actual	% change

Waste sent to landfill (000 tonnes)

13.6 Reduce food waste
Previously achieved

13.7 Food waste to composting and AD**
Previously achieved/ongoing

Aim: Sending all remaining food waste to some form of recycling including composting and anaerobic digestion by 2012.

Progress: This year we sent around 89% of our food waste to anaerobic digestion with the remainder recycled in other ways.

13.8

No construction waste to landfill**

Previously achieved/ongoing

Aim: Sending no waste to landfill from M&S store construction programmes by 2012.

Progress: This year we recycled 100% of the waste generated in our construction activities (2006/07: industry average 65%).

13.9

Use of recycled materials in construction

Previously achieved

13.10

Closed loop recycling

Previously achieved



14. Help our suppliers to reduce waste and send no waste to landfill.

14.1 Food packaging write-offs
On plan

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

Progress: Using measurements from our top 20 Food suppliers, we've developed a baseline for current packaging waste and have identified the six most common causes of food packaging write-offs. These include changes to legislation, small production runs, errors, products being de-listed as well as planned and short-term redesigns of packaging.

We plan to make improvements against this baseline starting from 2013/14.

14.2

Food supplier waste**
Achieved (NEW)

Aim: Work with M&S Food suppliers to reduce waste to landfill, so that by 2015, 25% of M&S Food (by turnover) is produced in factories that send no waste to landfill.

Progress: By the end of the year, 84 suppliers accounting for 32% of M&S Food turnover had sent no waste to landfill when assessed using our Food Supplier Sustainability Framework.



Pillar 5:

Natural resources

This section shows our detailed performance against our Pillar 5 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

Growing and harvesting the raw materials we rely on can harm the environment, so it's important that we source them wisely – doing all we can to replenish them, protect natural habitats and ensure good animal welfare standards.

What have we done?

We've continued to make good progress on a range of key raw materials including wood, fish, cotton, palm oil, coffee and tea. We're still working out how to overcome a number of challenges on soy, cocoa and leather.

We're installing Automatic Meter Readings (AMRs) in our stores so that we can more accurately measure water usage and the impact of the improvements we've made.

Highlights this year

88%

Sustainable wood

100%

Wild fish from the most sustainable sources available

27%

reduction in store, office and warehouse water usage per sq ft compared to 2006/07

11%

of our cotton was either from the Better Cotton Initiative, Fairtrade, Recycled or Organic

15. Ensure efficient use of natural resources in our operations.

15.1 Recycled consumables
Previously achieved

15.2

Reduce water usage
(part 2)**
Achieved (NEW)

Aim: Reducing water usage by 20% by 2012 and 25% by 2015.

Progress: Our total store, office and warehouse water usage in 2012/13 was down by 27% at 49 litres per sq ft (2006/07: 67 litres per sq ft) based on a combination of utility bill data and our own Automatic Meter Readings (AMRs). This year we identified and repaired 74 water leaks at our stores which have contributed the greatest savings in water usage.

We also started installing AMRs for water usage at our stores to provide more accurate measurements.

Total usage was 1,111,320 m³ (2006/07: 1,266,704 m³).

Because we only recently started to monitor water usage in our warehouses, we've used 2007/08 for Food and 2009/10 for General Merchandise warehouses, to serve as our 2006/07 starting point.

Our stores account for 84% of all the water we use.

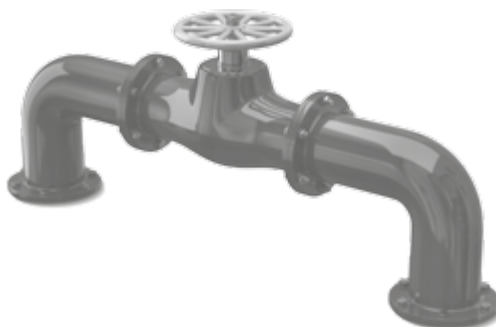


Total store, office and warehouse water efficiency

67	49	50	-27%
2006/07 Actual	2012/13 Actual	2015 Target	Change

(Litres per 1,000 sq ft)

15.3 Sustainable construction
Previously achieved



16. Reduce the impact on the natural resources used to make our products.

16.1

Food factory water use**

Achieved (NEW)

Aim: Work with M&S food factories to improve water monitoring and efficiency by 2015.

Progress: By the end of the year, 80 suppliers accounting for 27% of M&S Food turnover had improved water monitoring and efficiency when assessed using our Food Supplier Sustainability Framework.

16.2

Sustainable farmed fish**

On plan

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

Progress: We sell seven species of farmed fish (salmon, trout, halibut, sea bass, sea bream, prawns and pangasius) and with the help of suppliers and organisations including WWF we've developed a set of draft Codes of Practice for our farmed species.

Before we start trialling these draft Codes of Practice in 2013/14 we're discussing how they should be implemented with our suppliers and undertaking a number of farm visits. This will allow us to take a wide range of practical and local considerations into account before launching the final M&S Aquaculture Codes of Practice.

16.3

General Merchandise chemical policy

Previously achieved

16.4

Food animal welfare

Previously achieved

16.5

M&S packaging forest

Previously achieved

16.6

Animal testing cut-off on cleaning materials

Previously achieved

16.7

Recycled bin bags

Previously achieved

16.8

Recycled carrier bags

Previously achieved

16.9

Tripling organic food

Not achieved

16.10

Phase out hazardous pesticides

Previously achieved

16.11

Pesticide residue-free food**

Behind plan

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

Progress: This year 46%* of M&S fruit, vegetables and salads were independently tested as pesticide residue-free at or above 0.01 parts per million (last year 47%). We believe that significant progress would have been reported without unseasonably dull weather in autumn 2012.

In South Africa, we commissioned research to understand how weather conditions may affect residue levels and to develop appropriate pesticide strategies. We plan to extend this research to more of our growing regions.

*Data based on calendar year

16.12

Pesticide Action Network

Previously achieved

16.13

Non-GM food

Previously achieved

16.14

Sustainable textiles

Previously achieved

16.15

Procure sustainable cotton**

On plan

Aim: Procure 25% of cotton from sustainable sources by 2015 and 50% by 2020.

Progress: This year, items made from Better Cotton Initiative, Fairtrade, organic or recycled cotton accounted for nearly 11% of our total cotton tonnage (last year 3.8%).

16.16

Six raw materials to stop deforestation**

On plan

Aim: Source six vulnerable raw materials from sources that do not contribute to deforestation by 2015 (palm oil, soy, cocoa, beef, leather and coffee).

Progress: **Palm oil:** We introduced a new system to collect usage data from our suppliers, showing the types, volumes and origins of the palm oil used in M&S products. In total we used over 3,000* tonnes of palm oil, of which 48%* came from certified sustainable sources with the remaining 52%* matched by the purchase of GreenPalm certificates to encourage the transition to sustainable supplies.

Soy: We remain members of the Soy Moratorium and Round Table on Responsible Soy (RTRS). We've clarified that this 2015 target relates to the soy used as an ingredient in our products where we believe we are more likely to be able to make progress. We have introduced the same system used for palm oil to collect data from suppliers about the volumes and origins of soy in M&S products.

Beef: All our fresh beef is sourced from the UK and Republic of Ireland. Only corned beef and canned beef is sourced from Brazil. We can trace all our sources back to areas outside the vulnerable Amazonian Biome and our aim is to improve traceability back to the where the animals were born.

Cocoa: During 2012 we visited Ghana and the Ivory Coast to meet growers, workers, certifiers and other local stakeholders. We developed a draft sustainable cocoa sourcing policy which we are discussing with our two main suppliers of chocolate.

Coffee (and tea): All M&S teas and coffee are independently certified by Fairtrade and in addition, those sold in our cafes by the Rainforest Alliance and as Organic. All these certification schemes include requirements that address deforestation and as a result this part of our commitment is Achieved.

Leather: We've developed and launched a new policy covering animal welfare and the use of chemicals at tanneries. It helps us to capture information about where animal skins originate and where they were tanned. We plan to use this information to ensure that our sources of leather do not contribute to deforestation.

*Calendar year

16.17

Sustainable wood**

Behind plan/ongoing



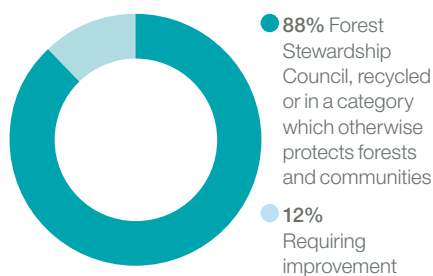
Aim: Working with the Rainforest Alliance to ensure that by 2012 all of our wood is sourced responsibly, which means that it's either recycled, FSC-certified or otherwise protects forests and communities.

Progress: During the year we relaunched the M&S Wood Policy with a new system for collating data from suppliers. This improved system includes new requirements to meet the EU Timber Regulation which came into force in March 2013. M&S has applied these requirements to all wood products, whether or not they come under the scope of the regulation.

As a result, for this year's data we have a much improved rate of submissions and we're also able to give feedback to suppliers on where further improvements are required.

In 2012/13, 88% of the wood-based materials we used were Forest Stewardship Council (FSC) certified, recycled or from sources that protect forests and communities (last year 84%). We believe that our data covers a much wider scope of applications than many of our competitors.

2012/13 wood material use (excluding fabrics, newspapers and non-M&S magazines)



16.18

Sustainable wild fish**

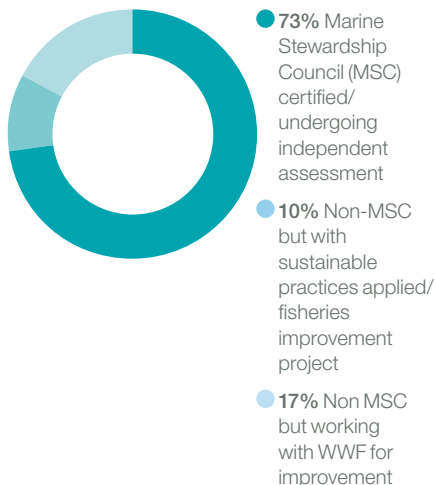
Previously achieved/ongoing

Aim: By 2012, all of our wild fish will come from the most sustainable sources available, such as Marine Stewardship Council (MSC). Where MSC certified sources are not available, we are working with WWF to ensure that all our other fisheries have sustainable practices in place that respect the natural environment.

Progress: This year we continued our support for a range of Fishery Improvement Projects, including the launch of a new scheme for Orkney Brown Crabs.

During the year the MSC certification of North East Atlantic Mackerel was suspended because of political disagreements concerning the movement of fish stocks. This has reduced the percentage of our fish with MSC certification and illustrates the ongoing challenges of improving marine sustainability.

Wild Sea Fish Sourcing (from supplier declarations)



16.19

Dyehouse standards

Previously achieved

16.20

Recycled polyester

Previously achieved

16.21

GM animal testing

Previously achieved

16.22

Beauty testing cut-off date

Previously achieved

16.23

Free range food

Not achieved

16.24

Oakham chicken

Previously achieved

16.25

Supply chain water stewardship**

Previously achieved/ongoing

Aim: Working with our suppliers to improve the efficiency of water use during the production of raw materials and products by 2012.

Progress: We've maintained our participation in a range of water stewardship initiatives around the world. These include a project on global water risk management with WWF and trials with South African retailer Woolworths on the Alliance for Water Stewardship's global water stewardship standard.



Pillar 6: Fair partner

This section shows our detailed performance against our Pillar 6 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

We're only as strong as the communities in which we operate – so it makes good sense for us to be a fair partner – paying a fair price to suppliers, supporting local communities and making sure everyone working in our supply chains enjoys good working conditions.

What have we done?

We work closely with our suppliers across a range of initiatives aimed at improving the working standards, education, opportunities, health and financial wellbeing of all the people involved in our supply chains.

Highlights this year

244,000

people trained in our supply chains since 2010

Top 20

non-merchandise suppliers included in our ethical assessment programme

100%

increase in Fairtrade food sales compared to 2006/07

17. Ensure workforces and communities benefit in our supply chain.

17.1

General Merchandise living wage**

On plan

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 and by rolling out our ethical model factory programme to ensure the cost price benefits are paid to workers.

Progress: A buying tool, which allows us to take account of a fair living wage in setting the cost price of a garment, is now used by our buyers for products made in Bangladesh, India and Sri Lanka as well as other regions of the world. In many parts of the world minimum wages have increased significantly since we set this commitment in 2010. Labour shortages in some parts of India and China have given workers more power to negotiate improved pay.

17.2

Supply chain training
On plan

Aim: Work with our suppliers and partners to provide a training and education programme for 500,000 workers by 2015. This will cover employee's roles, responsibilities and rights, basic health care and where possible, numeracy and literacy.

Progress: This year we launched the Supplier Training and Education Programme (STEP) on our Supplier Exchange website. STEP provides training materials for suppliers, covering a wide range of topics, including health and wellbeing, financial literacy for those unfamiliar with bank accounts and an Effective Worker Management certification programme for HR teams and factories, which is being run in India with support from the Centre for Responsible Business India. By April 2013 we had provided training or education to 244,000 workers since 2010.

17.3

Single Ethical Code
Previously achieved

17.4

Research on community impacts
Previously achieved

17.5

Food supply chain skills
On plan

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

Progress: In June 2012 we launched the M&S Farming for the Future Education Programme at the Royal Highland Show. A collaboration with our Food suppliers, the programme aims to address the shortage of talented young people entering the agricultural industry. It targets people at different stages in their agricultural career, helping to improve their awareness and equip them with the skills, knowledge and experience necessary to build a successful career in the industry. The programme offers: M&S Bursaries to students studying on vocational courses at agricultural colleges or to farmers completing study tours; M&S agricultural graduate placements involving time working within the M&S business and our supply base; and an executive education programme open to young people working in the M&S supply base.

Together with other companies in our food supply chains, we participated in the Institute of Grocery Distribution's 'Feeding Britain's Future' – Skills for Work Week, to help tackle youth unemployment.

**Assured by Ernst & Young

We also extended the online teaching materials for A-level and Advanced Higher students (developed with the British Nutritional Foundation in 2011/12) and ran a number of e-seminars for schools.

17.6

Food supply chain HR**

On plan

Aim: Work with M&S food factories to strengthen human resource practices, use people performance indicators, staff surveys, invest in staff training and mature industrial relations to create better places so that by 2015, 25% of M&S food will be produced by factories with human resource best practices.

Progress: By the end of the year, 50 suppliers accounting for 19% of M&S Food turnover had used people performance indicators, run employee surveys and invested in training and mature industrial relations when assessed using our Food Supplier Sustainability Framework.

17.7

Construction Health and Safety

Previously achieved

17.8

Further five produce R&D projects

Previously achieved

17.9

UK and RoI food sourcing

Previously achieved

17.10

Five R&D produce projects

Previously achieved

17.11

Semi-announced supplier assessments

Previously achieved

17.12

In-country resources

Previously achieved

17.13

Supplier ethical assessments**

Previously achieved

Aim: Enabling suppliers to address difficult issues such as 'living' wage and working hours through collaborative networking, conferences and the launch of an Ethical Exchange website. Setting up best practice projects including at least six ethical model factories and a worker's rights training programme which can be extended across our supply chains by 2012.

Progress: We currently have 2,871* General Merchandise, Food product and material suppliers on our SEDEX database, all with up-to-date assessments. We update the database regularly and monitor current performance.

In 2012, together with our suppliers and SEDEX partners, we completed and evaluated 1,559* ethical audits (last year 1,178*) and our suppliers undertook 6,693* corrective actions (last year 5,461*).

* Data based on calendar year

17.14

Extend ethical assessments

Achieved (NEW)

Aim: Extend the scope of our ethical trading assessments to include other parts of our supply chain including our top 20 (by spend) non-merchandise suppliers by 2015.

Progress: By April 2013, we'd extended our ethical trading assessment to all our top 20 non-merchandise suppliers (by spend). These suppliers all manufacture items to M&S specifications or make items with M&S branding.

17.15

Confidential helpline

Previously achieved

17.16

Small local suppliers

Previously achieved

17.17

Buying Pledge

Previously achieved

17.18

Double regional food sourcing

Previously achieved

17.19

Fairtrade food**

Previously achieved

Aim: Continue to expand our ranges of Fairtrade food including converting all our jams, conserves, and bagged sugar to Fairtrade and offering more Fairtrade fruit, wine and other products by 2012.

Progress: This year our sales of Fairtrade food were more than double those of 2006/07. They included new lines of wine as well as further production of tea and coffee packed on the plantations where it was grown in Kenya.



17.20

Fairtrade clothing

Not achieved

17.21

Supplier Exchange – communities

Previously achieved



Pillar 7:

Health and wellbeing

This section shows our detailed performance against our Pillar 7 commitments. Each commitment is shown as Achieved, On plan, Behind plan or Not achieved.

Why is this important?

Health and wellbeing is strongly linked to diet and lifestyles and there's convincing evidence that many people living in the developed world are less active than they should be. In fact, based on current trends, 60% of the UK population could be obese by 2050.

What have we done?

We've continued to help our customers manage their diets by displaying front of pack colour coding and Guideline Daily Amounts on M&S Food, and extending calorie labelling to our customer and employee cafés. As well as reducing the amount of salt and eliminating hydrogenated fats from M&S food we've also developed ranges such as Count on Us and Simply Fuller Longer.

Highlights this year

18

Pledges signed as part of the UK Government's Public Health Responsibility Deal

Zero

artificial colourings and flavourings used in M&S food

18. Drive health and nutrition benefits across our product offer.

18.1

M&S food nutritional content**

On plan

Aim: Review and improve the nutritional content of M&S food by 2015.

Progress: We remain signatories to the UK Government's Public Health Responsibility Deal which now covers 18 areas of nutrition and health including an additional commitment to help our customers eat more fruit and vegetables. Full details can be found at:

responsibilitydeal.dh.gov.uk

We've also continued to work towards the Government's salt targets. Whilst we've achieved many of these on key product areas such as sandwiches, crisps, bacon and bread, others require industry-wide solutions. Through our membership of the British Retail Consortium we have helped to fund a joint report with the Food and Drink Federation identifying a number of recommendations to support further reductions in salt.



18.7

Food with health benefits
Previously achieved

18.8

Nutritionally enriched food
Previously achieved

18.2

Saturated fat in dairy products
Previously achieved

18.3

30% healthier food
Previously achieved

18.4

Natural colours
Previously achieved

18.5

Reduce salt
Previously achieved

18.6

Lochmuir salmon
Previously achieved

19. Help to facilitate behaviour change through clear nutritional labelling and information.

19.1

Nutritional labelling**

On plan

Aim: Continue to improve nutritional labelling by making it easier for customers and employees to manage their diet and extend it to include products without packaging and in-store customer/employee cafés (up to 2015).

Progress: We previously introduced calorie labelling for customers in all our store cafés and as of October 2012 this was extended to all our customer catering formats. This part of the commitment is now Achieved.

We provide two different types of catering facility for store employees, depending on the size of the store. We offer healthier eating options in all facilities. In our largest 100 stores we have fully catered service cafés where calorie information is included on our menu boards and we highlight products that meet our Eat Well criteria. We also have a target to provide at least one home cooked Eat Well meal option each day. In stores with lower staffing numbers we offer a Lounge service, providing free fruit and bread as well as microwave facilities.

We plan to review our provision in 2013/14 and look for further opportunities to promote healthier diets.

19.2

Integrate sustainability labelling

On plan

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

Progress: We're taking part in a three year collaborative project on sustainable diets being run by the Institute of Grocery Distribution (IGD). The working group for this project met for the first time in January 2013.

19.3

On-pack portion advice
Previously achieved

19.4

Alcohol
Previously achieved

19.5

Nutritional traffic light labels
Previously achieved

18.5

Reduce salt
Previously achieved



20. Encourage our customers and employees to become more active.

20.1

Online diet website
Previously achieved

20.2

Launch get active campaign
Previously achieved

20.3

Children's sweets at till points
Previously achieved

20.4

Healthy Eating Advisers
Previously achieved

20.5

Calendar of health campaigns
Previously achieved

20.6

Customer health information
Previously achieved

How we do business

We do business in line with our values – Quality, Value, Service, Innovation and Trust – recognising our responsibilities to customers, employees, partners, suppliers and local communities.

Managing How we do business

Our How we do business Executive Committee meets every two months, to provide leadership and alignment with our wider business strategy. Our Chief Executive Officer, Marc Bolland, chairs the committee, which includes all our Executive Directors. He updates the full Board on its activities at least once a year.

Our How we do business Operating Committee meets every month to ensure that social, environmental and ethical issues are integrated into our everyday activities. It reviews our progress against Plan A commitments and discusses ways in which we measure progress and manage risk.

Our Plan A Innovation Board assigns funding to support new and innovative sustainability projects across the business.

Working together with a small team of social, environmental and ethical specialists, our Director of Plan A, Corporate Social Responsibility (CSR) and Sustainable Business, Richard Gillies, supports all Plan A governance activities. His team focuses on developing policies and solutions, building stakeholder relationships and managing risks.

Integrating Plan A

Our Director of Plan A, CSR and Sustainable Business oversees Plan A implementation, budget management and co-ordination. Plan A managers and specialists on issues including health and safety and supply chain social compliance, work in our Food, General Merchandise, Retail, Finance, Construction, Logistics, International and HR functions. Plan A Champions co-ordinate action across our stores and offices.

Many of our employees, including all Directors, Executive Management and Management Committee members have Plan A performance targets. All employees who deal directly with product suppliers are trained in responsible buying techniques. Our management succession programme, Lead to Succeed, also includes a Plan A project component.

Managing social, environmental and ethical risks

The full Board completes a Group Risk Profile every six months. Key social, environmental and ethical (SEE) risks such as climate change are assessed separately but are generally considered as contributory factors to wider business risks related to the M&S brand, reputation and operational and supply chain continuity. Information about our approach to risk management and our principal risks and uncertainties is detailed in our 2013 Annual Report.

Our Plan A Commitments were developed and refined in consultation with key stakeholders to ensure that they address the social and environmental risks and opportunities M&S faces. These were assessed against the materiality matrix shown on page 47. The most important have been subject to external assurance. They are denoted by **.

Certified international social, environmental and ethical standards

In line with most other major retailers, we use internally developed systems to keep pace in a fast-moving industry. These systems cover training, health and safety, environmental performance and quality. During 2012/13 we became certified to the ISO 50001 Energy Management standard for our stores in the UK and Republic of Ireland. We have also followed a number of best practice standards in this report (see 'About this Report' for more details).

We regularly review our Code of Ethics and require senior managers to formally recognise it. In 2012 we also revised our Anti-Bribery Policy and all head office and international management were required to complete a training module. Any breaches are reported to the Audit Committee.



“It is the role of Governance to protect the integrity of the M&S brand, maintain trust and ensure healthy relationships with our stakeholders.”

Robert Swannell
Chairman

Plan A risk profile 2013

This table summarises the key changes to our social, environmental and ethical risks over the past 12 months:

Our actions on Plan A commitments continued to mitigate risks related to increased costs of resources and supply chain standards. For example, M&S did not have to withdraw any products in the recent contamination of many retail supply chains with horsemeat.

New potential risks on ethical corporate behaviour were identified and responses are being developed.

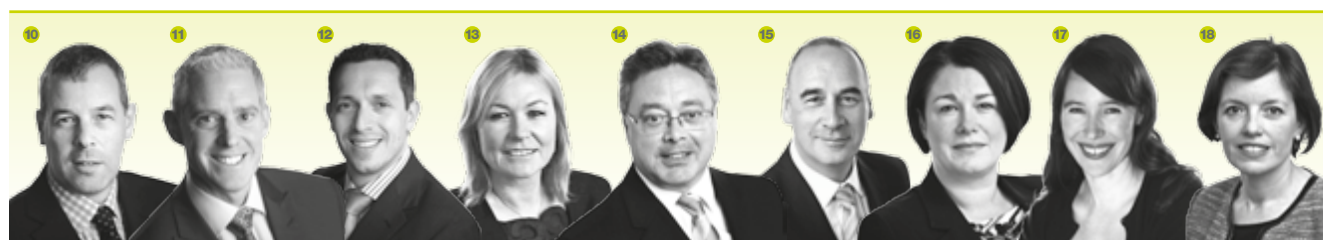
The development of our international business has become an increasingly important Plan A consideration and will remain so in future.

The team behind Plan A



How we do business Executive Committee as of May 2013

- | | | | | | |
|---|---|--|--|---|--|
| 1 Marc Bolland
Chief Executive Officer | 3 Alan Stewart
Chief Finance Officer | 5 Laura Wade-Gery
Executive Director,
Multi-channel
E-commerce | 7 Dominic Fry
Director of
Communications | 9 Krishan Hundal
Director of Sourcing
and Technology,
General Merchandise | 11 Mike Barry
Head of Sustainable
Business |
| 2 Steven Sharp
Executive Director,
Marketing | 4 John Dixon
Executive Director,
General Merchandise | 6 Steve Rowe
Executive Director,
Food | 8 Richard Gillies
Director of Plan A,
CSR and Sustainable
Business | 10 Paul Willgoss
Head of Technology,
Food Division | 12 Adam Elman
Head of Delivery
Plan A (and Secretary) |



How we do business Operating Committee as of May 2013

- | | | | | | |
|---|--|---|--|--|--|
| 13 Richard Gillies
Director of Plan A,
CSR and Sustainable
Business | 17 Dominic Fry
Director of
Communications | 19 Clem Constantine
Director of Property and
Store Development | 21 Lucy Calver
Head of Brand &
Marketing for Plan A | 23 Paul Willgoss
Head of Technology,
Food Division | 25 Heather MacRae
Corporate Governance |
| 14 Tanith Dodge
Director of Human
Resources | 18 Chris Taylor
Director of Retail
Operations | 20 Suzanne Foley
Head of Finance | 22 Mike Barry
Head of Sustainable
Business | 24 Adam Elman
Head of Delivery
Plan A (and Secretary) | |

Governance structure



Sustainable Retail Advisory Board



Sustainable Retail Advisory Board as of May 2012

① Danny Truell CIO Wellcome Trust	Not shown Martha Lane Fox M&S Non Exec Director
② Ritu Kumar CEO TERI-Europe	Penny Lawrence International Programmes Director, Oxfam
③ David Nussbaum CEO WWF UK	Muhammad Yunus Founder, Grameen Bank
④ Marc Bolland CEO M&S (Co-Chair)	Rebecca Henderson Prof of Environmental Management, Harvard Business School
⑤ Joanna Lumley Worldwide Ambassador of Plan A	Peggy Liu Chair of Joint US – China Collaboration on Clean Energy
⑥ Jonathon Porritt Forum for the Futures (Co-Chair)	Gail Klintworth Chief Sustainability Officer, Unilever
⑦ Aron Cramer President and CEO BSR	

External Advisory Board

In 2011 we set up an external Sustainable Retail Advisory Board, which is jointly chaired by our CEO Marc Bolland and Founder Director of Forum for the Future, Jonathon Porritt. The Board meets every six months and includes individuals with a wide range of skills and experience on sustainability.

What our Advisory Board has told us

With members drawn from diverse backgrounds, our Advisory Board provides a broad range of opinions.

However, there is strong agreement that Plan A activities must be central to the M&S brand and used to grow business revenues and market shares, although the future need for efficiency and resilience must also be considered carefully. Board members believe that engaging customers will be very important and that to do this we will need to explain Plan A in accessible, everyday language and address issues that matter to people locally. The use of web and social media will be very important in our efforts to connect with actual and virtual communities.

We have discussed the concept of leadership in depth, concluding that while it is gratifying to win awards and top league tables (see page 51 for more details), true leadership comes through collaboration with other companies and stakeholders. The Advisory Board has encouraged us to be transparent about our collaborations and the resulting impacts.

The Board has advised us to update Plan A in ways that reflect our current business priorities, including the development of our multi-channel and international businesses in key territories such as China and India. It suggests that we rebalance Plan A to address pressing social concerns centred on workplace skills, education, employment and health – in our own business as well as our supply chains. The Board also recommends that the links between sustainable livelihoods and sustainable management of the environment need to be developed.

Integrated reporting

We recognise the need to demonstrate more effectively how addressing social and

environmental issues can contribute to overall business success. We've worked with Business in the Community and the consultancy Accenture on research to redefine 'Responsible business'.

We're also participating in the International Integrated Reporting Committee's (IIRC) integrated reporting pilot and contributing to the development of UK legislation in this area. In the UK, it is currently proposed that mandatory reporting of greenhouse gas emissions and gender diversity will come into effect for 2014 reports.

This 2013 Plan A Report and our 2013 Annual Report include small steps towards more integrated reporting, including the identification of three sustainability key performance measurements on greenhouse gas emissions (our operations), products with Plan A qualities (our products) and percentage Employee Engagement score (our people).



Listening and taking action

To ensure that Plan A remains relevant we listen to our stakeholders. This table summarises how we listen and what we've heard over the past 12 months.

Our stakeholders	How we listen	So this is what they've told us
Customers	<ul style="list-style-type: none"> Monitoring sales of products Offering involvement in Plan A activities and campaigns Receiving feedback through our Retail Customer Services team Feedback through our Plan A suggestions email Conducting research and surveys Making increasing use of Facebook and Twitter social media 	Environmental and social issues continue to be important but our customers have other pressures and priorities. They want to buy products that offer high standards in all respects and have the opportunity to contribute to causes which are important to them.
Employees	<ul style="list-style-type: none"> Plan A Champions in all locations Business Involvement Groups Feedback through our Plan A suggestions email Annual Your Say survey Involvement in a wide range of Plan A activities Plan A listening groups 	Many of our colleagues want us to continue to cut waste, help local communities and communicate better to our customers.
Shareholders	<ul style="list-style-type: none"> Annual General Meeting Meetings with institutional Investors Survey of institutional Investors Ethical investment survey 	Investors are increasingly interested in how Plan A contributes to the success of our business and how this should be measured.
Suppliers	<ul style="list-style-type: none"> Annual Plan A Supplier Conference Tendering processes Supplier Exchange Visits and meetings Agricultural shows 	Our suppliers are looking for M&S to adopt an holistic approach to sustainability which reflects developing industry-wide standards.
Government and regulators	<ul style="list-style-type: none"> Meetings Dialogues with trade associations Responses to consultations Annual Plan A Stakeholder Conference 	EU and UK governments have been developing proposals to improve corporate accountability on social and environmental issues through reporting. We have attempted to incorporate many of these proposals into this year's reports.
Non-governmental organisations (such as WWF, Oxfam, RSPCA, Greenpeace and Friends of the Earth)	<ul style="list-style-type: none"> Visits and meetings Participation in benchmarking and surveys Joint projects Annual Plan A Stakeholder Conference 	NGOs want M&S to continue to show leadership and collaborate with other companies to help bring changes across the whole industry.

Your views

By email to:

PlanA@marks-and-spencer.com

Alternatively, write to us at:

Marks and Spencer Group plc, Plan A Department, 5 Merchant Square, North Wharf Road, London W2 1AS

Further information and our previous reports are available at:

corporate.marksandspencer.com/howwedobusiness/hwdb_reports

Commentary from Jonathon Porritt

There has been no shortage of “wake-up calls” for retailers. Just in the last couple of months, food retailers have been rocked by the horsemeat scandal (with traces of horsemeat detected in a wide range of beef products), and many UK clothes retailers have had to deal with the fallout from the collapse of the Rana Plaza building in Bangladesh, killing more than 1,100 garment workers, many of whom were paid as little as £25 a month.

So why am I mentioning this, given that M&S had a completely clean bill of health on the horsemeat scandal, and was in no way involved in the Rana Plaza disaster? Quite simply, there are all sorts of ways of responding to wake-up calls, and I would argue that everything done in the name of Plan A over the last 6 years is the result of M&S listening carefully to what's going on in its supply chain and in the wider world, as well as to its employees and stakeholders.

No retailer is immune from these periodic “shocks to the system”, and M&S colleagues recognise that they have no cause to feel complacent on that score. But some retailers are much better than others at this kind of future-proofing – or what you might call “strategic de-risking” – anticipating pressure points, resource constraints and any residual risk from “business-as-usual” mind-sets. This is a far more reliable way of addressing today's sustainability challenges than waiting to be beaten up by the next shock-horror wake-up call.

It's only a short journey from getting good at that kind of de-risking to identifying opportunities for top-line growth by building trust with one's consumers. That kind of trust is underpinned by consistently “doing what it says on the tin”, and by recognising the importance of increased transparency. This is a personal priority for Marc Bolland, and I'm impressed at the plans that are now being developed to keep M&S out there as a leader in this area.

As it still is on Total Carbon Management, not least by maintaining its commitment to carbon neutrality (which none of its major competitors have, as yet, had the stomach for) and by continuing to focus on energy efficiency as the single most important way of reducing overall emissions (page 29) and saving tons of money in the process.

But even a retailer as experienced as M&S still has a long way to go here – such as getting doors on fridges in all its stores, as many of those same competitors have already done.

Plan A has always been a fully integrated Plan, covering the social and ethical aspects of sustainability as much as the resource and environmental aspects. One of the principal responsibilities of the Sustainable Retail Advisory Board (page 45) is to bring some of what's going on out there in that wider world into M&S. The corporate sustainability agenda evolves all the time, particularly during periods of real economic hardship.

That's now more important than ever. M&S has a fine record in this area (for instance, see page 23 for information about Marks & Start), and has plans to build on this during the course of the next year.

The Sustainable Retail Advisory Board has also been pressing for a rather more coherent and ambitious approach to reinforcing the engagement of each store in its own community. Whilst the independent recognition Plan A receives is impressive (page 51), we're keen to see it recognised not just in its own right, but as an absolutely integral part of the whole M&S brand. And integral therefore to the future success of the company.

Jonathon Porritt



About this report

This is our tenth annual report covering social, environmental and ethical performance. Published in June 2013, it covers our financial year from April 2012 to March 2013.

Audience

Many different stakeholders have an interest in our social and environmental performance. To make sure our report serves the needs of a varied audience, we've tried to provide a balance of detailed data as well as accessible performance summaries. The report has been written primarily for an external audience, although we share the information it contains with employees and customers. You can find more information about all our commitments at:

marksandspencer.com/thecompany

Report structure

The Plan A Report 2013 follows a similar structure to our 2012 Report, allowing direct comparison with previous years. The first section contains senior management commentaries on our progress and challenges; the second section provides a systematic update against our 180 Plan A commitments, under the headings: Involving customers; Make Plan A How we do business; Climate change; Waste; Natural resources; Fair partner; and Health and wellbeing. The report also explains how we manage social and environmental issues through our How we do business Committee structure. Independent review in the form of commentary, assurance and recognition is included at the end of the report.

Scope

This report focuses primarily on our UK and Republic of Ireland business, which accounted for over 90% of our turnover in 2012/13. This includes in-store branches of M&S Bank but not operations controlled by our partner

HSBC. However, the product data it contains relates to our stores in the UK, Republic of Ireland as well as Marks & Spencer products sold worldwide, but excludes non-M&S branded products. The report does not contain operational information relating to UK M&S Simply Food Stores operated under franchise.

Key impacts

A wide range of social, environmental and ethical issues have an impact on our business, either directly or through our global supply chains. Consequently, we have to manage a continually evolving set of issues. We developed our 180 Plan A commitments with the help of stakeholders, in order to address our key social and environmental challenges. You can find further information on our social, environmental and ethical policies at: marksandspencer.com/thecompany

Data

The relevance of data and measurements included in this report has been reviewed at least twice over the reporting year by M&S management.

There were no significant structural changes to our business during 2012/13. Most of the data and statements in this report relate to the financial years 2006/07 (the baseline year prior to Plan A) and 2012/13. Where target completion years are stated as 2015 these are generally taken as meaning by 31 March in that year. However, targets for years other than 2015 are taken to mean 31 December. To ensure consistency we have included some calendar year data which has already been shared with other stakeholders. This data is marked with an asterisk*. Where we refer to significant events which occurred after the end of the 2012/13 financial year, we have quoted a date.

We have recalculated and restated our baseline carbon emissions using DEFRA/DECC's May 2012 Greenhouse Gas Reporting Guidance.

Report content and assurance

This report provides a progress update against the 100 Plan A commitments first published in 2007 and the 80 additional commitments published in 2010. All 180 commitments were made following consultation with stakeholders and we believe they cover all of the social and environmental issues facing the retail industry. Performance on all commitments has been assured, some independently by Ernst & Young and others by the M&S Internal Audit team.

To provide context and relative importance, M&S management has ranked every commitment in terms of its 'importance to stakeholders' and 'importance to M&S' on a 3 x 3 matrix. Forty three commitments which are classified as still to be Achieved or Achieved and ongoing were rated as being of 'high importance to stakeholders' and either 'high or medium importance to M&S' (see below). Ernst & Young have been commissioned to provide independent assurance using both AA1000 AS and ISAE 3000 standards on these issues and are denoted by ** in the performance section of this report. (See the assurance statement on page 48.) All other commitments were subject to review and assurance provided by Marks & Spencer Internal Audit and Plan A team.

Report technical standards

We have used the Plan A commitments we published in 2007 and 2010 to structure this report. To provide a common point of reference we have also used the Global Reporting Initiative third generation framework, G3.1 as a checklist. GRI G3.1 reference can be found on page 50. Together with additional information available from our Annual Report and website, this meets level B of GRI.

The report also meets retail industry requirements set out in the DEFRA environmental reporting guidelines for UK businesses and conversion factors used to measure CO₂ follow DEFRA/DECC guidance published in May 2012.

Carbon neutrality

The stores, offices, warehouses and delivery fleets operated by Marks & Spencer in the UK and Republic of Ireland have been certified as a CarbonNeutral® company in accordance with The CarbonNeutral Protocol for the period commencing 1 April 2012 to 31 March 2013. This means that in addition to significantly reducing emissions, M&S has sourced a portfolio of high quality carbon credits and a quantity equal to gross carbon emissions for this period

has been retired as part of the CarbonNeutral® certification process. In addition, Marks & Spencer has self-certified carbon neutrality in accordance with British Standards Institute's PAS2060 at 30 April 2013 for the period commencing 1 April 2012 to 31 March 2013 with a commitment to maintain carbon neutrality at least up to 31 March 2014. You will find further supporting documentation at: marksandspencer.com/thecompany

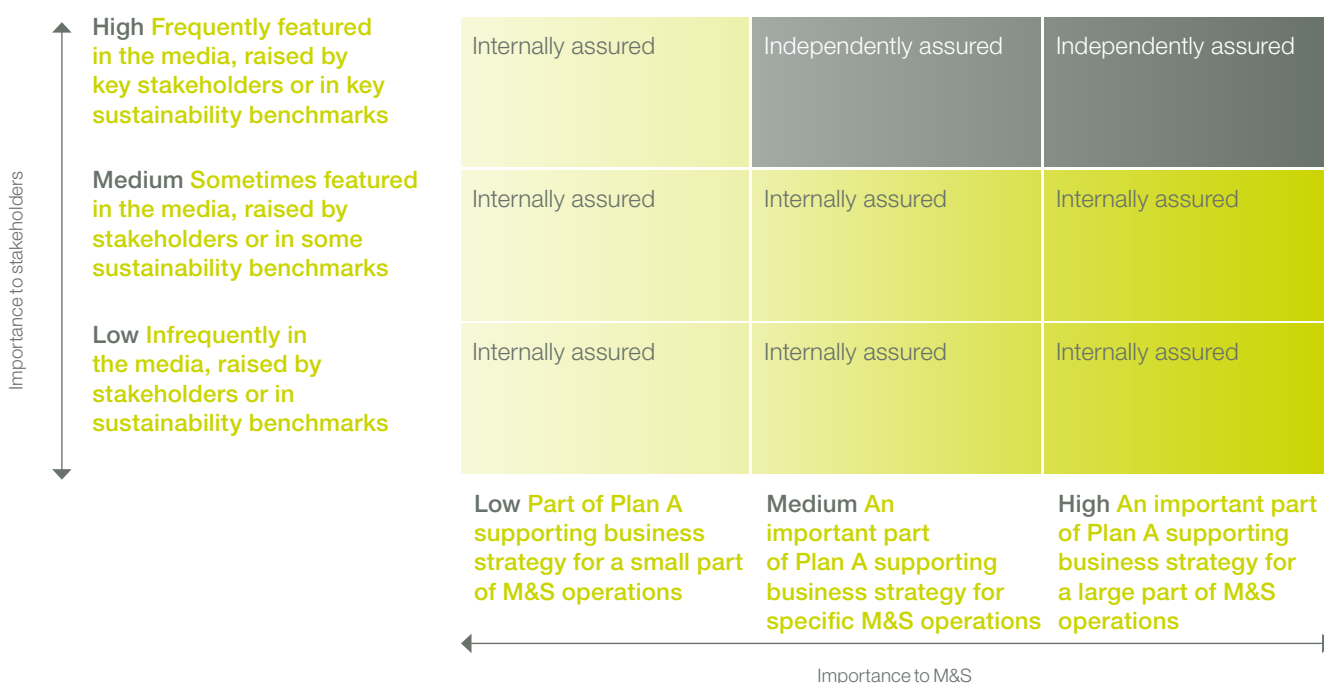
Legal compliance

We had no environmental prosecutions in 2012/13. In November 2012 there was a fatality at our store in Tunbridge Wells related to electrical work being carried out by a contractor. This incident is under investigation.

M&S Annual Reports

Our 2013 Annual Report contains a comprehensive review of our financial performance and governance. It is published online, along with this report. Both can also be downloaded in PDF, large font and sound versions at: marksandspencer.com/thecompany

Materiality – which commitments are most important?



Independent assurance statement

To the management of Marks and Spencer Group plc

The Marks & Spencer Plan A Report 2013 (the Report) has been prepared by the management of Marks and Spencer Group plc, which is responsible for the collection and presentation of the information within it. Our responsibility, in accordance with management's instructions, is to carry out a 'limited level' assurance engagement on the report. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the report is entirely at its own risk.

What we did to form our conclusions

Our assurance engagement has been planned and performed in accordance with ISAE3000¹ and to meet the requirements of a Type 2 assurance engagement as defined by AA1000AS (2008)². The AA1000AS (2008) assurance principles of Inclusivity, Materiality and Responsiveness have been used as criteria against which to evaluate the Report.

In order to form our conclusions we undertook the steps outlined below:

1. Reviewed progress made in relation to selected Plan A commitments.

Included within our review were the following commitments:

1.2 Number of Products with Plan A attributes, **1.3** Identifying Plan A products, **2.3** Marks & Start, **3.1** My Plan A, **3.2** Plan A marketing, **4.3** Paid volunteering, **4.4** Customer Assistant Training, **4.5** Employee feedback on communications, **4.6** Employee feedback engagement, **4.9** All store reporting of H&S incidents, **5.1** Business case, **7.3** Food Supplier Plan A benchmarking, **7.5** Sustainable farming, **7.6** General Merchandise traceability, **9.2** Efficient packaging, **10.4** Carbon neutral, **10.5** Store, office and warehouse energy, **10.6** Delivery efficiency, **10.15** Refrigeration, **11.2** Food supplier energy performance, **12.2** Recycle 20m garments, **12.13** Reducing carrier bags, **13.1** Reducing

M&S waste by 25%, **13.3** Reducing construction waste, **13.5** Zero waste to landfill, **13.7** Food waste to recycling, **13.8** Zero landfill construction, **14.2** Reducing landfill at food suppliers, **15.2** Reducing M&S water usage, **16.1** Water efficiency with food suppliers, **16.2** Sustainable farmed fish, **16.11** Pesticide Residue-free food, **16.15** Sustainable cotton, **16.16** Deforestation, **16.17** Sustainable wood, **16.18** Sustainable sea fish, **16.25** Supplier water efficiency, **17.1** Living wage, **17.6** Food supplier HR performance, **17.13** Helping suppliers address ethical issues, **17.19** Fairtrade food, **18.1** Improve nutritional food content, and **19.1** Nutritional labelling.

2. Reviewed Marks and Spencer's approach to stakeholder engagement through interviews with management and employees. Our discussion with employees focused on the following areas: Employee feedback, Sustainable farming, Efficient packaging, Deforestation (Palm and soy) and Living wage. We also reviewed selected associated documentation on stakeholder engagement, including meeting minutes from Marks and Spencer's Sustainable Retail Advisory Board, and attended the annual stakeholder event.

3. Reviewed the coverage of material issues within the Report against key issues and areas of performance covered in external media reports and the sustainability reports of Marks and Spencer's peers; selected outputs from stakeholder engagement activities; and the topics discussed by Marks and Spencer's Plan A Governance forums.

For the selected Plan A commitments (listed above and denoted by ** in the report) we:

4. Interviewed a selection of Marks and Spencer managers responsible for managing progress towards the commitments to understand current performance and the mechanisms for measuring progress.

5. Reviewed relevant documentation, such as guidance documents, status reports, meeting minutes and independent third party reports, for consistency with claims of progress made.

6. Reviewed the Report for the appropriate presentation of the data including the discussion of limitations and assumptions relating to the data presented.

Level of assurance

Our evidence gathering procedures have been designed to obtain a limited level of assurance (as set out in ISAE3000) on which to base our conclusions. The extent of evidence gathering procedures performed is less than that of a reasonable assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided.

The limitations of our review

We have not tested source data used to compile Group-level performance updates on the Plan A commitments.

We did not interview Marks and Spencer employees at stores or warehouses.

Our assessment of materiality has focused on the topics addressed by Marks and Spencer's Plan A.

Our conclusions

Based on the scope of our review our conclusions are outlined below:

Inclusivity

Has Marks and Spencer engaged with stakeholders to seek feedback on and refinement of Plan A?

We are not aware of any key stakeholder groups which have been excluded from engagement.

We are not aware of any matters that would lead us to conclude that Marks and Spencer has not applied the inclusivity principle in developing its approach in relation to Plan A.

¹ ISAE 3000 – International Federation of the Accountants' International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.

² AA1000AS (2008) – The second edition of the AA1000 assurance standard from the Institute of Social and Ethical Accountability.

Materiality

Has Marks and Spencer provided a balanced representation of material issues concerning its performance against Plan A?

We are not aware of any material aspects concerning Marks and Spencer's performance against Plan A which have been excluded from the report.

Nothing has come to our attention that causes us to believe that Marks and Spencer management has not applied its processes for determining material issues to be included in the report, as described on page 47.

Responsiveness

Has Marks and Spencer responded to stakeholder concerns and feedback on Plan A?

We are not aware of any matters that would lead us to conclude that Marks and Spencer has not applied the responsiveness principle in considering the matters to be reported with regards to the performance update on Plan A.

Completeness and accuracy of Performance Information

How complete and accurate are the performance data and claims for the selected 43 Plan A commitments (listed above and denoted by ** in the report).

Nothing has come to our attention that causes us to believe that the data relating to the selected 43 Plan A commitments has not been collated properly from Group-wide systems.

We are not aware of any errors that would materially affect the data as presented in the report for the selected 43 Plan A commitments.

We have reviewed the performance update against the selected 43 Plan A commitments and we are not aware of any misstatements in the assertions made.

Observations and areas for improvement

Our observations and areas for improvement will be raised in a report to Marks and Spencer management. Selected observations are provided below. These observations do not affect our conclusions on the report set out above.

Marks and Spencer is continuing to make progress on a number of its commitments, particularly water usage reduction and number of Plan A products. However, for some commitments classified as 'On plan' such as Sustainable farming, we encourage Marks and Spencer to articulate more clearly how it is making progress towards its 2015 target. For example, more clarity could be provided on how the engagement with farmers is improving performance in areas such as efficiency, environment and ethical practice.

There has been relatively limited progress against some of the commitments reported as 'On plan' this year, such as the commitment to increase customers' clothes recycling and helping our customers to identify Plan A products. We encourage Marks and Spencer to consider how it will describe its position on these commitments in the future if ultimately they are too challenging to meet.

Progress has been made in implementing Plan A benchmark standards with food suppliers this year, notably the improved process for collecting and validating submissions from food suppliers. However, we encourage Marks and Spencer to continue developing the process for scoring these submissions, in order to monitor progress against the commitment to engage all food suppliers and ensure that 25% by turnover will be at Gold level by 2015.

Under forthcoming UK regulations, Marks and Spencer will be required to incorporate its growing international operations within the scope of its reporting on carbon emissions. As Marks and Spencer continues increasing its footprint beyond the UK and Ireland, it should also consider extending the reporting of performance on other Plan A aspects from its international operations.

Our independence and experience

This is the tenth year Ernst & Young LLP has provided independent assurance services in relation to Marks and Spencer's How we do business Report. We have provided no other services relating to Marks and Spencer's reporting of social, environmental and ethical matters.

Our assurance team has been drawn from our global environment and sustainability network, which undertakes similar engagements to this with a number of significant UK and international businesses.

Ernst & Young LLP

London
May 2013

Global Reporting Initiative (G3.1) Index at level B

	GRI References	Inclusion	Page
Vision and strategy	1.1 CEO's statement	Yes	1
	1.2 Key impacts	Yes	46
Organisation profile	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9	Yes	IFC
	2.10 Awards	Yes	51
Report parameters	3.1, 3.2, 3.3, 3.5, 3.6, 3.7, 3.8, 3.9	Yes	46
	3.10, 3.11, 3.13 assurance	Yes	48
	3.4 contact details	Yes	44
	3.12 GRI table	Yes	50
Governance	4.1, 4.2, 4.3, 4.4, 4.6, 4.7, 4.10	Yes	AR
	4.5, 4.8, 4.9, 4.13, 4.14, 4.17	Yes	41
	4.11, 4.12, 4.15, 4.16	Yes	W
Economic performance indicators	EC1	Yes	AR
	EC2, EC6	Yes	28
	EC3, EC7, EC9	Yes	W
	EC4, EC8	N/A	
	EC5	No	
Environmental performance indicators	EN1, EN2, EN27	Partial	28,31
	EN3	Yes	Gas: 272 GWh
	EN4	Yes	Diesel: 23m litres
	EN5, EN6, EN7, EN16, EN17, EN18, EN19, EN29	Yes	Electricity: 709 GWh
	EN8, EN9, EN12, EN14, EN26	Yes	29-30
	EN22	Yes	34-36
	EN23, EN28	Yes	32
	EN13, EN15, EN20, EN21, EN24, EN25	N/A	47
	EN10, EN11, EN30	No	
Labour practices and decent work performance indicators	LA1, LA2, LA13	Partial	AR
	LA3, LA4, LA5, LA12	Yes	W
	LA6	Yes	AR
	LA7	Yes	25
	LA8, LA9	N/A	
	LA10, LA11, LA14	No	
Human rights performance indicators	HR1, HR2, HR3, HR4, HR10	Yes	24-25
	HR5, HR6, HR7, HR8, HR9, HR11	No	
Society performance indicators	SO1	Yes	23
	SO3	Yes	41
	SO5	Yes	W
	SO6	Yes	AR
	SO2, SO4, SO7, SO8	No	
Product responsibility performance indicators	PR1, PR6	Yes	W
	PR3	Partial	22,29
	PR5	Yes	AR
	PR2, PR4, PR7, PR8, PR9	No	

IFC: Inside Front Cover
AR: Annual Report
W: How We Do
Business website

Independent recognition

Since we launched Plan A in 2007 we have received over 100 awards covering all aspects of sustainability. These pages list the most recent.

2011

Business in the Community Corporate Responsibility Index
Platinum Plus performer 2011

Greenpeace (sustainable) Tuna League Table
2011 Joint best retailer

FT ArcelorMittal Boldness in Business
2011 Corporate Responsibility

The Times
2011 Top 50 Employers for Women

Fast Company
2011 The World's 50 Most Innovative Companies (for Plan A)

Fish2fork and Zoological Society of London
2011 Bluefish Award for Sustainable Sourcing

Sunday Times Green Companies
2011 60 Best Green Companies

The Guardian Sustainable Business Awards
2011 Employee Engagement Award

The Marketing Week Engage Awards
2011 Retail Award (for Plan A)

Business in the Community Awards for Excellence
2011 Responsible Supply Chain

Compassion in World Farming Awards
2011 Good Dairy Commendation

National Recycling Awards
2011 Retail Recycler

Carbonclear reporting on carbon emissions
2011 Top Retailer Performer (2nd overall)

Retail Week Supply Chain Awards
2011 Transport Initiative of the Year (for use of rail freight)

Business in the Community Ireland-2011 Eco-Business Award
Multinational Company

AARP Best Employers for Workers over 50
2011 Global Award for Innovative Older Workforce Practice

World Retail Award
2011 Winner for CSR

PWC Building Public Trust Awards
2011 FTSE 100 Sustainability Reporting Award

Ipsos MORI CR Experts survey
2011 Leaders in reporting impacts on society and the environment

Ipsos MORI CR Experts survey
2011 'Top of mind' leaders on responsibility

Starpac Industry Awards
2011 Special Award for Plan A packaging

RSPCA Good Business Awards
2011 Sustained Excellence Winner

Green Business Awards Green Globes
2011 Built Environment Award

Edie.net Awards for Environmental Excellence
2011 Green Corporate Initiative Award (for energy efficiency)

Edie.net Awards for Environmental Excellence
2011 Renewable Energy Award

Cooling Industry Awards
2011 Retail Project of the Year (refrigeration)

WWF Palm Oil Buyers Scorecard 2011
Joint first

Business in the Community
CommunityMark (2011 reapproval)

The Carbon Trust
Carbon Trust Standard (recertified for two years in 2011)

Premises and Facilities Management Awards
2011 Partners in CSR (with Helistrat Management Services)

Pesticide Action Network UK 2011 supermarket league table
Joint top

Forest Footprint Disclosure Project
2011 Best General Retail Sector Performer

International WWF Palm Oil Buyers Scorecard 2011
Joint top



2012

People And the Environment (PEA)

Business Awards

2012 Retail Award

Ethisphere 2012

World's Most Responsible Companies

Forest Footprint Disclosure Project

2012 Best General Retail Sector Performer

Business in the Community

Corporate Responsibility Index

Platinum Plus performer 2011

New Energy Awards

2012 Retailer of the Year (for energy efficiency)

The Times

2012 Top 50 Employers for Women

Corporate Register

2012 Relevance and materiality

Corporate Register

2012 Openness and honesty

Queen's Award for Enterprise

2012 Sustainable Development

Business in the Community National Awards for Excellence

2012 Responsible Supply Chain Big Tick

Rainforest Alliance Honorees

2012 Sustainable Standard-Setter

European Business Awards for the Environment

2012 Award for Management

The Guardian Sustainable Business Awards

2012 Supply Chain

Business in the Community Awards for Excellence

2012 Responsible Business of the Year

Ethical Corporation Responsible Business Awards

2012 Supply Chain Excellence

IR Magazine

2012 Best practice of corporate social responsibility

Royal Institute of British Architects

2012 White Rose Award (Ecclesall Road store for sustainable design)

World Retail Award

2012 Joint Winner for Responsible Retailer of the Year

Greenpeace sustainable tuna table

2012 Joint Top

Carbon Disclosure Project

2012 best retailer and only retailer in the global Carbon Performance Leadership Index

Newsweek Global 500 Green Rankings

2012 best retailer (10th overall)

PR Week Awards

2012 Consumer Marketing Communications (Shwopping)

Chartered Institute for Personnel and Development People Management

2012 Corporate Social Responsibility Award

Chartered Institute for Logistics and Transport Awards for Excellence

2012 Supply Chain Collaboration

Carbon Clear FTSE 100 carbon management performance

2012 top company

The National Business Awards

2012 Sustainability Award

PR Consultants Association Awards

2012 Corporate Social Responsibility (Shwopping)

Forest Footprint Disclosure Project

2013 Best General Retail Sector Performer

British Quality Foundation Awards

2012 Sustainable Future

Queen's Award for Enterprise

2012 Sustainable Development

2013

Ethisphere

2013 World's Most Responsible Companies

Drinks Retailing Awards

2013 Ethical Retailer of the Year

sustain Magazine

2013 Award for Construction (Cheshire Oaks)

sustain Magazine

2013 Award for Retail Hospitality and Tourism (Cheshire Oaks)

The Sustainable Cities

2013 Award for Sustainable Fashion

The Times

2013 Top 50 Employees for Women

The Environment and Energy Awards

2013 Sustainable Business of the Year

The Big Society Awards

2013 Award (Shwopping)

Business in the Community Corporate Responsibility Index

Platinum Plus performer 2013

Business in the Community Excellence Awards

Platinum Big Tick 2013

Retail Week Awards

2013 Best CSR Initiative (Shwopping)

PEA Business Awards

2013 Building and construction (Cheshire Oaks)

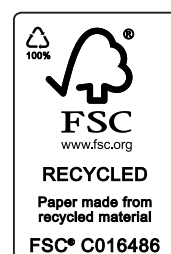
Resource Revolution Awards

2013 Closed Loop Exemplar (with Somerset Waste Partnership)

Guardian Sustainable Business Awards

2013 Built environment (Cheshire Oaks)





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